

**INSTITUTIONAL FACTORS AFFECTING THE PERFORMANCE OF MONITORING  
AND EVALUATION SYSTEMS IN THE KENYA YOUTH EMPLOYMENT  
OPPORTUNITIES PROJECT FUNDED BY THE WORLDBANK IN NAIROBI KENYA**

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## DECLARATION


This academic report is my original research work that has not been submitted for academic award in any other university

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This research report has been submitted for examination with my approval as the University Supervisor

  
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## **DEDICATION**

First of all I dedicate my work to the God Almighty for good health especially now the whole globe is in anguish due to the pandemic. My cherished parents, Mr & Mrs. Peter Gitau for their insightful encouragement in the journey towards completion of the program.

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## ABBREVIATIONS AND ACRONYMS

<b>AfrEA:</b>	African Evaluation Association
<b>KYEOP:</b>	Kenya Youth Employment and Opportunities Project
<b>MIIYA:</b>	Ministry of ICT, Innovations and Youth Affairs
<b>M&amp;E/MnE:</b>	Monitoring and Evaluation
<b>MSEA:</b>	Micro and Small Enterprise Authority
<b>NACOSTI:</b>	National Commission of Science, Technology and Innovation
<b>NITA:</b>	National Industrial Training Authority
<b>PMBOK:</b>	Project Management Body of Knowledge
<b>PSC:</b>	Public Service Commission
<b>SPSS:</b>	Statistical Package for Social Sciences
<b>WB:</b>	World Bank

## ABSTRACT

Monitoring is an ongoing collection and analysis of project performance while project evaluation entails periodic assessment of the project to check on the impacts, relevance and effectiveness. The process of monitoring and evaluation provides overall oversight roles and can be used as a tool for social and political change. Therefore, performance of Monitoring and evaluation is critical in the overall performance of project. The aim was to establish factors influencing the performance of monitoring and evaluation practices in the Kenya youth employment opportunities project (KYEOP). The study's specific objectives were; To establish the effect of budgetary allocations on the effectiveness of MnE of Kenya Youth Employment and Opportunities Project; To examine how technical expertise affects the effectiveness of MnE of the KYEOP; To establish the role of stakeholders participation on the effectiveness of MnE of the Kenya Youth Employment and Opportunities Project and To assess the role of leadership on the effectiveness of monitoring and evaluation of the Kenya Youth Employment and Opportunities Project. The study was guided by three theories which comprise program theory, stakeholder theory of sustainability and resource allocation theory. The study adopted a descriptive research design to collect primary data from the sample population of 165 project staff and other project stakeholders. Collection of data was done by questionnaires as well as through interview guides. A pilot study was conducted to assess the reliability and effectiveness of data collection process. Before data collection the validity and reliability of the study tool was determined. Face, construct and content validity was assessed while Cronbach's alpha was used to assess the reliability of the study tool. The study sought to analyze the collected data using SPSS version 25. The study used quantitative and qualitative data analysis methods and the results was presented using percentage and frequency tables. The study established that there is a significant relationship between budgetary allocations and performance of M n E systems in the KYEOP project funded by the WorldBank in Nairobi Kenya ( $r=0.513$ ,  $p=0.000$ ) and that there is a significant relationship between technical expertise and performance of monitoring and evaluation systems in the KYEOP funded by the WorldBank in Nairobi Kenya ( $r=0.604$ ;  $p=0.000$ ). The study also established that that there is a significant relationship between stakeholder participation and performance of monitoring and evaluation systems in the KYEOP funded by the WorldBank in Nairobi Kenya ( $r = 0.627$ ;  $p=0.000$ ) and that there is a significant relationship between leadership and performance of monitoring and evaluation systems in the KYEOP funded by the WorldBank in Nairobi Kenya ( $r=0.587$ ;  $p=0.000$ ). It was concluded that performance of MnE systems in the Kenya youth employment opportunities project funded by the WorldBank in Nairobi Kenya is significantly affected by budgetary allocations, technical expertise, stakeholders' participation and leadership. This research recommended that there is need for project management at KYEOP to ensure that project budget provide a clear and adequate provision for M'n'E events. The study also recommends that the project managers at KYEOP should work together with relevant stakeholders to develop a database of M&E system information, where the M&E employees can learn from previous experiences.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

Monitoring and evaluation (M & E) is becoming increasingly important for several organisations and development communities worldwide. It enables those engaged in development practises to learn from past experience, boost their outcomes and become more responsible. M&E has gained popularity in the improvement of community as a result of a greater emphasis on the outcomes of initiatives. M&E processes help those associated to evaluate the impact of a specific activity, evaluate how it might be improved, and demonstrate the action being taken by various stakeholders (Klostermann, et al., 2018). It would be challenging to determine if the specified in the project are being attained as scheduled in the utter lack of efficient M & E, and which corrective measures may be necessary to ensure delivery of the planned outcomes, or if proposals are creating positive advancements in human growth (Rist, 2017; Desalegn, 2022).

The M & E that are poorly planned and administered can be more harmful than beneficial. Incorrect results can jeopardise the efficient channelling and utilisation of resources. It is a constant challenge to demonstrate global standards for methodological quality, ethical practise, and effective organizational mechanisms in M & E. The M&E has the opportunity to make significant contributions to growth practise and theory if done correctly. Good M&E can improve project performance, analyse consequences, steer strategic plan, financial and technical assistance authority, build interested parties' capability to hold programme financiers and practitioners accountable, and share learning more widely (Njenga & Gurung, 2019; Nigussie, 2022). It is critical to ensure the comprehensiveness, efficiency, and trustworthiness of M&E systems and procedures in order to reach precise and trustworthy inferences about what appears to work versus what does not work in programmes and projects. International rules emphasise the importance of objectivity, sufficiently qualified specialists leading the procedure, stakeholder involvement, suitable approaches and technologies, promptness, supervisory support, financial support, and the recognition of measures (Simon & Mwenda, 2021).

Individuals desire enhanced and more offerings from national and local state in order to preserve or enhance their standard of living. M&E are essential management tools that can help a

state institutions enhance the way tasks are completed in order to accomplish a state's goals and objectives. To assure people that corporate strategy, situational, and organisational decision-making are more appropriate, the data and substantiation that the state and federal organisations require to make choices, enact legislation, and hold representatives accountable must be deduced from a results-based achievement feedback mechanism (Jili & Mthethwa, 2016). Nevertheless, the Public Service Commission (PSC) revealed that agencies and action includes are not yet taking M&E sincerely as an achievement management mechanism due to a lack of M&E systems to assess programmes (Nxumalo, 2016).

Monitoring is a continuous process of collecting and analysing project performance while project evaluation entails periodic assessment of the project to check on the impacts, relevance and effectiveness (Binnendijk, 2019). The process of monitoring and evaluation provides overall oversight roles and can be used as a tool for social and political change. According to Mutekhele (2018) monitoring and evaluation allows judging the benefits of the programme against the cost as well as identifying the rate of the return. Monitoring and evaluation of projects provides an opportunity for critical analysis and learning organization to inform the decision making. The findings from the process helps the donors, managers, donors and partners learn from experiences and improve in future interventions (Sivagnanasothy, 2019).

Data evaluation can be utilized in assessing the effectiveness, relevance and impact of achieving the projects goals by measuring changes in attitudes, knowledge, skills, community norms and utilization of resources (Beverly, 2016). Monitoring and evaluation ought to be used to offer strategic decision to programs and policy implementation. There are a number of monitoring and evaluation approaches, the organizations should exhibit flexibility to apply any framework without limiting themselves to one (Kabonga & Itai, 2019). This means organizations have unique framework of monitoring and evaluation distinct form the others.

Result based monitoring and evaluations encompasses collection of data and analyzing information to make comparison on how well a project or program is being implemented against the expected results (Phillips & Phillips, 2016). Result based M'n'E can be a powerful public management tool that can be used to track progress and impact of a project by the decision and policy makers (Sebola, 2021). The approach goes beyond the input and outputs towards establishing the outcomes and impacts of the projects.

Government and organizations have become more accountable to their stakeholder and are called to show the results. Basically, the stakeholders are more focused in identifying the outcomes of the project more than the process. There is need to build and sustain comprehensive result based M'n'E systems, in order to measure and monitor the progress of a project or program. The need for monitoring and evaluation has increased as the non-governmental organizations seek to control the public sectors to bring accountability and transparency.

Cagliari, Licciardo and Legnini (2021) stresses that the framework focuses on strengthening the monitoring and evaluation function through ensuring accountability in utilization of resources, focusing on the achievement of the results, providing basis for decision making as well as promoting information and knowledge sharing. Projects funded by the Non-governmental Organizations require intensive monitoring and evaluation to justify if the projects intervention caused any changes. The M & E systems should be designed and implemented appropriately to suit the needs of the organization, donors and beneficiaries (Anne, 2013).

In Africa Monitoring and evaluation dates back to a 1998 conference in Abidjan, where teams of senior officials from 12 African countries and 21 international development agencies agreed to establish Africa's capabilities for M&E is crucial for enhancing governance and providing effective management of public assets (African Evaluation Association [AfrEA], 2022). Member Present emphasized the importance of an African Evaluation Association, increased organizational support for the continent, increased training in evaluation process, technique, and practice, and registries of evaluators, knowledge gained, and best practices. In 1999, the newly created AfrEA conducted its first conference in Nairobi. More than 300 evaluators from 25 countries attended. The AfrEA commits to enhancing indigenous evaluation capability across Africa by offering excellent training and creating national organizations to perform peer learning. National professional organisations were supposed to work with their respective state to develop national evaluation guidelines.

In Kenya, successful project M&E techniques include status reporting, performance assessment, and prediction. Successful project reports give information on the performance of the project in terms of scope, time, cost, resources, quality, and risk that may be utilized as inputs to other processes (PMBOK, 2011). Monitoring, as defined by the World Bank (2011), is the procedure of

gathering, evaluation, and assessing information about a development's components, operations, outcomes, consequences, and consequences on a regular and consistent basis.

### **1.1.1 Kenya Youth Employment and Opportunities Project (KYEOP)**

Kenya Youth Employment and Opportunities Project is a World Bank funded initiative meant to promote youth employability. The projects aim at empowering and uplifting the wellbeing of youths in Kenya through training, Internship and business grants. The projects focus on unemployed or underemployed youths between 18 to 29 years who have pursued their education up to form four or below. The project is envisaged to run for 4 years and is expected to reach 80,000 beneficiaries in the country. The project implementation is done in four (4) distinct components including; support for job creation, promoting youth employability, improving labour market information and strengthening youth policy development. This is mainly done by several partners playing different roles as delegated to by the parent ministry. The implementing partners include; MIIYA, NITA, Micro and Small Enterprise Authority(MSEA), The Ministry of Labour & Social Protection.

The project has its office at NITA due to their strategic role of imparting youths with lifelong skills, core business skills, training from training providers and apprenticeship with master craftsman. The projects usually offer the youths with 6 months of training and work experience in either the formal or informal sector. In order to ensure effective delivery of roles and duties the office has the following offices; Project Coordination, Data Analysis Office, Procurement Office, Training and Internship office and county coordination office. The county representatives ensure coordination of activities for trainees at the grassroots levels. The study is intended to establish factors influencing the performance of M'n'E practices in the Kenya youth employment opportunities project.

### **1.2 Statement of the Problem**

Monitoring and evaluation has been a crucial management tool for establishing the effectiveness, relevance and impact of a project and guiding on decision and policy formulation. The process entails intensive monitoring the process and analyzing the outcomes of a program to ascertain its efficacy (Kusters, et al., 2018). This process is key in ensuring accountability, transparency and effective use of government resources. Previously, the government has been receiving funding from the International Finance Organizations to boost development projects in Kenya to improve

the standard of living. These resources end up being mismanaged due to corruption, inadequate M&E expertise and political interference within the project operations. There is need for MnE in order to ensure smooth running of projects and achieve its objectives.

Notwithstanding the widespread agreement on the importance and prospects of M'n'E, there is a perception that the commitment of M'n'E has yet to be realised; the benefits obtained from M&E does not outweigh the cost of implementing it (Robertson & Sawadogo-Lewis, 2022). The burdens imposed on government agencies to report in accordance with a management plan can be overpowering (Gooding, et al., 2018). Process often takes time, money, and technical ability, and usually necessitates the formation of an entirely devoted team or organisational department (Munos et al., 2021). The advancement of digital technology solutions allows for greater data gathering, but it also shall be enforced. The M&E is frequently redistributed to frontline workforce or the public itself, with healthcare personnel or other skills and professional to spend extra energy on information disclosure, spending their own time in order to accomplish the project.

The monitoring and evaluation encounters several challenges due to factors such as budgetary allocation, inadequate expertise to perform task, policy factors and stakeholders interferences. Therefore, the assessments of factors influencing monitoring and evaluation of Kenya Youth Employment and Opportunities Project a World Bank funded initiative, provided an insight for proper implementation of the projects goals.

### **1.3 Purpose of the Study**

The purpose of the study was to establish the factors influencing the performance of monitoring and evaluation in the Kenya youth employment opportunities project.

### **1.4 Objectives of the study**

- i. To establish the influence of budgetary allocations on the performance of M & E in the Kenya youth employment opportunities project.
- ii. To examine how technical expertise influence the performance of M & E in the Kenya youth employment opportunities project
- iii. To establish the role of stakeholders participation on the performance of M & E in the Kenya youth employment opportunities project.



- iv. To assess the role of leadership on the performance of M n E in the Kenya youth employment opportunities project

### **1.5 Research Questions**

- i. To what extent does the budgetary allocation influence the performance of M n E in the Kenya youth employment opportunities project?
- ii. How does the technical expertise influence the performance of M n E in the Kenya youth employment opportunities project?
- iii. To what extent does the stakeholders` participation influence the performance of M n E in the Kenya youth employment opportunities project?
- iv. How does leadership influence the performance of M n E in the Kenya youth employment opportunities project?

### **1.6 Study Hypothesis**

#### Hypothesis 1

H<sub>1</sub> There is no statistically significant relationship between the budgetary allocations and performance of M n E in the Kenya youth employment opportunities project.

#### Hypothesis 2

H<sub>1</sub> There is no statistically significant relationship between technical expertise performance of M n E in the Kenya youth employment opportunities project.

#### Hypothesis 3

H<sub>1</sub> There is no statistically significant relationship between stakeholders` participation and the performance of M n E in the Kenya youth employment opportunities project.

#### Hypothesis 4

H<sub>1</sub> There is no statistically significant relationship between leadership and performance of M n E in the Kenya youth employment opportunities project.

### **1.7 Significance of the Study**

The study is expected to provide insights to the management, donor and stakeholders on the importance of the M'n'E in a project. The decision makers and policy formulators require understanding the value of effective monitoring and evaluation and factors that influence it. If well addressed, these factors would make the projects more successful and realize the set objectives. The conclusions and findings would facilitate the academician with route to tackle challenges in the monitoring and evaluation as well as provide reference for their study.

### **1.8 Limitations of the study**

Study limitations are features embedded in the study design or framework that alter the significance and analysis of the study outcome (Greener, 2018). They are the limitations on generalization, applicability to practice, and/or value of outcomes that are a consequence of the investigator's choice of study construct and/or the method employed to demonstrate reliability and validity (Vargas & Mancina, 2019). The study's restrictions are opportunities and problems that investigators encounter during the investigation that may have influenced or impacted the outcomes and perceptions of the outcomes (Akanle, Ademuson & Shittu, 2020). According to Theofanidis and Fountouki (2018), limits are elements that influence the study's outcome or how research outcomes that are generally outside the researcher's control.

The present study faced several limitations during implementation. The targeted respondents comprised of employees with busy schedule. The researcher may have challenge in securing time with the targeted individuals to respond to the survey questions. To mitigate the challenge, the questionnaires were distributed using a drop-pick later method. This allowed participants to choose their own suitable time to fill out the questionnaire. Some selected participants may also find some of the components of the instruments uncomfortable and subsequently may not respond to them. To address this challenge, the researcher attached a personal commitment letter assuring that the data was handled with the utmost confidentiality. The authorizations from UoN and the NACOSTI were attached.

### **1.9 Delimitations of the Study**

The study was targeting a population of 280 staff at KYEOP involving project managers, monitoring and evaluation experts, stakeholders in Kenya Youth Employment Opportunities Project (KYEOP) in Kenya. The study highly covered Nairobi region where the projects offices,

donor and stakeholder are located. This region had highest catchment of trainees and trainers for the project. The study sought to assess how budgetary allocation, technical expertise, stakeholders' participation and leadership influence the performance of M&E system.

### **1.10 Assumptions of the Study**

The study assumed that the data collection tools were reliable and valid to provide the data as anticipated. The target population was assumed to be readily available considering the government directive on resumptions of offices.

### **1.11 Definitions of Significant Terms**

The study was guided by the following significant terms defined as concepts in the context of the study.

**Budgetary Allocation** is amount of funds allotted towards each expense line. It specifies the most money an organisation intend to spend on a specific item or programme, and it is a restriction that cannot be surpassed by the staff authorised to charge expenditures to a specific budget.

**Technical Expertise** : is the specialised skills and experience necessary in real life situations to accomplish particular tasks and use particular tools and programmes.

**Stakeholders' Participation** : is the procedure that occurs when a relates individuals who could be influenced by its choices or who can impact their execution.

**Leadership** : entails a practice of encouraging and influencing everyone else to work tirelessly to fulfill a common goals.

**Performance Monitoring and Evaluation Plan** is a document intended to assess and determine the results of a project or program.

### **1.12 Organization of the Study**

This research was divided into five sections. The first chapter entails the study's background, statement of the problem, objectives, research questions, significance, delimitation, limitations,

assumptions, and definition of significant terms used in the study. The second section discusses appropriate and past scholarly work, as well as relevant theories related to young people's recruitment initiatives. The third section obviously demonstrates the methodology utilized in gathering and processing data, whereas the fourth section presents the research outcomes and their understandings. The final section presents summarises the research results and concludes the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This section focuses on the previous reviews of other researchers especially in the monitoring and evaluation practices in project management. The part illustrates on researched work on performance of M n E, budgetary allocations and performance of M n E, technical expertise and performance of M n E, stakeholder participation and performance of M'n'E, leadership and performance of M n E. The study further reviews theoretical, outline conceptual framework, research gap and also summary of literature review.

#### **2.2 Performance of Monitoring and Evaluation**

M & E refers to the various effort put in by the project authorities to analyze by way of measuring, recording as well as responding to the possible deviations on target towards attainment of the set milestones (Chandurkar, Dutt, & Singh, 2017). Good performance of the project must therefore incorporate M & E. This makes it possible for all stakeholders involved to be accountable and transparent as well as helping document progress and lessons learnt throughout the project life cycle. Presently, financiers and other stakeholders are inclined towards result oriented projects and thus monitoring and evaluation becomes critical part of result based management (O'Leary, 2017).

Globally, a lot of development stakeholders including donors, Non-Governmental Organizations as well as global financiers like World Bank and International Monetary Fund have realized that funding alone cannot make a difference. These development actors have therefore appreciated and moved towards result oriented way of project management. There is increased use of planning and strategic thinking in an effort to reach the milestones put therein. In this case monitoring and evaluation has become a key component of ensuring that funded projects are progressing as scheduled in order to make the needed intervention. Monitoring and evaluation systems have thus been adopted to help track how projects are implemented (Damoah, 2018).

In countries like Canada, United States of America, there has been great adoption of M'n'E systems at the national levels. This helps those making decisions and implementing projects to focus on key issues and avoid pitfalls previously encountered. It helps create efficiency, improve on services delivery and helps reduce wastage of resources through plugging in gaps identified

through monitoring and evaluation (Pareek & Sole, 2022). The developed countries have therefore incorporated systems related to M & E to help make it possible to focus on the project at hand through leaning towards results oriented evaluations on all the levels of project planning and implementation (Kadel, Ahmad & Bhattarai, 2021).

In Africa, many countries have no legal framework to standardize and regulate M & E. This makes it easier for project managers to inadequately cater for monitoring and evaluation in the projects carried out as it is mostly done as a formality. Some project managers may even consider monitoring and evaluation as unnecessary expenditure thus denying the project the benefits of having a working M & E system in place. M & E inefficiencies and leads to waste of funds which are a great concern to project financiers and other development partners. It is further observed that proper M & E systems make it possible to link the project results and policy planning as well as with the budget allocations. Failure to link up these items leads to white elephants projects that cannot meet the planned goals and cannot be completed using the budgetary allocations (Maimula, 2017).

In Kenya, according to Njeru and Kirui (2022) a lot of money have already been utilized on projects intended to create a difference in the lives of millions of people but due to lack of proper M n E, a lot of resources have gone to waste. There ought to be a proper inclusion of all, stakeholders in the implementation stage of projects to ensure accountability and transparency. This however cannot be done properly without adequate resources and capacity in monitoring and evaluation. Many organizations mandated to oversee such projects do not have requisite funding to undertake M & E.

There is therefore need to ensure that each organization mandated to carry out projects is empowered in form of training and budgetary allocations to enable them incorporate monitoring and evaluation systems that stems wastage of project resources and align project implementation with policy planning and budget (Madzimure & Mashishi, 2021). Such sentiments are also posited by O'Leary (2017) whose findings was that proper inclusion of monitoring and evaluation during planning and implementation of projects leads to success of the project at hand. Empirical literature points to a high failure rate in developing countries like Kenya where monitoring and evaluation is not taken seriously. Such eventualities are seen in projects carried out by many Non-Government Organizations who do not engage M& E professionals who would otherwise help in

planning and evaluation of implementation and thus align strategy and project implementation (Sligo, Gauld, Roberts & Villa, 2017).

## **2.2 Budgetary Allocations and Performance of M n E**

Enough allocation of resources towards M n E at the planning stage is considered a critical component of success in such projects. This ensures that from the onset the project are monitored properly and evaluation help highlight gaps between what is done and what was intended. In a study done to ascertain the effect of M'n'E strategies on performance of cooperatives in Murang'a County, it was unveiled that allocating sufficient finances to help track project implementation greatly improves performance of the projects (Njoroge, 2018)

It is further observed by Mojtahedi and Oo (2017) that resource constraints in less developed nations do contribute to projects not meeting the interventions required by projects. There is thus inadequate capacity to oversee proper monitoring and evaluation in projects since this requires finances that most organizations in developing countries cannot afford to allocate. The project managers are therefore left to their own devices in trying to monitor as well as evaluate the implementation of projects under their scope leading to a mismatch between results and what was planned.

Globally, in many developing nations, donor funding has been a great contributor of development. Nonetheless, not many organizations show effective implementation of funded projects and in the end fail to demonstrate impact of the projects executed. This has been attributed to having inadequate capacity especially finances to carry out monitoring and evaluation. They thus fail to incorporate previous lessons in other projects since evaluation was not done and they cannot pinpoint what makes their projects fail (Kotze, 2017).

To help militate against such failures in funded projects, international development actors like the World Bank have advocated for inclusion of M & E in all the funded projects so as to increase accountability during project implementation. Many agencies that finance projects are now also demanding result oriented way of project management. This may help policy makers, financiers, project managers and other implementing agencies ensure impact of their projects is attained. Consequently, monitoring and evaluation is a function that is increasingly being included] during planning and budgetary stages (Damoah, 2018).

It is important that every project implementers allocate enough funding for the purposes of ensuring effective M & E is carried out. In Kenya, studies have revealed that there is a positive relationship between enough budget allocations towards M'n'E and success of such projects as deviations and wastage are minimized (Zorpas, Lasaridi, Pociovalisteanu & Loizia, 2018).

However, in contrast in another study conducted in Nakuru County to reveal factors that affect the use of M n E systems among county projects, it was revealed that budgetary allocations to M & E does not significantly lead to improvement in project intended results. This study showed a moderate improvement in overall performance of projects in which enough resources were made available to help monitoring and evaluation (Muriithi, 2015).

In addition, a study done in Nairobi County found out that budget allocation leads to effective project M & E. The study was conducted in Nairobi to establish the effect of practices by project managers on performance of constituency development funds projects. The study found out that allocating funds to help project managers conduct M & E does positively impact performance of constituency funded projects (Nyingi, 2017) .

### **2.3 Technical Expertise and Performance of M n E**

It has been reported that in many public sector projects, the main reason M n E has not been effectively carried out is because the project implementers and managers have inadequate technical expertise to carry out this mandate. Inadequate skills, inadequate experience and competencies limit the public sector project managers use monitoring and evaluation (Mthethwa, 2016).

Globally, studies have pointed to challenges in implementing projects where the guiding policies do not incorporate experts in M & E during planning and implementation of projects. There is therefore limited know how by project implementers on how to do checks and balances and document implementation of projects to ensure that what was planned is what was implemented (Banteyirga, 2018).

In Kenya, empirical literature points out that monitoring and evaluation skills do greatly influence project performance. A study done on how M n E systems influence project performance in Non-Governmental Organizations shows that inadequate skills, experience and qualifications of project



managers to conduct monitoring and evaluation negatively impacts performance of projects implemented (Karanja & Yusuf, 2018).

In contrast, another study conducted regarding skills in M & E effects on project performance found out a negative relationship meaning that expertise on monitoring and evaluation does not always lead to superior performance of the project implemented. The success of projects is dependent on many other factors like funding and policies. The study opined that when there is clarity of project goals to the implementers, then its performance may be improved irrespective of the implementer's technical expertise on monitoring and evaluation (Mutekhele, 2018) .

In every project, the stakeholders should ensure that competent personnel are made available to oversee the implementation so as to guarantee success. There should be clear responsibilities and roles for all the staff involved in implementation of the project. The skills of those entrusted to evaluate the implementation should be aligned to what is required by monitoring and evaluation systems so as to easily point out the weak points and align the project implementation to what is planned (Kaschny & Nolden, 2018).

There ought to be proper integration of monitoring and evaluation within the project carried out. This includes enhancement of evaluation skills of the project managers and other implementers as well as increased capacity building on emerging issues in M & E. This may go a long way in building the staff capacity to understand project deliverables and identification of what needs to be done (Tengan & Aigbavboa, 2017).

The technical expertise of staff carrying out monitoring and evaluation can be enhanced through conducting workshops and on the job training to all those involved in planning and implementation of projects. A study conducted on effects of M & E capacity building in Kenya established that it helps sustain projects and limits deviations from planned project goals (Muriithi, 2015).

Similar views were posited by a case study regarding effect of M n E on projects' performance. The study established that M n E capacity building helps to continuously learn and improves the overall project success as opposed to getting information on a single event. This way monitoring and evaluation is seen as a part and parcel of technical expertise (Phiri B. , 2015).

Similarly, empirical evidence points to there being a need to have the requisite skills in monitoring and evaluation so as to ensure smooth implementation and performance of public sector projects. A study conducted in Kenya, in Narok County evaluating the factors affecting development projects established that the required skills, technical experience and accountability does greatly influence performance of development projects (Nabulu, 2015). In another study it was reported that successful monitoring and evaluation is dependent on proper training, experience and understanding of project needs (Kamau & Mohamed, 2015).

#### **2.4 Stakeholder Participation and Performance of M n E**

Involving stakeholders in monitoring and evaluation has been advocated for in the two decades as a result of there being a need to show value of funds spent on projects as well as need to create intended impact. The local population whose livelihoods are touched by implementation of certain projects ought to be involved in such undertakings. Likewise, development partners who finance projects are increasingly demanding to see impact of the funded projects and as such should be involved through M'n'E. There is thus a need for increased participatory M & E as a result of increased interests in the projects undertaken.

Globally, participation of stakeholders in M & E has elicited interest over and beyond the traditional monitoring and evaluation that does not involve all stakeholders. This new approach seeks to go beyond judgmental sort of mentality during evaluations and involve all stakeholders. All stakeholders are involved in helping create a framework that can be used to gauge project achievement as well as coming up with locally based changes that are required for the project to succeed (Coupal, 2011).

In Africa and in many other developing nations, the extra costs incurred during the process of instituting monitoring and evaluation systems that involves all stakeholders face certain challenges. Among the prominent hindrance is limited financing as the funding received has been shrinking despite there being increased costs of implementing the projects Umugwaneza and Kule (2016), further opines that most funding from international development partners like World Bank are increasingly being reduced making it difficult to factor in budget for participatory M & E.

In most developing countries more specifically in Africa and Asia lack sufficient frameworks that encourage or regulate involvement of all stakeholders in M n E. As such the success of

participatory M n E has not gained momentum in such places leaving the projects open to less accountability and transparency. This makes monitoring and evaluation in such projects very ineffective (Kananura, et al, 2017).

Financiers of projects as well as donors and other development actors gain confidence with project implementers when they get involved in monitoring and evaluation as stakeholders. For development projects to be effective, they need to be sustainable socially, economically and environmental. Involving all stakeholders ensures that the projects are sustainable given that the implementation process is transparent (Mujuru, 2018).

Empirical literature has demonstrated that when stakeholders in a project are poorly involved, then monitoring and evaluation is poorly done and the other stakeholders lack confidence as there is no transparency in the implementation. A study done in Addis Ababa on effects of M n E practices during implementation of educational projects in Addis Ababa found out that among the main hindrances to proper monitoring and evaluation are low or inadequate stakeholder involvement and lack of expertise (Woldesenbet, 2020).

Similarly, a study done on role of M n E in success of donor funded projects on food security projects. The study unveiled that when the stakeholders are not adequately involved in M&E of projects, the intended interventions are not achieved as planned. Monitoring and evaluation should include all stakeholders in a project from planning to implementation to ensure project goals are met. For proper stakeholder participation in monitoring and evaluation, there should be capacity building for the stakeholders so as to ensure adequate contribution in M&E process (Karimi, Mulwa & Kyalo, 2021).

## **2.5 Leadership and Performance of M n E**

Leadership exists in all societies and is beneficial to the effectiveness of various organisations within societal structure (Sasu, 2018). Its assessment is not premised on titles, but on a strong indication of providing guidance and creating an empowering culture that can motivate a team of individuals pursuing a common goal (Dubois, et al, 2016). Leadership behaviours are recognized for their capacity to build the most beneficial basic structure that enable them to accomplish success criteria categorised by organisational strategy. Professionalism derives from the Latin word for "suitable," and has several definitions, including traits, intentions, personal traits, moral

qualities, values, perceptions, behaviours, skills, comprehension, as well as an independent leader's mental prowess as well as other personality attributes. Competencies comprise not only understanding, but also the capabilities and skills that are constantly put into practise in order to achieve superior achievement. These personal attributes are combined to form a unified and stable strong personality" (Medina & Sanchez, 2015).

According to Kusters et al. (2018), robust M&E involves the establishment of better systems and work in developing leaders at all levels who can motivate and connect their teammates. M&E leaders who are successful hold their organisations responsible for using M&E systems to enhance organisation effectiveness and health outcomes. Wilbur et al. (2020) emphasise the importance of a leader assessing where a programme stands in relation to achieve particular in order to constantly enhance integration. In order to encourage personal responsibility, a leader may allow programme staff to track performance criteria and metrics on their own. Evaluating performance toward outcome measures across the whole of programme implementation, rather than at the end, provides a leader with the data needed to make programmatic decisions. An effective leader understands the consequences of any changes for all those involved in a programme and thus closely monitors its progress.

According to Sasu (2018), leadership can support M & E in projects through a number of means. Firstly, they can assign funding to monitoring and evaluation efforts. The top management can also help project managers overcome handles during evaluation. In addition it is the top management's mandate to assign tasks related to M & E to the implementers of a project during the initial stages of the project. Leaders also need to delegate powers to project team to carry out their evaluations effectively and thus ensure better project performance. In Kenya, studies on leadership participation in M & E in the public corporations have been conducted. Muriungi sought establish the role of top management in participatory M'n'E in state corporations. It was established that top management allocation of inadequate funding for M n E, poor skills and inadequate staff negatively affects the ability of monitoring and evaluation to improve project performance (Muriungi, 2015).

## **2.6 Theoretical Framework**

This section presents the various theories that have been put forward to help elucidate the study phenomena. These include the program theory, Stakeholder theory of sustainability and resource allocation theory. The study is however anchored on the program theory.

### **2.6.1 Program theory**

A programme theory captures the way an intervention (a policy, a project, a strategy, a programme,) is understood to back a chain of results that give rise to the intended or actual impacts. The program theory can be linked to Carol Weiss during 1990s. The theory is considered as an adequate model that can be used to evaluate social programs. The program theory comprises of statements that expounds on a program as well as record what conditions must be met for it to succeed. The program outcome can also be predicted and conditions in the environment necessary for it to succeed established (Sidani & Sechrest, 1999).

Bickman (1987) discussed a several advantages that arises when assessment designs are founded on a clear theoretical foundations at the exact same time. Attending to programme theory, he contended, aids evaluators in recognizing the issue that an involvement is meant to address; continuing to develop or choosing relevant metrics; monitoring implementation fidelity and financial reporting more extensively for the strategies that a programme may be productive (or not); and more precisely distinguishing between theory failure, programme failure, and implementation failure, a contrast that is, of course, integral to research of programme failure. Non-significant implications can be credited to the programme only if a well-designed assessment is carried out and the programme is faithfully incorporated.

A number of researchers have used the program theory in their work. Sharpe (2011) found out that program theory is useful in ascertaining the theoretical working of any project or program. (Donaldson, 2012) praised the ability of the program theory in bringing a shared understanding of all stakeholders in trying to bring solutions to project challenges. (Funnell & Rogers, 2011) observed that program theory despite its complex nature helps the project achieve maximum benefits. The program theory is also important as it gives the study a theory linked evaluation that is used to guide monitoring and evaluation and present a way to validate project performance using concrete method (Perrin, 2012)

However, the main critics of the program theory posits that it can be complex to do monitoring and evaluation in programs given that you must have prior understanding of how the logic models in the theory works. Therefore, trying to trace unintended results in the program can be extremely challenging to project implementers. (Rogers, 2000)

The use of program theory in this study is appropriate as it makes it possible to understand how monitoring and evaluation team link between project activities and the achieved results provides information on all project phases and helps identify areas that may require adjustments for the project to perform successfully. The theory gives a deeper understanding of how to evaluate the project through monitoring aided by logic model that can be incorporated during the planning stage of the project.

### **2.6.2 Stakeholder Theory of Sustainability**

The Stakeholder theory of participation was put forward by Freeman (1984). Freeman, an American philosopher and prof of business management, established and actively promoted stakeholder theory in 1984, based on the comprehension that more people and organizations are essential for business's effectiveness than just stockholders. The theory posits that there exist a number of stakeholders each with a specified interest in the project and are thus supposed to be considered during the decision making stage. The theory proposes of inclusion of all stakeholders (Barter, 2011).

Further, the Stakeholder theory of sustainability advocates that all the needs of various groups must be evaluated and trade off made so as to balance the organizational interests with stakeholder interests. When the leadership of an organization understands how to delicately balance the various stakeholder interests, then projects are bound to be sustainable (Hörisch, 2014). It is distinct from conventional economic and financial philosophies in that it places moral standards and obligation at the core of wealth generation, and thus stakeholder perception necessitates a shift in narrative away from established economic and financial theories that overlook ethics and treat enterprises as faceless actors or machines for generating profits. The stakeholder theory of sustainability is important in this study as it helps the researcher identify the various stakeholder groups, their interests and how creating a balance through interest tradeoffs can bring sustainability using monitoring and evaluation systems.

### **2.6.3 Resource allocation theory**

The theory of resource allocation was initially posited by Hackman in 1985. This theory in any organization, the importance of any unit within the firm's mission is critical than in its workflow.

When the management is allocating resources, the mission is always found important that the organization's workflow. How organizations allocate resources is usually pegged on the importance of such a unit to the organization. In any organization, there are scarce resources and allocation of these resources to tasks is dependent on priorities made. It is therefore the rationale of the organization that determines funding (Bower, 2017).

Scholars pursued more precise depictions of investment decisions than what had been abstracted in finance approaches of capital budgeting when they started researching the resource provisioning procedure in the late 1960s. Finance systems emphasized quantitative assessments of predetermined alternative investments available to a firm in order to make the best decisions. Human behaviour and organisational characteristics were not represented in the models. To close this gap and place financial evaluation in an organisational context, governance studies conducted field research that looked into how actual assets invested and established descriptive procedure predictions based on those inferences (e.g., Bower, 1970).

Bower's (1970) well-known model of the allocation of resources process illustrates a sophisticated, multistage system in which management teams different organisational levels have various types of data and assume various roles. The first stage, labelled description, is cognitive in nature and begins with some trigger, such as an achievement shortfall or a likelihood of engaging, that leads required to operate management teams to introduce an investment proposal and characterise it in both economic and technical aspects. This is followed by the subsequent stage, labelled impetus, in which societal and political influences dictate the activities of administrators who make a decision to support a proposal and instruct it via institution's assessment and authorization framework. Senior managers' main responsibility is to create the intend to address within which description and impetus engage. This model's final section involves administration at and management processes that influence behaviour, like measuring performance, appraisal, and rewards. As such, not only are management and valuation not predetermined and waiting to be selected, but behavioural, social, and ideological factors should be considered that what projects receive assets.

The theory of resource allocation is critical in this study as it provides a good base from which to understand how monitoring and evaluation units are allocated resources in terms of manpower and finances. The rationale of the top leadership to either give or not give resources to such a unit is considered a make or break of monitoring and evaluation efforts to positively affect project performance.

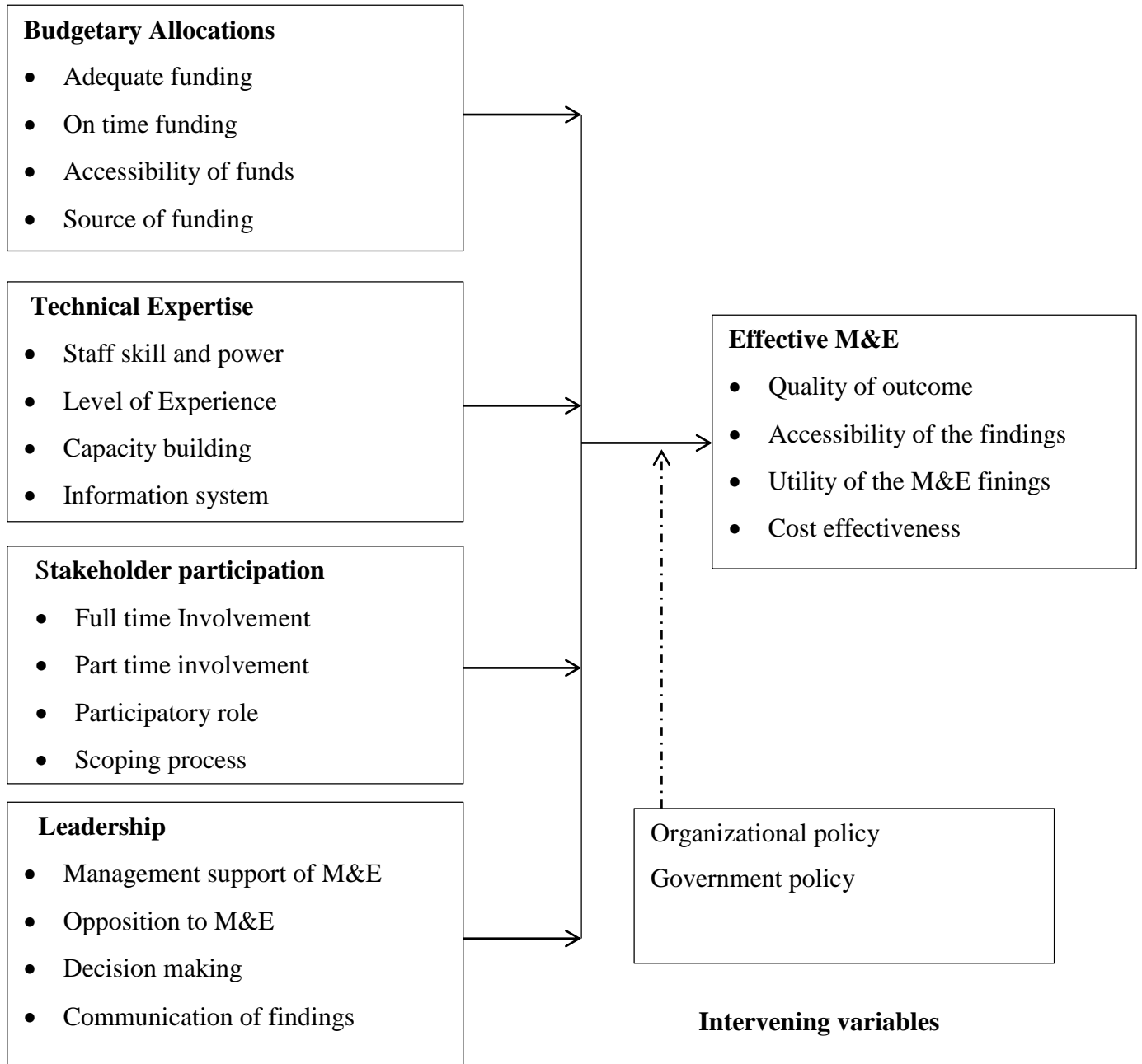
## **2.7 Conceptual Framework**

The independent variables of the study are budgetary allocation, technical expertise, stakeholders participation and leadership while the dependent variable is performance of M'n'E practices in the Kenya youth employment opportunities project. The link between the study's dependent and independent variables is as per the framework below.



**Independent variables**

**Dependent variable**



**Figure 2. 1: Conceptual framework**

## 2.8 Research Gap

**Table 2.1 : Knowledge gap**

<b>Variable</b>	<b>Author and Year</b>	<b>Title of the Study</b>	<b>Findings</b>	<b>Knowledge gap</b>
Performance of M&E	Pareek, U., & Sole, N. A. (2022).	Quality of Public Services in the Era of Guaranteed Public Service Delivery	The survey of government service quality as essential to satisfying the consumers	This study did not look at the performance on basis of instructional factors. It also did not attribute the service delivery to M&E an aspect this study sought to establish
	Maimula, S. (2017).	Challenges in practicing monitoring and evaluation: The case of local government water projects in Mkuranga, Tanzania	Lack of technical specialist knowledge in M&E, political influence on M&E, M&E Strategy, Tool and Technique Choice of Team Strength, M&E Governance, and project effectiveness	The study was conducted in water industry in Tanzania. The current study seek to establish the influence of technical expertise in the training sector at KYEOP
	Madzimore, J., & Mashishi, P. (2021).	Evaluating the significance of strategic management on the monitoring and evaluation of secondary schools in Gauteng Province, South Africa.	Strategy implementation has been founded as very important in M&E because it reduces uncertainty and restricts resistance to transformation in M &E and recognises organisational strategic benefits.	The study was conducted in South Africa and targeted empowerment at High school level

Budgetary allocation	Nyingi, C. N. (2017).	Influence of Project Management Practices on Performance of Constituency Development Fund Projects in Kenya: A Case of Maternity Hospitals in Kasarani Sub-County, Nairobi County	There exists a positive significant relationship between each of; project management competency, project planning, monitoring and evaluation, and fund allocation and utilization on performance of CDF projects.	Budget allocation was reviewed on account of management practices
Technical expertise	Jili, N. N., & Mthethwa, R. M. (2016).	Challenges in implementing monitoring and evaluation (M&E): the case of the Mfolozi Municipality.	The project faced lack of highly skilled workers.	The study identified lack of technical skills as part of challenge but did not indicate its significance contribution to the M&E process
Stakeholder participation	Tengan, C., & Aigbavboa, C. (2017).	Level of stakeholder engagement and participation in monitoring and evaluation of construction projects in Ghana.	It was evident from the study that there was a high level of stakeholder engagement in project delivery while participation of stakeholders in monitoring and evaluation of public projects at the local government level was very poor.	The study focus on the construction project, this study assessed stakeholders involvement on account of training industry

	Umugwaneza, A., & Kule, J. W. (2016).	Role of monitoring and evaluation on project sustainability in Rwanda. A case study of Electricity Access Scale-Up and Sector-Wide Approach Development Project (EASSDP).	The study findings indicated that accountability ( $r=0.347$ , $p<0.01$ ), effective communication ( $r=0.466$ , $p<0.01$ ), partnership for planning ( $r=0.506$ , $p<0.01$ ) and supportive supervision ( $r=0.612$ , $p<0.01$ ) significantly correlate to the sustainability of projects in Rwanda.	This study was conducted in Rwanda, Current study evaluated a situation in Kenyan perspective and respect to institutional factors
	Kananura, R. M., Ekirapa-Kiracho, E., Paina, L., Bumba, A., Mulekwa, G., Nakiganda-Busiku, D., & Peters, D. H. (2017).	Participatory monitoring and evaluation approaches that influence decision-making: lessons from a maternal and newborn study in Eastern Uganda.	Sharing this information with key stakeholders prompted them to take appropriate actions.	The study assessed stakeholders in health perspective, this study assessed stakeholders participation based on training and human development sector
	Mujuru, V. T. (2018).	Participatory Monitoring and Evaluation, Power Dynamics and Stakeholder Participation: analysing Dynamics of Participation Between World Vision and its Stakeholders in Thusalushaka Area Development Programme PM & E	the nature of the World Vision participatory monitoring and evaluation which echoes the criticisms of the participatory development paradigm	This study was limited in World vision, however, looked at the development program which are not necessarily similar to what KYEOP offers

	Karimi, S. S., Mulwa, A. S., & Kyalo, D. N. (2021).	Stakeholder Capacity Building in Monitoring and Evaluation and Performance of Literacy and Numeracy Educational Programme in Public Primary Schools in Nairobi County, Kenya.	stakeholder capacity building is part of the Participatory Monitoring and Evaluation process, so it must be observed at all stages to ensure educational programme are implemented to the latter by bringing on board all the key stakeholders in education and particularly in literacy and numeracy skills aspects	The study looked at shareholder capacity but did not link them with the performance of M&E system a gap this study sought to address
Leadership	Sasu, E. D. (2018).	Leadership Autonomy: A Self-Motivated Competency for Monitoring & Evaluating International Development Projects.	These leadership autonomy identified in the study serves as useful insights for monitoring and evaluation specialists working on development projects, whilst providing a theoretical foundation for researchers in project management leadership and other disciplines on leadership.	The study did not assess how the leadership influenced the performance of M&E system.

	Kusters, K., Buck, L., de Graaf, M., Minang, P., van Oosten, C., & Zagt, R. (2018).	Participatory planning, monitoring and evaluation of multi-stakeholder platforms in integrated landscape initiatives.	Participatory planning, monitoring and evaluation can be used to inform planning and adaptive management of the platform, as well as to demonstrate performance and inform the design of new interventions.	The study did not assess the how participatory planning influenced the M&E system
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## 2.9 Summary of Literature Review

From the reviewed literature, the use of M&E as a tool in project performance management has received mixed views from the various researchers who have expounded on the phenomena. In many developing states like Kenya, the use of M n E systems to enhance project performance is not adequate and the achievements made remains wanting according to

(Kilonzo, 2014) (Eitu, 2016) who studied management of projects by County governments in Kenya. The study however was limited to County governments' projects. Study dealt with the institutional factors that affects establishment of result linked M n E. The study revealed that top leadership support for M & E increases the likelihood of project results being superior. However, the study was undertaken in Uganda.

The study included a survey of project managers and it was found out that when the top leadership supports monitoring and evaluation efforts, then performance of such projects is positively enhanced (Tuuli.M.M., 2013) established the management of an organization determines the allocation of resources towards monitoring and evaluation. This study was carried out using just one case study and the results cannot therefore be adequately generalized. (Ababa, 2014) study in Ethiopia found out that there is inadequate involvement of stakeholders in many projects in the public sector. This study was however carried out in Ethiopia.

Ahenkan, (2013) and Alfred, (2015) studies established that in most developing countries especially in Africa and Asia lack sufficient frameworks that encourage or regulate involvement of all concerned stakeholders in M n E. This makes M & E in such projects very ineffective. (Nabulu, 2015) study conducted in Kenya, Narok County evaluated the factors affecting development projects established that the required skills, technical experience and accountability does greatly influence performance of development projects. In another study it was reported that successful monitoring and evaluation is dependent on proper training, experience and understanding of project needs (Kamau & Mohamed, 2015). Most of the research done regarding the study phenomena employed a different research methodology from the one proposed in this study (descriptive research design). Also, these study's results cannot be generalized as some used single case studies. Other studies were different in context from the one proposed by the current study. In this regard, the current study pursued to evaluate the performance of M & E practices in the Kenya youth employment opportunities project.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter covers the study's research design, the target population, technique of gathering data, the study's data analysis techniques to be adopted as well as how the findings were presented.

#### **3.2 Research Design**

This research utilized a descriptive survey research design. As per (Newby, 2014), a descriptive research design is fit to describe the respondents' characteristics where there is no need to change or interfere with the study variables. It helps describe the variables as they appear without manipulating them. The study also collected and use primary data from the respondents. Additionally, (Creswel, 2013) opined that a descriptive research design is good as it allows use of both qualitative and also quantitative data in a study. The quantitative data helped to measure the study's numerical variables while the qualitative data assisted in analyzing key informant interviews. For purposes of describing the study's sample characteristics, (Mugenda, 2003) advocates for a descriptive research design as it is helpful in generalizing the study findings for the whole population. The research design was used to describe how institutional factors affecting performance of M n E systems in the Kenya youth employment opportunities project funded by the World Bank in Nairobi Kenya.

#### **3.3 Target Population**

A population is a group of people, events, or things; that share measurable features (Otzen & Manterola, 2017). According to Beins (2017), a population is a collection of occurrences that an investigator is interested in and wishes to extrapolate. A study's target population includes all elements from which the research drew information from according to (Easterby-Smith, 2015). The study's target population includes project managers, monitoring and evaluation experts, stakeholders in Kenya Youth Employment Opportunities Project (KYEOP) in Kenya. The study used preliminary data from Kenya Youth Employment Opportunities Project which indicated that there are approximately 280 operational staff and stakeholders involved in M & E of the World Bank funded project.



**Table 3. 1: Target population**

<b>Category</b>	<b>Target Population</b>
Project managers	30
Operation Staff	200
Stakeholders	50
<b>Total target population</b>	<b>280</b>

### **3.4 Sampling procedure**

#### **3.4.1 Sampling frame**

Easterby-Smith (2015) asserts that a sampling frame lists all elements from which a study sought to get data from. The inclusion criteria included all those staff and stakeholders who are versed with M & E information of the KYEOP project. The sampling frame indicated that the study drew respondents from the various categories like project managers, project operational staff and other stakeholders.

#### **3.4.2 Sampling technique**

To establish the respondents from whom the researcher included for this study as the sample, proportionate sampling method was adopted. To get the sample size to be included, to get the respondents to be included for this study, the study used proportionate sampling method. According to (Easterby-Smith, 2015), proportionate sampling is effective where there is need to represent all stakeholders according to their existence in the study population. The study further established the number of respondents to be included in each category i.e. project managers, operational staff and stakeholders according to their numbers in the target population. Then to arrive at the individual respondents to be included for data collection, simple random sampling was used where every 5<sup>th</sup> person in each respondent category was included.

#### **3.4.3 Sample size**

This consists of that representative proportion of the larger population in a study from which the researcher sought to get information from according to (Easterby-Smith, 2015). In this study, the researcher used Yamane formula (1967) to determine the sample size.

$$n = \frac{N}{1+N(e)^2}$$

Where: n= Sample size, N= Population size, e= Level of Precision (0.005).

In this study N = 280

Therefore;

$$n=280/1+280(0.05)^2$$

$$n=165$$

The sample size was 165 persons to be distributed as shown in the sample size distribution in table 3.2.

**Table 3. 2: Sample size distribution**

Category	Target Population	Proportionate	Sample size
Project managers	30	11%	18
Operation Staff	200	71%	117
Stakeholders	50	18%	30
<b>Total target population</b>	<b>280</b>	<b>100%</b>	<b>165</b>

### 3.5 Research Instruments

Questionnaires utilized to gather quantitative data was appropriate as according to (Easterby-Smith, 2015), questionnaires can collect more information within a shorter period of time. Questionnaires comprised both open as well as closed ended questions. These questionnaires were divided according to two sections, whereby the first section included respondents' biodata and the next section included the information relating to study's specific objectives. Qualitative data from key informants (Project managers and also M& E managers) was collected by conducting interviews using interview schedule. The interview schedule was appropriate where the researcher need to clarify things and probe the respondents further regarding the phenomena under study.

### **3.5.1 Piloting of Research Instruments**

Before the official survey, a pilot survey was conducted to evaluate the tools and research processes. This ensured validity as well as reliability of tools. According to Junyong (2017), completing a pre-test using the questionnaires or interview guide is a good way to avoid difficulties before starting the actual collection of data. It was proposed that a sample of people related to those who were in the research sample be picked for the pilot test.

The pilot survey aids in the detection of flaws in the questionnaires that could lead to inappropriate responses or queries that do not sound right to participants; it also aids in the improvement of the investigation tool's internal consistency. A pilot survey might also aid in the development of a larger study. It can also predict where the primary study failed, as well as the likelihood of not adhering to research procedures and the suitability of adopted methodologies. It also shows what works and what does not, such as ambiguous queries and suggestions (Patel, et al., 2017). The testing also allows researchers to see how the tool can help them create coding strategies for open-ended inquiries (Hazzi & Maldaon, 2015). A pilot study with 10% of the entire sample with homogeneous features is suitable for the pilot study. As a result, a pilot study was done with 17 (at least 10% of sample size) participants from NITA.

### **3.5.2 Validity of the Research Instruments**

This study assessed the construct, face and content validity. Creswel, (2013) opined that, validity relates to the extent to which the findings gotten from the collected data represents the study phenomena. According to Easterby-Smith, (2015), validity is the extent to which the study phenomena is represented by the information collected. In this study, validity was ensured by ensuring that the items within the questionnaire address the objectives of the study. These included ensuring use of simple language that cannot be misunderstood by respondents as well as engaging the supervisors for advice on the research tools validity.

### **3.5.3 Reliability of Research Instruments**

Reliability in a study is the extent to which the findings remain consistent over time when the same research instruments and study methodology are used (Easterby-Smith, 2015). Study reliability was ensured by doing a pre test of tool using Cronbach Alpha test to ensure internal consistency of the questionnaire items. A reliability coefficient of approximately 0.6 indicated that the instruments are reliable. According to (Mugenda, 2003), about 1-10% of the questionnaires to be

used in a study are appropriate to carry out a reliability test. In this case the study sought to use 5% (9) of the questionnaires to be sampled before pretesting.

#### **3.5.4 Data collection procedure**

The researcher obtained data within Nairobi County. Since this data collection area is too large for the researcher to cover during data collection exercise, research assistants were engaged. Ten research assistants were trained on data collection ethics, study phenomena as well as the methodology to be used. They were briefed on the study objectives as well as in using the data collection tools.

The researcher briefed the assistants on ethical behavior to guide them during and after data collection. They were also sensitized on how to create rapport with the respondents for easy data collection exercise. The researcher also briefed the assistants on how to guide the respondents and conduct the interviews.

The study used the research assistants during pretest of the research instruments. During the pretest, they got familiarized with the study tools before commencement of the main data collection. The respondents were selected from each respondent category by way of simple random sampling where every 5<sup>th</sup> respondent in the category was included for data collection.

The researcher made available the permit from NACOSTI and the University to conduct the survey to the research assistants who were to present them to the respondents upon introduction. They then sought consent from each respondent to be included in the survey. The research assistants introduced the study and its objectives and guide the respondents where necessary to fill in the questionnaire. For key informers, the interviews were conducted by way of interview schedules where respondents were interviewed according to predetermined set of questions. Once the data is collected, duly filled questionnaires and interview schedules were collected and readied for data analysis.

#### **3.6 Data Analysis Techniques**

The quantitative data gathered from the questionnaires were cleaned, coded and data entry done into SPSS version 24 for analysis. The data from questionnaires were subjected to quantitative analysis methods. To be specific frequencies, mean, and standard deviation were used for

descriptive analysis. Inferential analysis was employed to assess the relationship between variable. To test the link between budgetary allocation and effectiveness of M n E in projects; correlation analysis was performed. To test the link between technical expertise and effectiveness of monitoring and evaluation in projects, correlation analysis was done. To test the association between stakeholders` participation and the effectiveness of monitoring and evaluation in projects, correlation analysis was conducted. Lastly, to test the association between leadership and the effectiveness of M n E in projects, correlation analysis was conducted.

### **3.7 Ethical Considerations**

This study observed various ethical practices. The study sought NACOSTI permit that granted permission to collect data. Further, the study obtained consent from different participants and ensuring that they contribute on their own will. The study also ensured that it obtains permission from different authorities while collecting data. In obtaining consent of the participants, the researcher informed them of the purpose of the study and the type of information they are required to provide voluntarily. Their responses were also handled with a lot of concealed confidentiality. Contributions through anonymous participation protected individual`s identities which encourage genuine responses.

### 3.8. Operational Definition of Variables

**Table 3. 3: Operational definition of variables**

<b>Variable</b>	<b>Type</b>	<b>Operationalization</b>	<b>Measurement</b>	<b>Method of data analysis</b>
Performance of M&E	Dependent variable	<ul style="list-style-type: none"> <li>• Quality of outcome</li> <li>• Accessibility of the findings</li> <li>• Utility of the M&amp;E findings</li> <li>• Cost effectiveness</li> </ul>	Ordinal Categorical	Quantitative Qualitative
Budgetary allocation	Independent variable	<ul style="list-style-type: none"> <li>• Adequate funding</li> <li>• On time funding</li> <li>• Accessibility of funds</li> <li>• Source of funding</li> </ul>	Ordinal Categorical	Quantitative Qualitative
Technical expertise	Independent variable	<ul style="list-style-type: none"> <li>• Staff skill and power</li> <li>• Level of Experience</li> <li>• Capacity building</li> <li>• Information system</li> </ul>	Ordinal Categorical	Quantitative Qualitative
Stakeholder participation	Independent variable	<ul style="list-style-type: none"> <li>• Full time Involvement</li> <li>• Part time involvement</li> <li>• Participatory role</li> <li>• Scoping process</li> </ul>	Ordinal Categorical	Quantitative Qualitative
Leadership	Independent variable	<ul style="list-style-type: none"> <li>• Management support of M&amp;E</li> <li>• Opposition to M&amp;E</li> <li>• Decision making</li> <li>• Communication of findings</li> </ul>	Ordinal Categorical	Quantitative Qualitative

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION & INTERPRETATION OF FINDINGS

#### 4.1 Introduction

This chapter presents analysis of data obtained using questions regarding the factors influencing the performance of M'n'E systems in the Kenya youth employment opportunities project. It covers the response rate, reliability analysis, budgetary allocations findings, technical expertise findings, stakeholders' participation findings, leadership findings, performance of monitoring and evaluation findings and lastly inferential statistics. The findings were presented in tables and interpretation in paragraphs.

#### 4.2 Response Rate

The researcher issued questionnaires to 165 respondents from which 119 returned fully filled questionnaires. This gave a response rate of 72.1% that was within what Easterby-Smith (2015) indicated to be a substantial response rate for conducting analysis of data and set it at a least value of 50%.

**Table 4. 1: Response Rate**

		<b>Response Rate</b>
Response	119	72.1%
Non-response	46	27.9%
<b>Total</b>	<b>165</b>	<b>100</b>

#### 4.3 Reliability Analysis

This research used Cronbach's Alpha which assesses the internal consistency of a research tool was used for testing the reliability of the questionnaire.

**Table 4. 2: Reliability Analysis**

	<b>Alpha value</b>	<b>Comments</b>
Budgetary allocations	0.718	Reliable
Technical expertise	0.809	Reliable
Stakeholders' participation	0.736	Reliable
Leadership	0.782	Reliable
Performance of monitoring and evaluation	0.741	Reliable

The findings in Table 4.2, budgetary allocations had a Cronbach alpha of 0.718, technical expertise had a Cronbach alpha of 0.809, stakeholders’ participation had a Cronbach alpha of 0.736, leadership had a Cronbach alpha of 0.782 and performance of monitoring and evaluation had a Cronbach alpha of 0.741. This implies the each of the five variables were reliable as their Cronbach alpha was above the recommended threshold of 0.7 according to Dwork, *et al.* (2015) arguments. This implies that the questionnaire was reliable and hence did not need any adjustments.

#### 4.4 Demographic Information

The details on their biodata was sought like educational level, gender as well as how long they have worked with KYEOP. The findings for this section were illustrated in tables.

##### 4.4.1 Gender of the Respondent

The respondents were requested to specify their gender as per Table 4.3.

**Table 4. 3: Gender of the Respondent**

	<b>Frequency</b>	<b>Percent</b>
Male	67	56.3
Female	52	43.7
<b>Total</b>	<b>119</b>	<b>100</b>

The findings revealed that most of the respondents were male as illustrated by 56.3% whereas the rest were female as shown by 43.7%. This implies that the Kenya youth employment opportunities project have the two-thirds gender and everyone was involved collecting reliable information regarding the institutional factors affecting performance of monitoring and evaluation in the Kenya youth employment opportunities project.



#### 4.4.2 Highest Level of Education

Participants were to specify their their educational level. The findings were illustrated in Table 4.4.

**Table 4. 4: Respondents Highest Educational Level**

	<b>Frequency</b>	<b>Percent</b>
Certificate	18	15.1
Diploma	36	30.3
Bachelors' degree	54	45.4
Master's degree	9	7.6
PhD	2	1.7
<b>Total</b>	<b>119</b>	<b>100</b>

As per the study results in Table 4.4, most of participants had a bachelor degree as their highest education level as illustrated by 45.4%. Other participants pointed out that their highest educational level was diploma as illustrated by 30.3%, certificate as illustrated by 15.1%, master's degree as illustrated by 7.6% and PhD as illustrated by 1.7%. This implies that the data collection focused on every respondent irrespective of education out of which majority were had sufficient knowledge to give sound information on institutional factors affecting performance of M&E in the Kenya youth employment opportunities project.

#### 4.4.3 Period working KYEOP

The respondents were requested to specify how long they have worked with KYEOP. The findings were shown in Table 4.5.

**Table 4. 5: Period Working KYEOP**

	<b>Frequency</b>	<b>Percent</b>
Less than 2 years	13	10.9
2-4 years	21	17.6
5-10 years	58	48.7
More than 10 years	27	22.7
<b>Total</b>	<b>119</b>	<b>100</b>

According to the results in Table 4.5, responses indicated that they have worked with KYEOP for 5-10 years as shown by 48.7%, for More than 10 years as shown by 22.7%, for 2-4 years as

illustrated by 17.6% and for less than 2 years as illustrated by 10.9%. This implies that most had worked with KYEOP for long enough to be able to provide credible information institutional factors affecting performance of M&E in the Kenya youth employment opportunities project.

#### 4.5 Budgetary Allocations and Performance of Monitoring and Evaluation Systems

The study sought to establish the influence of budgetary allocations on the performance of monitoring and evaluation in the Kenya youth employment opportunities project. The respondents were requested to specify the extent to which they agree with various statements on the influence of budgetary allocation on performance of M n E systems at KYEOP using 1-5 Likert scale where 1 is not at all (NAA), 2 is little extent (LE), 3 is moderate extent (ME), 4 is great extent (GE) and 5 is very great extent (VGE) as per Table 4.6.

**Table 4. 6: Extent of Agreement with Statements on Budgetary Allocation**

	NAA (%)	LE (%)	ME (%)	GE (%)	VGE (%)	Mean	Std. Dev.
Adequate funding is allocated through budgetary allocation to implement M& E process	71.4	20.2	5	3.4	0	1.403	0.740
The allocated funds are released in time	71.4	22.7	5	0.8	0	1.353	0.619
The finances to implement the M&E process is accessible	1.7	6.7	16.8	56.3	18.5	3.832	0.867
There are several sources of funding for implementation of M'n'E process	0	5	11.8	66.4	16.8	3.950	0.699
M&E is allocated a budget for implementation	3.4	8.4	10.9	59.7	17.6	3.798	0.944
<b>Composite Mean</b>						<b>2.867</b>	

From the findings, the respondents agreed to a great extent that there are several sources of funding for implementation of M'n'E process as demonstrated by a mean of 3.950. The mean of the statement was greater than composite mean of 2.867 which implies the statement is positively related to performance of monitoring and evaluation in the Kenya youth employment opportunities project. Further, participants agreed to a great extent that the finances to implement the M&E process is accessible as demonstrated by a mean of 3.832. The mean was greater than

composite mean of 2.867 which implies the statement is positively related to performance of monitoring and evaluation in the Kenya youth employment opportunities project

Moreover, participants agreed to a greater extent that M&E is allocated a budget for implementation as denoted by a mean of 3.798. The mean was greater than the composite mean of 2.867 which implies the statement is positively related to performance of monitoring and evaluation in the Kenya youth employment opportunities project. However, the respondents agreed to no extent at all that adequate funding is allocated through budgetary allocation to implement M n E process as denoted by a mean of 1.403 and that the allocated funds are released in time as shown by a mean of 1.353. The mean of the statements were less than the composite mean of 2.867 which implies the statements were negatively related to performance of monitoring and evaluation in the Kenya youth employment opportunities project.

Generally, the composite mean of 2.867 implies that there was a moderate agreement among the respondents with most of the statements regarding the influence of budgetary allocation on performance of M n E systems at KYEOP.

#### **4.6 Technical Expertise and Performance of Monitoring and Evaluation Systems**

The study further sought to examine how technical expertise influence the performance of monitoring and evaluation in the Kenya youth employment opportunities project. The respondents were requested to specify the extent to which they agree with various statements on the influence of technical expertise on the performance of M n E systems at KYEOP using 1-5 Likert scale where 1 is not at all (NAA), 2 is little extent (LE), 3 is moderate extent (ME), 4 is great extent (GE) and 5 is very great extent (VGE). The findings are illustrated in Table 4.7.

**Table 4. 7: Extent of Agreement with Statements on Technical Expertise**

	<b>NAA</b> <b>(%)</b>	<b>LE</b> <b>(%)</b>	<b>ME</b> <b>(%)</b>	<b>GE</b> <b>(%)</b>	<b>VGE</b> <b>(%)</b>	<b>Mean</b>	<b>Std.</b> <b>Dev.</b>
The M&E staff has the right skill and abilities to implement M&E program effectively	0	7.6	14.3	63	15.1	3.857	0.762
The M&E staff has the right experiences to implement M&E program effectively	4.2	10.1	13.4	53.8	18.5	3.723	1.016
Our institution carries continuous training program to increase capacity of M&E staffs	68.1	23.5	5	2.5	0.8	1.445	0.778
The institution has in place information system into place for effective implementation of M&E program	70.6	22.7	5	1.7	0	1.378	0.664
Education level improves implementation of M&E program	0	4.2	7.6	66.4	21.8	4.059	0.680
<b>Composite Mean</b>						<b>2.892</b>	

As per the results in Table 4.7, the respondents agreed to a great extent that education level improves implementation of M n E program as shown by a mean of 4.059 and that the M&E staff has the right skill and abilities to implement M&E program effectively denoted by a mean of 3.857. The mean of the statements were greater than the composite mean of 2.892 which implies the statements were positively related to performance of monitoring and evaluation in the Kenya youth employment opportunities project. Further, the respondents agreed to a great extent that the M&E staff has the right experiences to implement M&E program effectively as illustrated by a mean of 3.723. The mean of statement was greater than composite mean of 2.892 which implies the statement is positively related to performance of monitoring and evaluation in the Kenya youth employment opportunities project.

However, the respondents agreed to no extent at all that their institution carries continuous training program to increase capacity of M n E staffs as denoted by a mean of 1.445 and that the institution has in place information system into place for effective implementation of M&E program as illustrated by a mean of 1.378. The mean of the statements were less than the composite mean of

2.892 which implies the statements were negatively related to performance of monitoring and evaluation in the Kenya youth employment opportunities project. Generally, the composite mean of 2.892 implies that there was a moderate agreement among the respondents with most of the statements regarding the influence of technical expertise on performance of M n E systems at KYEOP.

#### 4.7 Stakeholders Participation and Performance of MnE Systems

The study sought to establish the role of stakeholder’s participation on the performance of monitoring and evaluation in the Kenya youth employment opportunities project. The participants were to point out the extent to which they agree with various statements on the influence of stakeholder’s participation on the performance of monitoring and evaluation systems at KYEOP using 1-5 Likert scale where 1 is not at all (NAA), 2 is little extent (LE), 3 is moderate extent (ME), 4 is great extent (GE) and 5 is very great extent (VGE). The findings are shown in Table 4.8.

**Table 4. 8: Extent of Agreement with Statements on Stakeholder’s Participation**

	<b>NAA</b>	<b>LE</b>	<b>ME</b>	<b>GE</b>	<b>VGE</b>	<b>Mean</b>	<b>Std.</b>
	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		<b>Dev.</b>
There is full time involvement of stakeholders in the implementation of M&E program	67.2	24.4	5.9	2.5	0	1.437	0.721
The stakeholders are involved in the identification of M&E program indicators	0	3.4	11.8	56.3	28.6	4.101	0.729
The stakeholder’s participation has clear roles of each participating parties	3.4	10.9	4.2	67.2	14.3	3.782	0.940
The stakeholders are involved in data collection	0.8	3.4	9.2	62.2	24.4	4.059	0.740
Stakeholders are involved in planning and designing of system.	0	3.4	6.7	60.5	29.4	4.160	0.689
<b>Composite Mean</b>						<b>3.508</b>	

From the findings, the respondents agreed to a great extent that stakeholders are involved in planning and designing of system as shown by a mean of 4.160 and that the stakeholders are engaged in the identifying M&E program indicators as illustrated by a mean of 4.101. The mean

of the statements were greater than composite mean of 3.508 which implies the statements were positively related to performance of monitoring and evaluation in the Kenya youth employment opportunities project. In addition, the respondents agreed to a great extent that the stakeholders are engaged in gathering data denoted by a mean of 4.059 and that the stakeholder's participation has clear roles of each participating parties as illustrated by a mean of 3.782. The mean of the statements were greater than composite mean of 3.508 which implies the statements were positively related to performance of monitoring and evaluation in the Kenya youth employment opportunities project

However, the respondents agreed to no extent at all that there is full time involvement of stakeholders in the implementation of M&E program as illustrated by a mean of 1.437. The mean of the statements were less than the composite mean of 3.508 which implies the statements were negatively related to performance of monitoring and evaluation in the Kenya youth employment opportunities project. Generally, the composite mean of 3.508 implies that there was a great extent agreement among the respondents with most of the statements regarding the influence of stakeholder participation on performance of M n E systems at KYEOP.

#### **4.8 Leadership and Performance of MnE Systems**

The study also sought to assess the role of leadership on the performance of monitoring and evaluation in the Kenya youth employment opportunities project. The respondents were requested to show extent that they agree with different statements on the influence of leadership on the performance of M n E systems at KYEOP using 1-5 Likert scale where 1 is not at all (NAA), 2 is little extent (LE), 3 is moderate extent (ME), 4 is great extent (GE) and 5 is very great extent (VGE).

**Table 4. 9: Extent of Agreement with Statements on Leadership**

	<b>NAA</b> <b>(%)</b>	<b>LE</b> <b>(%)</b>	<b>ME</b> <b>(%)</b>	<b>GE</b> <b>(%)</b>	<b>VGE</b> <b>(%)</b>	<b>Mean</b>	<b>Std.</b> <b>Dev.</b>
The leadership has clear communication management support of M&E	119	5	13.4	58.8	22.7	3.992	0.753
The leadership makes frequent decision for better M&E process implementation	119	2.5	14.3	65.5	17.6	3.983	0.651
The leadership has clear communication of findings from M&E process for better implementation of process	1.7	7.6	17.6	52.1	21	3.832	0.905
<b>Composite Mean</b>						<b>3.936</b>	

From the findings, the respondents agreed to a great extent that the leadership has clear communication management support of M&E as illustrated by a mean of 3.992 and that the leadership makes frequent decision for better M&E process implementation as illustrated by a mean of 3.983. The mean of the statement was greater than the composite mean of 3.936 which implies the statements were positively related to performance of monitoring and evaluation in the Kenya youth employment opportunities project

The respondents also agreed to a great extent that the leadership has clear communication of findings from M&E process for better implementation of process as shown by a mean of 3.832. The mean of the statements were less than the composite mean of 3.936 which implies the statements were negatively related to performance of monitoring and evaluation in the Kenya youth employment opportunities project. Generally, the composite mean of 3.936 implies that there was a great extent agreement among the respondents with most of the statements regarding the influence of leadership on performance of M n E systems at KYEOP.

#### **4.9 Performance of Monitoring and Evaluation Systems**

The respondents were asked to specify their rating on various aspects of various statements on the performance of monitoring and evaluation systems at KYEOP using 1-4 Likert scale where 1 is fair, 2 is good, 3 is very good and 4 is excellent.

**Table 4. 10: Aspects of Performance of MnE Systems**

	F (%)	G (%)	VG (%)	E (%)	Mean	Std. Dev.
Quality of M&E findings	3.4	17.6	63.9	15.1	2.908	0.676
Accessibility of the findings	7.6	20.2	59.7	12.6	2.773	0.764
Utility of the M&E findings	1.7	16	77.3	5	2.857	0.509
Cost effectiveness	37	42.9	15.1	5	1.882	0.845
<b>Composite Mean</b>					<b>2.605</b>	

From the findings, the respondents indicated that quality of M&E findings has been very good as shown by 63.9, that accessibility of the findings has been very good as shown by 59.7% and utility of the M&E findings has been good as shown by 77.3%. However, the respondents indicated that cost effectiveness has been good as shown by 42.9%.

#### 4.10 Inferential Statistics for Test of Hypothesis

The study conducted pearson correlation analysis to examine the relationship between institutional factors and performance of monitoring and evaluation systems at KYEOP as per Table 4.11.

**Table 4. 11: Pearson Correlation Analysis**

		Budgetary Allocations	Technical Expertise	Stakeholder Participation	Leadership	Effectiveness of monitoring and evaluation systems
Budgetary Allocations	Pearson Correlation	1				
	Sig. (2-tailed)					
Technical Expertise	Pearson Correlation	.930	1			
	Sig. (2-tailed)	.000				
Stakeholder Participation	Pearson Correlation	.908	.948	1		
	Sig. (2-tailed)	.000	.000			
Leadership	Pearson Correlation	.844	.915	.895	1	
	Sig. (2-tailed)	.000	.000	.000		
Effectiveness of monitoring and evaluation systems	Pearson Correlation	.513	.604	.627	.587	1
	Sig. (2-tailed)	.000	.000	.000	.000	

From the findings, the correlation coefficient for budgetary allocations was 0.513 and its sig-value was 0.000. Hence the study rejected null hypothesis and accepted the alternate hypothesis. This implies that there is a significant relationship between budgetary allocations and performance of



M n E systems in the KYEOP project funded by the WorldBank in Nairobi Kenya ( $r=0.513$ ,  $p=0.000$ ). From the findings, the correlation coefficient for technical expertise was 0.604 and its sig-value was 0.000. Hence the study rejected null nypothesis and accepted the alternate hypothesis. This implies that there is a significant relationship between technical expertise and performance of monitoring and evaluation systems in the KYEOP funded by the WorldBank in Nairobi Kenya ( $r =0.604$ ;  $p=0.000$ ).

From the findings, the correlation coefficient for stakeholder participation was 0.627 and its sig-value was 0.000. Hence the study rejected null nypothesis and accepted the alternate hypothesis. This implies that there is a significant relationship between stakeholder participation and performance of monitoring and evaluation systems in the KYEOP funded by the WorldBank in Nairobi Kenya ( $r = 0.627$ ;  $p=0.000$ ). Finally, the findings shows that the correlation coefficient for leadership was 0.587 and its sig-value was 0.000. Hence the study rejected null nypothesis and accepted the alternate hypothesis. This implies that there is a significant relationship between leadership and performance of monitoring and evaluation systems in the KYEOP funded by the WorldBank in Nairobi Kenya ( $r=0.587$ ;  $p=0.000$ ).

## CHAPTER FIVE

### SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents summary, discussions of data findings, and as well it gives the conclusions and recommendations of the study guided by the study objectives. The study objective was to establish the factors influencing the performance of monitoring and evaluation systems in the Kenya youth employment opportunities project funded by the WorldBank in Nairobi Kenya.

#### 5.2 Summary of the Findings

The study sought to establish the influence of budgetary allocations on the performance of MnE in the Kenya youth employment opportunities project (KYEOP) funded by the WorldBank in Nairobi Kenya. The research unveiled that there is a significant relationship between budgetary allocations and performance of M'n'E systems in the KYEOP project funded by the WorldBank in Nairobi Kenya ( $r=0.513$ ,  $p=0.000$ ). The study established that there are several sources of funding for implementation of M'n'E process and that the finances to implement the MnE process is accessible. The study also found that M&E is allocated a budget for implementation, that adequate funding is not allocated through budgetary allocation to implement Mn E process and that the allocated funds are not released in time.

The study further sought to examine how technical expertise influence the performance of monitoring and evaluation in the KYEOP funded by the WorldBank in Nairobi Kenya. Further, the findings showed that there is a significant relationship between technical expertise and performance of monitoring and evaluation systems in the KYEOP funded by the WorldBank in Nairobi Kenya ( $r=0.604$ ;  $p=0.000$ ). The study also found that education level improves implementation of M&E program and that the MnE staff has the right skill and abilities to implement M&E program effectively. Further, the study revealed that the M&E staff has the right experiences to implement M&E program effectively. The study further established that institution does not carry continuous training program to increase capacity of M&E staffs and that the institution has no in place information system for effective implementation of M&E program.

The study sought to establish the role of stakeholder's participation on the performance of monitoring and evaluation in the KYEOP funded by the WorldBank in Nairobi Kenya. The

findings also showed that there is a significant relationship between stakeholder participation and performance of monitoring and evaluation systems in the KYEOP funded by the WorldBank in Nairobi Kenya ( $r = 0.627$ ;  $p=0.000$ ). The study found that stakeholders are engaged in planning and designing of system and that the stakeholders are engaged in the identifying M&E program indicators. Additionally, the study uncovered that the stakeholders are involved in collection of data and that the stakeholder's participation has clear roles of each participating parties. However, the study found that there is no full-time engagement of stakeholders in implementation of M n E program.

The study also sought to examine the role of leadership on the performance of monitoring and evaluation in the KYEOP funded by the WorldBank in Nairobi Kenya. Finally, the findings shows that there is a significant relationship between leadership and performance of monitoring and evaluation systems in the KYEOP funded by the WorldBank in Nairobi Kenya ( $r=0.587$ ;  $p=0.000$ ). The study found that the leadership has clear communication management support of M&E and that the leadership makes frequent decision for better M&E process implementation. The study also found that the leadership has clear communication of findings from M&E process for better implementation of process.

### **5.3 Discussion of the Findings**

This section entails further literature discussions on the findings of every variable guide by the objectives of the study.

#### **5.3.1 Budgetary Allocations and Performance of M n E Systems**

The study revealed that there is a significant relationship between budgetary allocations and performance of M n E systems in the KYEOP project funded by the WorldBank in Nairobi Kenya ( $r=0.513$ ,  $p=0.000$ ). The study established there are several sources of funding for implementation of M&E process and that the finances to implement the M&E process is accessible. The study also found that MnE is allocated a budget for implementation, that adequate funding is not allocated through budgetary allocation to implement M& E process and that the allocated funds are not released in time. The findings agree with (Nyingi, 2017) who found out that allocating funds to help project managers conduct monitoring and evaluation does positively influence performance of constituency funded projects. The findings also agree with Zorpas, Lasaridi, Pociovalisteanu and Loizia (2018) there is a positive relationship between enough budget allocations towards

monitoring and evaluation and success of such projects as deviations and wastage are minimized. The findings also correlate with (Njoroge, 2018) who noted that allocating sufficient finances to help track project implementation greatly improves performance of the projects.

### **5.3.2 Technical Expertise and Performance of M n E Systems**

Further, the findings showed there is a significant relationship between technical expertise and performance of monitoring and evaluation systems in the KYEOP funded by the WorldBank in Nairobi Kenya ( $r=0.604$ ;  $p=0.000$ ). The study also found that education level improves implementation of MnE program and that the M&E staff has the right skill and abilities to implement M&E program effectively. Further, the study established that the M&E staff has the right experiences to implement M&E program effectively. The study further established that institution does not carry continuous training program to increase capacity of M&E staffs and that the institution has no in place information system for effective implementation of M&E program. The findings agree with (Mthethwa, 2016) who noted that inadequate skills, inadequate experience and competencies limit the public sector project managers use monitoring and evaluation. (Karanja & Yusuf, 2018) also argued that that inadequate skills, experience and qualifications of project managers to conduct Mn E negatively impacts performance of projects implemented. The findings concur with (Nabulu, 2015) who noted that the required skills, technical experience and accountability does greatly influence performance of development projects.

### **5.3.3 Stakeholder's Participation and Performance of M n E Systems**

The findings also showed that there is a significant relationship between stakeholder participation and performance of monitoring and evaluation systems in the KYEOP funded by the WorldBank in Nairobi Kenya ( $r = 0.627$ ;  $p=0.000$ ). The study found that stakeholders are involved in planning and designing of system and that the stakeholders are engaged in the identifying M&E program indicators. Additionally, the study established that the stakeholders are involved in collecting data and that the stakeholder's participation has clear roles of each participating parties. However, the study established that there is no full-time stakeholders' engagement in the implementation of M&E program. The findings correlate with Umugwaneza and Kule (2016) who opines that most funding from international development partners like World Bank are increasingly being reduced making it difficult to factor in budget for participatory monitoring and evaluation. The findings

also correlate with Woldesenbet (2020) who found out that among the main hindrances to proper monitoring and evaluation are low or inadequate stakeholder involvement and lack of expertise.

#### **5.3.4 Leadership and Performance of M n E Systems**

Finally, the findings shows that there is a significant relationship between leadership and performance of monitoring and evaluation systems in the KYEOP funded by the WorldBank in Nairobi Kenya ( $r=0.587$ ;  $p=0.000$ ). The study found that the leadership has clear communication management support of M&E and that the leadership makes frequent decision for better M&E process implementation. The study also found that the leadership has clear communication of findings from M&E process for better implementation of process. The findings agree with Sasu (2018) who noted that leadership can support MnE in projects via various means as they can assign funding to monitoring and evaluation efforts. The top management can also help project managers overcome handles during evaluation. The findings also agree with (Muriungi, 2015) who found that top management allocation of inadequate funding for monitoring and evaluation, poor skills and inadequate staff negatively affects the ability of monitoring and evaluation to enhance project performance.

#### **5.4 Conclusions**

The study concluded that there is a significant relationship between budgetary allocations and performance of monitoring and evaluation systems in the KYEOP funded by the WorldBank in Nairobi Kenya. In KYEOP, there are several sources of funding for implementation of M'n'E process and the finances to implement the M n E process are accessible as M&E is allocated a budget for implementation. However, adequate funding is not allocated through budgetary allocation to implement M&E process and allocated funds are not released on time.

Further, the study concluded that there is a significant relationship between technical expertise and performance of monitoring and evaluation systems in the KYEOP funded by the WorldBank in Nairobi Kenya. It was established that the M&E staff has the right skill and abilities as well as right experiences to implement M&E program effectively. However, institutions have not been carrying out continuous training program to increase capacity of M&E staffs and also have information system in place for effective implementation of M n E program.

The study also concluded that there is a significant relationship between stakeholder participation and performance of monitoring and evaluation systems in the KYEOP funded by the WorldBank in Nairobi Kenya. The stakeholders partake in planning and designing of system and in the identification of M&E program indicators. The stakeholders are involved also in data collection and have clear roles of each participating parties. However, there is no full-time involvement of stakeholders in the implementation of M&E program.

The study concluded that there is a significant relationship between leadership and performance of monitoring and evaluation systems in the KYEOP funded by the WorldBank in Nairobi Kenya. The leadership has clear communication management support of M&E and the leadership makes frequent decision for better M&E process implementation. The leadership has clear communication of findings from M&E process for better implementation of process.

### **5.5 Recommendations**

The study recommended that project managers at KYEOP needs to make sure that project budget give a clear and adequate provision for monitoring and evaluation systems. The budget also needs to accommodate unexpected and fluctuation of materials' costs. There is need for project management to allocate adequate funds to implement M&E process and also ensure the allocated funds are released on time.

The project managers should ensure that there are continuous training programs to increase capacity of M'n'E staffs. The training programs can be implemented through regular workshops, conferences and in form of short courses targeting all the monitoring and evaluation staff. This would ensure that M&E staff have the right skill and abilities to effectively implement M&E programs. It is also recommended that recruitment of M&E staff should be based on their competency, experience and how much they know about project monitoring and evaluation.

The study as well recommended that the project managers at KYEOP should work together with relevant stakeholders to develop a database of M&E system information where the M&E staff can access M&E information and learn from previous experiences. This will also ensure that there is efficiency in implementation of M&E program. The study thus makes recommendation that project managers at KYEOP should engage all the stakeholders in planning, designing and implementing monitoring and evaluation in projects.

The study recommended that recommends that project leaders need to come up with appropriate strategies to support of M&E and needs to be involved in making decisions for better M&E process implementation. There is also need for project leadership for to lay down strategies for engaging every stakeholder in the process of project M n E.

### **5.6 Recommendations for Further Studies**

The study was limited to KYEOP in Nairobi County. Hence, the study recommends that future studies should seek to assess the factors influencing the performance of monitoring and evaluation systems in the KYEOP funded by the WorldBank in other counties in Kenya. The study as well recommends that future studies should seek to examine the factors influencing the performance of monitoring and evaluation systems based on other projects like affirmative action projects.

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## APPENDICES

### Appendix I: Letter of Transmittal

#### Re: Introduction Letter

My name is **Samson Mburu Gitau**, a student pursuing MAPPM at UON.

The study seeks to evaluate the psychosocial challenges experienced by women. The aim of evaluation is establish the factors influencing the performance of M'n'E in the Kenya youth employment opportunities project. The information from this study will help create programs that not only cater for their medical needs but overall mental well-being. I would like to hear of your challenges and experiences using the questionnaire

Regards,

Samson Mburu Gitau

**Appendix II: Questionnaire**

**SECTION A: BACKGROUND INFORMATION**

1. Gender of respondent

- (i) Male  (ii) Female

2. Participant's highest level of education

- (i) PhD  (ii) Masters   
(iii) Bachelors' degree  (iv) Diploma   
(v) Certificate   
(vi) Others (Specify).....

3. How long have you worked with KYEOP?

- (i) Less than 2 years  (ii). 2-4 years   
(iii) 5-10 years  (iv). More than 10 years

**SECTION B: BUDGETARY ALLOCATIONS**

4. To what extent do you agree with the following statements on the effect of budgetary allocation influence on the performance of monitoring and evaluation systems at KYEOP? Tick appropriately.

- 1) Not at all 2) Little Extent 3) Moderate Extent 4) Great Extent 5) Very Great Extent

	1	2	3	4	5
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1. Adequate funding is allocated through budgetary allocation to implement M& E process					
2. The allocated funds is released in time					
3. The finances to implement the M&E process is accessible					
4. There are several source of funding for implementation of M&E process					
5. M&E is allocated a budget for implementation					

**SECTION C: TECHNICAL EXPERTISE**

5. To what extent do you agree with the following statements on the effect of **technical expertise** influence on the performance of monitoring and evaluation systems at KYEOP?

Tick appropriately.

- 1) Not at all    2) Little Extent    3) Moderate Extent    4) Great Extent    5) Very Great Extent

	1	2	3	4	5
1. The M&E staff has the right skill and abilities to implement M&E program effectively					
2. The M&E staff has the right experiences to implement M&E program effectively					
3. Our institution carries continuous training program to increase capacity of M&E staffs					
4. The institution has in place information system into place for effective implementation of M&E program					



5. Education level improves implementation of M&E program					
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**SECTION D: STAKEHOLDER PARTICIPATION**

6. To what extent do you agree with the following statements on the effect of **stakeholder participation** influence on the performance of monitoring and evaluation systems at KYEOP?

Tick appropriately.

- 1) Not at all    2) Little Extent        3) Moderate Extent    4) Great Extent 5) Very Great Extent

	1	2	3	4	5
1. There is full time involvement of stakeholders in the implementation of M&E program					
2. The stakeholders are involved in the identification of M&E program indicators					
3. The stakeholders participation has clear roles of each participating parties					
4. The stakeholders are involved in data collection					
5. Stakeholders are involved in planning and designing of system.					

**SECTION E: LEADERSHIP**

7. To what extent do you agree with the statements that follows on the effect of **leadership** influence on the performance of monitoring and evaluation systems at KYEOP?

Tick appropriately.

1) Not at all 2) Little Extent 3) Moderate Extent 4) Great Extent 5) Very Great Extent

	1	2	3	4	5
1. The leadership has clear communication management support of M&E					
2. The leadership makes frequent decision for better M&E process implementation					
3. The leadership has clear communication of findings from M&E process for better implementation of process					

**SECTION F: EFFECTIVENESS M&E**

8. To what extent do you agree with statements on the performance of monitoring and evaluation systems at KYEOP?

Tick appropriately.

1) Fair 2) Good 3) Very Good 4) Excellent

	1	2	3	4	5
1. Quality of M&E findings					
2. Accessibility of the findings					
3. Utility of the M&E findings					
4. Cost effectiveness					

## Appendix III: University of Nairobi Introduction Letter



**UNIVERSITY OF NAIROBI**  
**FACULTY OF BUSINESS AND MANAGEMENT SCIENCES**  
**OFFICE OF THE DEAN**

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Our Ref: L50/36872/2020

October 31, 2022

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

**RE: INTRODUCTION LETTER: SAMSON MBURU GITAU**

The above named is a registered Master of Project Planning and Management Student at the Faculty of Business and Management Sciences, University of Nairobi. He is conducting research on: "Institutional factors affecting the performance of monitoring and Evaluation systems in the Kenya youth employment opportunities project funded by the World Bank in Nairobi 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.


A handwritten signature in black ink, appearing to read 'Philip Mukola'.

**PHILIP MUKOLA (MR.)**  
**FOR: ASSOCIATE DEAN, GBS & R**  
**FACULTY OF BUSINESS AND MANAGEMENT SCIENCES**

PM/m


# Appendix IV: Letter from NACOSTI

  
REPUBLIC OF KENYA

  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION

RefNo: 899762 Date of Issue: 05/November/2022

**RESEARCH LICENSE**



**This is to Certify that Mr. Samson Mburu Gitau 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 Kiambu, Kisumu, Machakos, Mombasa, Nairobi, Nakuru on the topic: INSTITUTIONAL FACTORS AFFECTING THE PERFORMANCE OF MONITORING AND EVALUATION SYSTEMS IN THE KENYA YOUTH EMPLOYMENT OPPORTUNITIES PROJECT FUNDED BY THE WORLD BANK IN NAIROBI KENYA for the period ending : 05/November/2023.**


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899762

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