

**MONITORING AND EVALUATION AND PERFORMANCE OF
ENVIRONMENTAL PROJECTS IN KENYA: A CASE OF A SELECTED PROJECT
AT THE INSTITUTE FOR LAW AND ENVIRONMENTAL GOVERNANCE**

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for the Award of Master of Arts Degree in Project Planning and
Management in the University of Nairobi.**

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DECLARATION

This research report is my original work and has never been presented for an award in any other university.



Signature

Date: 7th November 2022.

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



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DEDICATION

This research report is dedicated first and foremost to my parents Mr. and Mrs.

Atakos who, laid down a strong foundation for my education and inspired me to always push on to greater heights. I also wish to dedicate it to my entire family members because this work would not have been possible without your support, trust and believe in me. I appreciate your support, prayers, and words of encouragement.

I pray that God will bless every one of you.

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ABBREVIATIONS AND ACRONYMS

ILEG:	Institute for Law and Environmental Governance
M&E:	Monitoring and Evaluation
MHEST:	Ministry of Higher Education, Science and Technology
NEMA:	National Environment Management Authority
NGO:	Non-Governmental Organization
OECD:	Organization for Economic Co-operation and Development
PMBOK:	Project Management Body of Knowledge
SPSS:	Statistical Package for Social Sciences

ABSTRACT

The importance of monitoring and evaluation as a key instrument for program performance has grown. Continuous project progress monitoring seems to increase, among other things, the likelihood of project success. In order to improve project performance, several businesses have worked to incorporate an M&E system. Many nations have created laws and regulations to safeguard the environment and make sure that human activities have as little influence as possible on it in reaction to the growing environmental deterioration. This study aimed to determine the influence of monitoring and evaluation on the performance of environmental projects in Kenya, and specifically on a selected project at the Institute for Law and Environmental Governance. The study set out to answer the following questions on the impact of M&E expertise, stakeholder participation, project budget, and M&E structure on the success of environmental projects at the Institute of Environmental Studies (IES) in Kenya. A descriptive survey method was used for this investigation. The target population was 40 and included project managers, project assistants, monitoring and evaluation officers, project field officers, and other personnel involved in implementing environmental projects at the Institute for Law and Environmental Governance. Additionally, the sample included 40 personnel, and ethical considerations in research were considered. The data was collected with the use of a questionnaire and an interview guide, and it was afterwards analyzed using descriptive statistics and the software that comes with the Statistical Package for the Social Sciences (SPSS). These measurements included the central tendency and the percentages as well as frequency distributions as well as measures of dispersion. According to the study findings, employees in Kenya at the Institute for Law and Environmental Governance had the necessary experience to collect primary M&E data from environmental projects within the required time, stakeholder participation in monitoring and evaluation is essential for positive project outcomes to be realized, M&E activities should be budgeted for so that the resources needed to carry them out are made available and that an M&E structure enhances completion and success of environmental projects. The study concluded that expertise in M&E, Stakeholders' participation, Project budget and M&E Structure affect all performance of environmental projects in Kenya at the Institute for Law and Environmental Governance. The study recommended that the management at the Institute for Law and Environmental Governance should ensure that all the individuals involved in M&E exercise undergo continuous capacity development, all environmental projects have an efficient stakeholder engagement framework, M&E activities for environmental projects are budgeted for in advance so that the resources needed to carry them out are made available, and that the established M&E structure is based on best practices that promote evidence-based public trust and decision-making.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Globally, monitoring and evaluation are important techniques for improving project planning and management quality. They have become basic parts of worldwide endeavors to accomplish ecological, financial, and social manageability. Maintainability principles and guidelines for M&E are crucial at the public and international levels for making, verifying, and documenting on environmental, fiscal, and social patterns, tracking progress toward aims, and influencing policy and approaches (Behn, 2018).

An ecologically based project has some key qualities, which differentiates it from other projects. The clearest difference is that an ecological based project needs to accomplish a particular ecological target. As a result of the increasing environmental deterioration, different countries throughout the world have adopted legislation and regulations to govern construction activities and ensure that building projects are completed in a safe and environmentally friendly manner, and that other human activities have minimal impact on the environment (Cunningham, 2020). Therefore, NGOs and other community-based organizations are now heavily implementing environmental projects.

Environmental projects are significant when it comes to environmental protection and, subsequently, life on Earth. The projects empower and create awareness to communities on issues pertaining to environmental problems. This empowerment also involves making the communities and governments to take an active role in environmental happenings and assume responsibility for the governance and protection of environmental, ancient, and social beliefs (Gunduz et al., 2017).

According to Vision 2030, Kenya's road to success comprises forging a fair and cohesive community as well as fostering enjoyable, equitable social progress in a safe and secure environment. The environment is one of eight crucial socioeconomic areas on which this search will have a major impact. By 2030, Kenya wants to create a nation that is peaceful, clean, and ecologically conscious. The goal for 2012 was to increase forest cover from the current three percent level to four percent. Considering the need for monitoring and evaluation in achieving global environmental sustainability, environmental projects really haven't performed as well as they could (Santin, 2019). This is primarily due to insufficient and, in some cases, non-existent monitoring and evaluation systems used to track and measure the performance of environmental projects, as well as a lack of stable M&E structures within organizations and a monitoring and evaluation project budget apportionment during the planning and design phase of most environmental projects.

Most environmental efforts in Kenya have failed miserably. Water and energy are critical inputs in the country's economic operations, and their relevance in achieving Vision 2030 goals cannot be emphasized. Natural resources are vital to the country's subsistence and cash economies, and as a result, they must be managed in a sustainable manner (Danida, 2020).

The goal of the current research was to ascertain how monitoring and assessment affected the performance of environmental projects in Kenya, on one chosen project at the Institute for Law and Environmental Governance. The selected project was The Access Initiative (TAI). The project was selected using the purposive sampling technique since the study purposed to focus on particular characteristics of environmental projects that were of interest, and which were the most effective to answer the research problems. To a significant extent, this is due to the fact that, to begin, there had been no study conducted on the effect that monitoring and evaluation had on the effectiveness of environmental programs. There have been various environmental

projects that were in diverse levels of implementation; some of them were finished, others were in progress, some halted; a fair amount were at early stages of execution and some still on the planning phase.

Moreover, since the beginning of the Institute for Law and Environmental Governance, the organization had received substantial financial resources coupled with changes in stakeholders that they work with, and staff that help monitor and evaluate the projects' results. However, no academic study had examined the extent to which these variables influenced the performance of these environmental projects. Concisely, this study purposed to help to design effective, efficient, and powerful results-oriented programs, environmental projects and activities that would generate the intended benefit.

1.2 Statement of the Problem

Globally, there are various projects and initiatives geared towards environmental management, but their performance has largely been poor. Environmental projects in most developing nations face a variety of challenges, including poor leadership, a lack of institutional structures, and insufficient finances to carry out comprehensive monitoring and assessment of their varied programs.

Because of the poor methods that have been used, environmental project monitoring and assessment procedures in Kenya are insufficient. This hinders the achievement of the Vision goals as well as the Millennium Development Goals (MDGs) (KNBS, 2021).

Many environmental projects are not properly monitored because of lack of funds or lack of expertise, even though Kenya's government's environmental policies stress the importance of including environmental concerns at the planning stage of all development projects, there is often little follow-up on the impact of these projects.

Consequently, government and donor agencies' well-intentioned development initiatives are not contributing towards the intended outcomes on the environment and the state of humanity condition. According to the FAO/UNFPA survey on the state of environmental projects in Kenya, any further initiatives in environmental management and environmental projects should be backed up by genuine demonstrations of stakeholder participation, adequate project budget and expertise in M&E, and commitment matching the seriousness of the situation.

It is estimated that by the year 2030, Kenya will only be able to feed 17 percent of its population using its own land and environmental resources. This will require a low level of inputs, but the country will not be able to produce sufficient food for its entire population even when using an intermediate level of inputs (Milas and Asrat, 2019:37). However, as Milas and Asrat point out, in the medium and long term, the consequence is typically poorer production, as well as increased land degradation and increasing desertification. This is mostly due to the insufficient monitoring and supervision of environmental programs.

According to Doute et.al, (2021:12) as of the year 2021, only about 2.3 per cent of environmental projects in Kenya carry out regular checking and assessment of their activities. It is against this background that this research study focused on determining the influence of monitoring and evaluation on the performance of environmental projects in Kenya and to what level it influences environmental projects' performance.

1.3 Purpose of the study

This study sought to determine the influence of monitoring and evaluation on the performance of environmental projects in Kenya: a case of a selected project at the Institute for Law and Environmental Governance.

1.4 Objectives of the study

The study was guided by the following objectives:

- i. To determine the extent to which expertise in M&E influence the performance of environmental projects in Kenya at the Institute for Law and Environmental Governance.
- ii. To establish the influence of stakeholder participation on the performance of environmental projects in Kenya at the Institute for Law and Environmental Governance.
- iii. To establish the extent to which project budget influence the performance of environmental projects in Kenya at the Institute for Law and Environmental Governance.
- iv. To determine the influence of an M&E structure on the performance of environmental projects in Kenya at the Institute for Law and Environmental Governance.

1.5 Research questions

This study sought to provide answers to the following research questions:

- i. To what extent does expertise in M&E influence the performance of environmental projects in Kenya at the Institute for Law and Environmental Governance?
- ii. How does stakeholder participation influence the performance of environmental projects in Kenya at the Institute for Law and Environmental Governance?
- iii. To what extent does project budget influence the performance of environmental projects in Kenya at the Institute for Law and Environmental Governance?

- iv. How does an M&E structure influence the performance of environmental projects in Kenya at the Institute for Law and Environmental Governance?

1.6 Significance of the study

By providing knowledge on how monitoring and evaluation might affect the effectiveness of their environmental initiatives, the study was supposed to assist the management team of the Institute for Law and Environmental Governance. Furthermore, it was anticipated that the research project's results would improve management's ability and stakeholders' responses, which would improve monitoring and assessment and increase the success of environmental initiatives.

In Kenya, it was anticipated that the Ministry of Environment and Forestry would be able to learn more about the important role that M&E play in environmental projects. This would aid in the formulation and implementation of policies that would improve the effectiveness of M&E of all environmental projects, as well as project success, in an endeavor to improve the environment and realize Vision 2030.

Additionally, donors in the environmental projects field were expected to be able to figure out how efficient their inputs are, especially the financial resources, are converted into outputs.

This study was also anticipated to form a foundation in which further study on the performance of environmental projects can be carried out. Therefore, the study would provide a basis and guidelines for further related research.

1.7 Delimitations of the study

The research study delimits itself by narrowing down the research's scope to environmental projects in Kenya. Further, the study delimits itself by focusing on the specific objectives that have been adopted for this study. These objectives are: to examine the influence of expertise

in M&E, stakeholders' participation, project budget and to assess the influence of an M&E structure on the performance of environmental projects at Institute for Law and Environmental Governance.

Finally, it delimits itself by making use of the primary tools of data collection, which included surveys as they were easy to comprehend, and one can quickly and efficiently respond to the questions by using a questionnaire.

1.8 Limitations of the study

Following are some difficulties the researcher ran across while doing this research:

Fear of victimization, whereby some respondents were reluctant to provide accurate information because they feared it may be used against them. There were also worries about respondents' privacy, which would have compromised their candor in submitting information.

By providing a letter of introduction from the university assuring the responders that this study was exclusively intended for academic reasons, the researcher was able to minimize the aforementioned restrictions. This was a crucial ethical concern in study, and the researcher reassured them that all the data they supplied would be maintained as secret. No responder was so harmed as a consequence of his or her contributions to illuminating or enhancing this research.

1.9 Assumptions of the study

This study used the assumption that survey respondents will provide accurate information while completing and responding to surveys. This is due to the fact that they were required to answer the questions truthfully.

The study also made the assumption that everyone who received a questionnaire was literate, capable of reading, understanding, and responding to its questions, as well as ready to

participate in the study by completing the provided questionnaires and providing the necessary data.

1.10 Definition of significant terms

Expertise: This is the level at which staff can comprehend and perform such tasks of the project and conduct monitoring and evaluation.

M&E structure: This refers to a well-defined design within organizations that incorporates the function of monitoring and evaluation team in the departmental working procedure.

Monitoring and Evaluation: This is a combination of data collection and analysis, as well as determining whether a program or intervention has reached its goals. Monitoring and evaluation were employed to examine the performance of environmental projects in this study.

Performance of Environmental Projects: This is the result or outcomes that are there due to an organization's strategic activities which are conducted to manage or not to manage the organization's impact on the nature or the ecosystem in a short-term project having a clear start and finish period. It can be measured in respect to the level of stakeholder satisfaction, cost performance index and level of project sustainability.

Project budget: This is the amount of funding designated to monitoring and evaluation activities. It indicates the most money a company is ready to invest in monitoring and evaluation of a given project, program or item, and it is a limit that is not to be exceeded by the employee authorized to charge expenses to the budget line.

Stakeholder Participation: This is the procedure for including persons who could be impacted by a project's choices and/or have influence over how those decisions are carried out. Consequently, having a shared knowledge and taking part in the project's decision-making process.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

A review of research on environmental project monitoring, assessment, and performance is presented in this section. This study presents a theoretical analysis and identifies gaps in the examined literature that, if filled, would assist to guarantee the success of environmental initiatives. The chapter also presents the dependent variable success of environmental initiatives and the independent variables expertise in M&E, stakeholder involvement, project budget, and M&E structure. The conceptual framework served as a demonstration of the link between the variables.

2.2 Performance of Environmental Projects

A project is an endeavor undertaken in order to create a one-of-a-kind product or service that brings change and has advantages primarily to the target group (Anandajayasekeram and Gebremedhin, 2019). The finite nature of this project stands in stark contrast to procedures, or rather tasks, that are either long lasting or not.

The primary sign of an effective environmental project is when it has had the preferred ecological impact and has benefited the desired objectives or community. This is strongly related to project management achievement, which entails managing the project to the agreed-upon time, scope, budget, and quality. The formalization of environmental issues received a lot of traction since the Brundtland report's formulation of the sustainable development concept. Environmental performance has since then been introduced in order to justify the “green” contribution of an organization to its surrounding environment. However, while creating projects and making judgments, its multi-dimensional elements can be challenging, without the impact of monitoring and evaluation.

Effective project supervision contributes towards the performance of the organization's environmental projects, thereby obtaining competitive advantages; strengthening the organization's status; expanding market share; as well as achieving stipulated revenues and profits in the long term (Al-Tmeemy, 2021). Environmental project performance is measured and evaluated using a variety of performance indicators that can be connected to a variety of factors such as time, client approval and revisions, firm performance, cost, health and safety, and quality (Cheung et al. 2018).

During the planning phase of a project, the benchmarks that will be used to evaluate the success of environmental projects are established in order to provide direction to the activities of the project and ensure that all of the project's stakeholders are concentrating on the same objective.

Shenhar (2021) divided performance into four categories. These are time efficiency, cost, quality, and production efficiency. According to the Green Economy Strategy and Implementation Plan – Kenya (2016 – 2030), a study conducted on the National Environmental Projects Strategy (NEPS) and published in accordance with section 49 and 50 of the Environmental Management and Coordination Act it was discovered that appropriate institutional mechanisms for implementing environmental sector reforms were not fully functional. In most places of Kenya, there was also poor project design for environmental management and protection. To properly carry out the environment reforms, there is need for a comprehensive national monitoring and evaluation systems for environmental projects and programs which is lacking. Further, there is no proper-documented investment plans in the environment sector.

The results show that well-designed programs are required, along with ongoing M&E, to bring about significant change and enhance the effectiveness of environmental projects for all Kenyans.

Although desertification in Kenya can be attributed to the combined effects of climate and human impact, the basic problems underlying the more immediate causes are socio-economic and political in nature (Darkoh2016:18). The rapid growth of human and animal populations in the arid and semi-arid lands (ASAL) and modern influences have disrupted traditional systems of land use which were usually well adapted to the fragile ecosystems causing great damage to them. The government and people of Kenya however are manifesting an increasing awareness of the problems of land degradation and desertification. To contain them, emphasis is being placed on strengthening public participation in environmental programs and projects such as afforestation and soil and water conservation projects.

Consequently, the performance of environmental projects can be enhanced by integrating concepts from the independent variables, which include expertise in M&E, Involvement of stakeholders in M&E, funding for M&E, and structure availability for M&E. In addition, motivated by the requirement to perform better, most project managers managing environmental projects have made significant attempts on improving operations within the implementing organizations.

2.3 Expertise in M&E and Performance of Environmental Projects

Implementation of M&E is significantly influenced by the organization's HR department's expertise in undertaking constant M&E as well as the level of employee engagement. This influences decision-making as well as the production, communication, and perception of evaluation lessons. Thus, having experienced and knowledgeable personnel is important for the sustainability of environmental projects especially in developing countries such as Kenya. This necessitates that the developing evaluators receive technical education and training in M&E. The ability of evaluators to execute and monitor M&E activities effectively needs to be improved through both formal training as well as on training (Vanesa and Gala 2015)

Cognitive capability and communication skills are the two most important qualities for evaluators. Executive and program managers must also receive technical M&E training for them to believe and use M&E information and, specifically, to foster a culture of results within institutions (Lopez et al., 2016)

A research on the factors influencing efficient M&E of county government-funded environmental initiatives in Nakuru County, found that employees' M&E competence has an effect on how M&E are implemented. Mushori (2015) indicated that by employing a collaborative approach to M&E activities, the technical team transfers its technical expertise to other stakeholders. Likewise, he suggested that training be done in order to improve the M&E efficiency of environmental programs.

According to a study on capacity building by Mibey (2015), it should be a big part of the project all over the country. According to a study on the factors that affect M&E implementation in the Kazi kwa vijana project," more funds must be spent on developing and training human capital in the key technical region of M&E.

Opportunities for training and development in M&E are available via a variety of channels, including the public sector, the corporate sector, educational institutions, professional groups, job postings, and mentorship programs (Lopez, et. al, 2016). They also claim that assessment specialists have the expertise to supervise and provide support with outcomes monitoring and measuring. They came to the conclusion that there is a strong association between M&E execution and M&E competency.

According to Mukhererjee (2019), meeting technical requirements necessitates a dedication to ensuring that human capacity is of the desired quality by eliminating barriers to learning and introducing learning incentives, monitoring staff performance through routine evaluations,

aiming for staff continuity, and finding a highly qualified individual to oversee the entire process by selecting the appropriate candidates, educating your staff, and engaging specialized outside consultants. Therefore, M&E expertise among staff is crucial for carrying out environmental practices, particularly in Kenya.

2.4 Stakeholder Participation and Performance of Environmental Projects

People who have a financial or other interest in the projects or programs are stakeholders in M&E. They are those who base their decisions on the knowledge and insights gained through M&E. They include the local area whose circumstance the venture expects to improve; project field staff who do the real exercises; project administrators who manage project execution; funders and other Project personnel who decide the undertaking's strategy; allies, pundits, and different partners who affect the task's current circumstance (Davies, 2018). M&E data collection systems should be one that all the project partners can use effectively and get the desired results (Garbutt, 2021). The World Bank (2018) recognizes that participatory approaches are essential in monitoring and evaluation for any development to be realized. This is because the quality of information derived out of participatory approaches' is also enriched. In order to guarantee success of the program, collaborative M&E is essential.

Stakeholders' roles are acknowledged by IFAD (2020). In other words, they offer critical insights on objectives and effective approach during project's layout, making plans, execution, and M&E stages. Each of these bolster community ownerships of the projects and ensure the possibility of a lengthy effect.

According to research by Murungi (2016) on the effect of M&E on the effectiveness of donor-funded initiatives in Kajiado County, the key project participants are essential to improving project performance. As a consequence, active involvement from all stakeholders is required for effective M&E implementation. They found that involving stakeholders, especially keeping

them involved actively throughout the project's lifespan, increased community ownership and sustainable development. Based on the study, participants must be involved in all phases of making plans and the project's execution and their needs must be given special consideration in to ensure that they have been fully engaged.

Stakeholder participation, according to Musomba et al. (2020), is essential for the success of M&E activities. He argued that for M&E activities to be implemented successfully, stakeholder involvement must begin at the planning stage and continue through the project's how, why and what of programme implementation typically gives people more control and makes more different stakeholders feel socially connected a significant way, according to Donaldson and Lipesy (2022). Chitere and Ileri (2014) said that involving stakeholders means giving them more power, especially when it comes to figuring out what resources and needs they have, planning how to use those resources, and putting development ideas into action.

Community-based environmental initiatives in Africa have outperformed other programs in other regions, according to the World Bank (2019). Only one out of every five community-based environmental projects, on the other hand, was expected to be sustainable. The World Bank's Community-Driven Development (CDD) team for Africa launched a project in 18 African villages to assist them in maintaining the outcomes of their community-based environmental projects. The idea is that stakeholder participation helps them establish their own resources and tools which helps the program succeed and reduces reliance on outside help or donations. The paper discovered that the long-term survival of environmental sub-projects was improved by a straightforward community M&E structure. As a result, the connections between the implementation of community development projects, their monitoring and supervision, assessment, and the reappraisal of regional growth indexes to more intently match community development prerequisites are strengthened.

Proudlock, Ramalingam and Sandison (2019) discovered that stakeholder involvement in M&E can greatly improve M&E activity implementation, which increases program performance. They also stated that involving stakeholders increases program ownership. They pointed out that the beneficiaries are in charge of their own growth and, as a result, are the best decision makers in their own circumstances. They arrived at the conclusion that poor project performance is a direct result of neglecting to include key players. The involvement of stakeholders, according to Patton (2018), should be carefully handled since too much could have an unbalanced impact on the evaluation process, whereas too little could lead to assessors influencing the process and have unfavorable effects. They argued that M&E leads to successful program implementation regardless of the program's implementation level. However, it was advised that the M&E process has to be interactive, should reflect the needs of the community, and should pique interest among the public in the implementation phase of the project's M&E.

2.5 Project Budget and Performance of Environmental Projects

Globally, developed nations and countries have designed tough, efficient, and effective monitoring and evaluation methods and indices as a result of their substantial decentralization of resources (Lahey, 2015). The institutionalization of monitoring and evaluation has been helped by the supply of enough resources to local governments in these countries. As a consequence, a platform for carefully monitoring and reviewing M&E frameworks are created using the Results-Based M&E system. With few openings for dishonest people or impromptu efforts, the system offers a great tool for monitoring all tasks in a methodical way.

Building the capacity for monitoring and evaluation activities has become a key issue of concern, according to Kidombo et al. (2017), who assessed the effect of allocating resources for M&E activities. This is done in an effort to make sure that monitoring and evaluation

activities have some sort of meaningful impact. This capability entails, among other things, ensuring that M&E operations are budgeted for so that the resources necessary to carry them out may be made available when and where they are required.

Gitonga goes on to say that for environmental projects, the more participative M&E is, the more money it will cost. This is because with more stakeholders on board, the M&E budget is likely to go up. According to Barasa (2014), it is critical to include the M&E budget in the strategic plan for environmental projects. This is because including the projects in the strategic plan ensures that the projects are well planned for and have adequate funding. He also points out that the budget for M&E initiatives ought to be inclusive to account for all expenditure and costs forecasted to take place. Financial availability is critical for the successful implementation of environmental projects, particularly in developing nations like Kenya.

Another study by Murei, Kidombo and Gakuu, (2017) which concentrated on the connection between the M&E budget and the performance of horticulture projects, the study adopted analysis of data which utilized quantitative as well as qualitative data collection tools. The study concluded that high performance of horticulture projects was associated with the available monitoring and evaluation budget. The research paper also recommended the fact that overall horticulture projects budget should be delineated from the monitoring and evaluation budget to accord it autonomy of use to have a positive skewed project performance (Murei, et al, 2017).

2.6 M&E Structure and Performance of Environmental Projects

There is a framework that offers specific instructions regarding what the accessibility of an M&E framework in institutions should resemble like for the better execution of M&E operations. A framework is a critical tool for M&E projects because it specifies how the

program manager should function by outlining the steps necessary to achieve the desired results. By illustrating the links between vital execution elements and outlining the external and internal variables that could have an effect on the successful completion of a project, a framework improves understanding of the objectives of the project (Kerzner, 2018). Ideas may benefit from a strong M&E framework by being evaluated to see whether they are the best and most suitable to implement via project plans and goals. The M&E system should be detailed on the projected budget, the technical skills needed by project workers, and information to tell project funders about how the project will be carried out (2021) Guijt et al.

In addition, an M&E structure incorporates the use of a number of different methods and approaches, some of which are supplementary to one another or serve as replacements for one another, while others are either expansive or restrictive in their reach (World Bank, 2022). A broad range of techniques and sources of information are available for an assessor to select from when performing cross-validation of data (Nabris, 2020). The M&E system employs a wide range of tools, including formal surveys, quick evaluation techniques, participation techniques, cost-benefit and cost-effectiveness evaluations, performance reviews, impact assessments, and a method based on a logical framework. The information requested by the project organization, dictates which instruments are used. The availability of a good structure for M&E can determine its success or failure. Research was carried out by Wachamba (2019) on the elements that determine successful monitoring and evaluation systems in non-governmental organizations located within Nairobi County. According to the research, nongovernmental organizations (NGOs) used a wide array of tools and methods in their M&E systems. Frameworks for logical reasoning, collaborative methods, assessment surveys, field visits, and frameworks for strategy development were a few of these tools and techniques. The findings of the research also showed that the methods and instruments that are used in M&E

activities have a considerable influence on the manner in which they are carried out. However, several NGOs did not employ those tools and procedures, which explains why M&E operations for various projects done by such NGOs were poorly implemented. As a result, there is a need for all stakeholders to agree on the kind of tools and procedures to be used.

Using the founded guidelines and practices, such as tying M&E to strategic and work plans, highlighting efficacy whilst also reducing cost, using a partnership approach to monitoring progress, leveraging both global and local expert knowledge, broadly distributing outcomes, leveraging information from various sources, and improving data use for improvement initiatives, effectively implements M&E to improve program outcomes. Due to the fact that an M&E structure based on best practices promotes public trust and decision-making based on facts (Mathis et al.,2021).

Additionally, the availability of a good structure for monitoring and evaluation enhances completion and success of the project. This is in reference to Khatiala (2020) study on the impact of monitoring and evaluation on HIV/AIDS intervention project delivery capabilities in Nairobi and Nyanza. Further, the study acknowledged the significance of a good M&E structure. It highlighted the role played by continuous M&E review meetings, continuous M&E training for the employees, raising awareness on M&E processes and procedures, availability of the right M&E tools and plans, documentation of lessons learnt, and the M&E solutions that are tailored to the local environment.

2.7 Theoretical Framework

This research study has adopted two theories. These are the Human capacity and the Stakeholders theory, respectively.

2.7.1 Human Capital Theory

Becker and Mincer (1964) were the first to develop it. This theory explains both individuals' and organizations' choices to invest in their staff, primarily in the form of education and training, as well as the pattern of lifetime wages of individuals. The return that will be gotten from the investment in human capital. Individuals or organizations' predicted results from various degrees of education and training investment are discussed based on the terms of the expected profits from the investment.

This approach makes a distinction between the development of human capital for fundamental usage and talents for particular enterprises. Human capital, therefore, acts as a resource. Individual workers have a set of competences or abilities, which they can enhance or accumulate through training and education, according to this theory. Workers' market value should rise as their human capital grows, as they bring more expertise and efficiency to their jobs.

Concerning this study, monitoring and evaluation is a special or unique field that requires expertise, which is not in every organization. The function, however, is vital to validation of environmental project performance, thus the need to use the theory of human capital to justify the significance of expertise in M&E.

2.7.2 Stakeholder Theory

The stakeholder idea was created by R. Edward Freeman in (1984). Since then, this idea has been used in a number of disciplines, including as project management, business ethics, and corporate social responsibility, to address morals and values in managing businesses.

The idea postulates that including stakeholders in the process will be crucial to producing project results that are satisfying. It establishes methods for identifying key stakeholders and

assessing the degree to which they could be seen as influencers who might boost project and organizational performance.

The influence of stakeholders on the project and the use of means-ends reasoning to complete the projects are among the variables that contribute to successful monitoring and assessment. Consequently, the involvement of the interested parties is necessary for better achievement of environmental initiatives. Thus, concerning this study, different key stakeholders have to work together in order to enhance project performance. Hence, the theory is well-suited to the current research and its variable of stakeholder participation.

2.8 Conceptual Framework

An illustration of the connection between the independent and dependent variables in a study is called a conceptual framework. It thus, determines the meaning or the workings of a variable and it empowers a straightforward clarification of the progression of hypothetical structure utilized by the examination (Mugenda and Mugenda, 2019).

Independent Variable

Monitoring and Evaluation

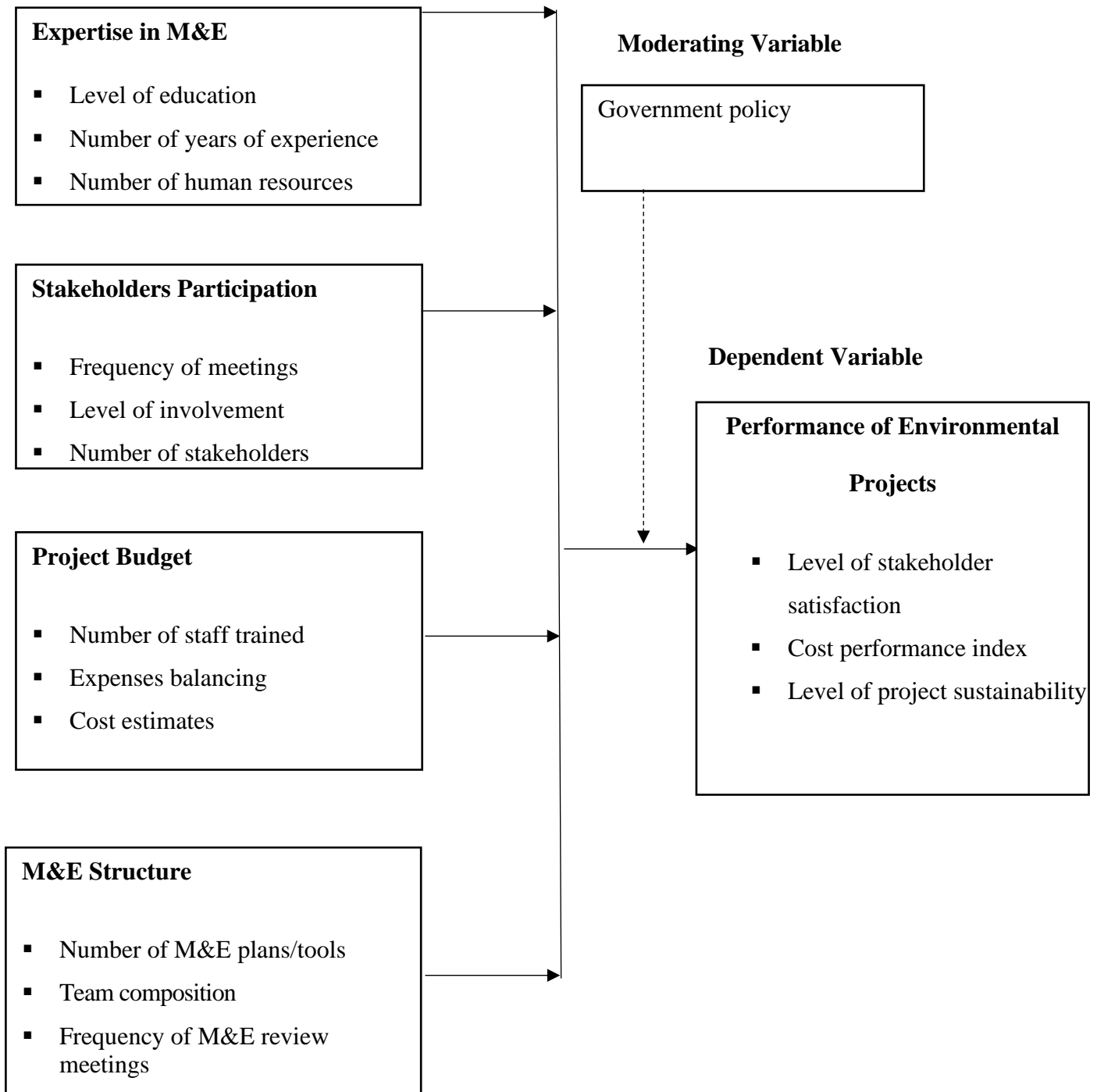


Figure 2. 1: Conceptual Framework

This study sought to determine the influence of monitoring and evaluation on the performance of environmental projects in Kenya: a case of a selected project at the Institute for Law and Environmental Governance. The study had four independent variables that the researcher found critical to the influence of monitoring and evaluation.

Expertise in M&E was measured using three indicators namely level of education, number of years of experience and number of human resources. Stakeholders' participation was assessed using three indicators namely frequency of meetings, level of involvement, and number of stakeholders.

Number of staff trained, expenses balancing, and cost estimates were used to measure the project budget. Number of M&E plans/tools, team composition and frequency of M&E review meetings were used to measure M&E structure.

Three indicators were employed to assess the performance of environmental projects. These are level of stakeholder satisfaction, cost performance index and level of project sustainability. Additionally, within the wider environment of monitoring and evaluation another key factor that may influence the performance of environmental projects included donor policies.

2.9 Knowledge Gaps

The literature review has established the following knowledge gaps as analyzed on the Table 2.1 below:

Table 2. 1: Research Knowledge Gap Matrix

Variable	Author & Year	Summary of findings	Knowledge gap	Focus of current study
Expertise in M&E	Waithera and Wanyoike (2015)	Study findings did reveal that when staff are trained adequately and have expertise in M&E, it had a substantial and positive impact to performance of the project in the youth-funded agribusiness initiatives, and that youth fund administrators should consider providing all youth organizations that request for money with short, formal, professional M&E training sessions.	This study was on youth and the aspect of performance of agribusiness projects. When it comes to M&E and the performance of environmental initiatives, there exists some knowledge gap.	This study focuses on the influence of expertise in M&E and the performance of environmental projects based on factors such as knowledge base in M&E, level of education, number of years of experience and number of human resources.
Stakeholder participation	Omunga et al, (2019)	According to the findings of the study, participation of stakeholders significantly and considerably influences performance of building projects. The increase of stakeholder participation in M&E activities of the project cycle leads to an advancement in the performance of the building projects. The research focused on building projects.	The study was on how stakeholder's involvement in monitoring and evaluation promotes the success of building projects in non-governmental organizations projects in Nairobi. A knowledge gap exists in stakeholder involvement on the performance of environmental projects in Kenya.	The goal of this study is to look at how stakeholder participation affects the success of environmental projects. It intends to evaluate factors such as frequency of M&E review meetings, the level of involvement, and number of stakeholders.
Project budget	Murei, et al, (2017)	The study results indicated that the budget set aside for evaluation activities caused a major result in high performance	The research was conducted in Nakuru county and focused on how budget	This study aims to evaluate how project budget influences the performance of environmental projects in Kenya at the Institute for Law and Environmental

		of horticultural projects in Nakuru County. There was further recommendation from the study that the budget for monitoring and evaluation should be clearly defined and not be part of the entire budget to offer the monitoring and assessment division autonomy and to increase its contribution to a high project performance.	influences performance of horticultural projects. Nakuru County is one of the 47 counties in Kenya. Therefore, there is a knowledge gap when it comes to how budget influences the success of projects in other parts of the Country.	Governance. The study seeks to explore factors such as the cost estimates, number of staff trained and expenses balancing.
M&E Structure	Afroze and Khan (2017)	The results obtained by the researcher concluded that organizations had to have effective and efficient M&E structures to promote a positive project performance.	The study did not look at other aspects linked to organizational structures for M&E such as frequency of the M&E review meetings and the monitoring and evaluation team. Also, Afroze and Khan (2017) limited their study to international Development projects.	The study focuses on the M&E structure and the performance of environmental projects. The M&E structure will primarily focus on the departmental structure of the organization, the number of M&E plans/ tools, and the frequency of the review meetings.

2.10 Summary of the chapter

This research study's literature review was discussed empirically with the main objectives from a global, regional, and local position. The applicable study theories which link with the study objective were discussed with their relationship stated. The four main research objectives used were illustrated and described showing their association to the study between the researcher's chosen dependent and independent variables. The gaps that have been realized from previous studies were analyzed very clearly, and thereafter summarized.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the research design employed, the target population chosen for the study, methodologies and procedures utilized to sample respondents, data gathering methods, and data analysis methods used in the study. Reliability, validity, data presentation methodology, ethical considerations, and the operations of the research variables are also covered in this chapter.

3.2 Research Design

A research design is an all-encompassing approach to answering the research topic (Saunders et al., 2019). In this research, a descriptive survey approach was used. A survey is an initiative to gather data from people who are a part of a group to assess the state of the population with respect to one or more factors. It is a self-report study that calls for collecting quantitative information from a sample (Mugenda, 2019).

According to Adan (2021) this survey design includes available data retrieval about status of a certain phenomenon with the intention of availing present condition, clear description in relation to variables of research without changing any variable (Wambugu et al., 2015).

Because a research study is associated with figuring out an occurrence, as per Cooper and Schindler (2022), the study design selected is aided in identifying the effect of M&E on the efficiency of environmental projects in Kenya. The goal of descriptive research is to gather information at a certain period and use it to describe the present situation.

According to Mugenda and Mugenda (2019), a descriptive survey is appropriate for gathering data to address the research questions and so enables a researcher to identify the

characteristics of the variables of interest. The design is also thought to be acceptable for this research since it offers enough descriptive data on the target audience while being fast and inexpensive. Descriptive survey methodology was thus the most suitable and reasonable strategy for the present investigation.

3.3 Target Population

In any survey, the target population denotes the whole set unit of individuals with observable characteristics which inferences can be made (Mugenda & Mugenda, 2019). The population to be targeted constituted the complete or totality of the items under study (Kothari, 2015).

At the Institute for Law and Environmental Governance, the programmes division undertakes various environmental projects. This study focused on 1 selected project. The projects are supported by various divisions such as the finance and administration division, the M&E division, the procurement division and the publicity and communications division.

There are also key stakeholders in each project that is implemented by the Institute for Law and Environmental Governance. They comprise of project sponsors, community members where the project is being implemented, county governments and project beneficiaries. Government agencies such as the Ministry of Environment & Forestry and National Environment Management Authority (NEMA) also help provide legislative guidelines and maintain standards to meet Kenyan requirements.

This study had a target population of 40 respondents. These comprised of program managers, project assistants, monitoring and evaluation officers, project field officers, finance and administration officers, consultants, project stakeholders involved in the environmental projects in the selected environmental project at the Institute for Law and Environmental Governance.

Table 3. 1: Target Population

Category	Frequency
Program Manager	1
Project Officer	1
Project Assistants	5
M&E Officers	2
Field Officers	8
Finance & Administration Officers	3
Consultants	5
Key Stakeholders (in the project)	15
TOTAL	40

(Source: Institute for Law and Environmental Governance records January 2022 -The Access Initiative (TAI) Project)

3.4 Sample Size

The process of picking the appropriate individuals, items, or events for a research study is known as sampling. (Wambugu et al., 2015). A sample, according to Mugenda and Mugenda (2019), is a subgroup that has been carefully chosen to be representative of the entire population and to have relevant qualities. If the study's population is small, Kothari (2015) recommends taking the entire population.

As a result, the census method was employed in this study, which is a statistical enumeration approach in which the entire population is studied. Therefore, in this study, all the 40 respondents involved in the implementation of environmental projects at the Institute for Law and Environmental Governance were used. Census approach was adopted because the target population is small and manageable within the scope of this study. The approach is the most accurate and provides a genuine measure of the population, as the estimates are not subject to sampling error (Babbie, 2020).

3.5 Research Instruments

In this particular research project, a series of questionnaires served as the principal tool for data collecting. In addition, a structured interview schedule similar to the questionnaire was prepared for use by the trained research assistants. 40 questionnaires were administered. A questionnaire is an effective tool for gathering sample data. A questionnaire, according to Joyce and Kirakowski (2015), is a mechanism for eliciting, recording, and collecting data. Some of the advantages of using a questionnaire include its ease of use and the ability to collect significant volumes of data in a short period of time.

The first part of the questionnaire was dedicated to collecting the demographic information or data pertaining to the respondents, while the second half followed the research objectives. Due to their simple language and clear guidance, the surveys were self-administered. The survey was designed and distributed to the respondents by the researcher. Because of differences in participant accessibility, the researcher decided to use the "drop off and pick later" method when administering questionnaire forms.

The drop-off and pick-up strategy yield a high response rate while also reducing researcher presence bias (Cooper and Schindler 2022). In a semi-structured interview, a timetable is a predetermined order of questions and topics to be addressed. This gave the research assistants guidance on what to inquire about, what order to inquire about it in, how to inquire, and how to inquire further.

3.5.1 Piloting the Research Instruments

This entails assessing the research instruments adequacy, as the quality of the research instrument impacts the study's outcome. In any research, pilot testing refers to the first or earliest study conducted to measure the study instruments, persistence, efficiency, adverse, and increase the study design before undertaking the final research project.

Piloting ensures that the collected data is useful and adequately assessed in respect to the stated research objectives by promoting clarity of the questionnaire and interview schedule items. Piloting also aids in determining whether the research instruments are reliable, that respondents interpret the questions correctly, that the phrasing is precise, and that potential study bias is avoided.

The study employed 10% of the sample size, according to Mugenda and Mugenda (2019) theory of sampling (10% of 40). Therefore, this were 4 respondents who work on the environmental projects, at the National Environment Management Authority (NEMA). This was among the respondents, to help test the rigor of the instrument. The National Environment Management Authority (NEMA) has similar social cultural features similar to the organization of study. Following the pilot, improvements were made to solve the issues that came up.

3.5.2 Validity of the Research Instruments

Mugenda & Mugenda (2019) defined validity as the extent to which data generated from a research instrument correctly reflects the phenomena under study. So the researcher could be certain that the items measure the required constructs, the validity of research instruments was tested. The validity of this research was to be tested using both theoretical and empirical evaluations.

Utilizing content validity, the theoretical assessment was tested. The content validity of a set of scale items is determined by how well they fit the key content domain of the construct being evaluated. There is no standard procedure for determining content validity; it is a matter of expert and researcher opinion.

The study's research goals and research paradigm, which aimed to understand the impact of monitoring and assessment on environmental project performance in Kenya, led to the selection of this test of validity technique.

According to the stated aim and goals of the research, two experts' opinion was considered to ensure the correct development of the questionnaires, had the required substance, and properly reflected the variables under investigation.

3.5.3 Reliability of the Research Instruments

Trustworthiness, as defined by Mugenda & Mugenda (2019), is the ability of a research instrument to provide stable findings or data over time. Doing so guarantees that the instrument has collected and captured all relevant data. Reliability examines the repeatability of results when the instrument is used again (Creswell, 2021).

To evaluate the questionnaires' reliability, a pilot study was conducted. The National Environment Management Authority (NEMA), whose environmental initiatives are comparable to those of the Institute for Law and Environmental Governance, conducted the pilot research. The people in question took a test from the researcher. Cronbach's Alpha was then used for reliability analysis, which examined internal consistency by determining if certain items on a scale measure the same concept. The baseline for the research was the 0.7 Alpha value criterion set by Gliem & Gliem in 2021.

Table 3. 2: Reliability Analysis

Variable	Cronbach Alpha Coefficient score	No. of Items	Comments
Expertise in M&E	0.882	7	Reliable
Stakeholders' Participation	0.833	7	Reliable
Project Budget	0.806	5	Reliable
M&E Structure	0.801	5	Reliable

The table demonstrates that the strongest dependability factor was expertise in M&E (= 0.882), followed by stakeholder participation (= 0.833), project budget (= 0.806), and M&E structure (= 0.801). This demonstrates that all of the variables were reliable because their dependability values exceeded the necessary cutoff of 0.7.

3.6 Data Collection Procedures

Using a letter of reference from the University of Nairobi and a research permission from the National Commission for Science, Technology and Innovation (NACOSTI), the researcher applied for and received approval for doing research at the Institute for Law and Environmental Governance.

The researcher then established rapport and made appointments with the respondents at the Institute for Law and Environmental Governance, to set a period within which the questionnaires were administered. Research assistants were recruited and trained in administering questionnaires to gather data.

After gaining informed consent, the researcher collected data from the respondents with the help of research assistants on the agreed-upon dates. The respondents were also be given adequate time.

3.7 Data Analysis Techniques

This entailed analyzing the information gathered and drawing conclusions. After collecting the questionnaires, the researcher verified the questionnaires and checked to see if they were filled up properly.

Analysis of data started with editing of the data in order to identify various errors such as spelling errors, as well as any other incorrectly answered or un-responded to items, that were made by the respondents.

The data was then analyzed quantitatively using Statistical Package for Social Sciences (SPSS) version 21.0. There was data coding to make data entering into the computer easier so that statistical analysis could be done based on the research questions. This study used descriptive data analysis techniques.

The distribution of scores was evaluated using descriptive statistics, including distributions of frequency, percentages, and measures of central tendency (the mean, mode, and median). Measures of dispersion on the other hand gave information on how data points of a variable are dispersed from the real average. Tables, charts, and graphs were used to display the statistical data. The standard deviation depicts the degree of variation in the respondents' responses.

A standard deviation of more than 1.0, in the case of the utilized Likert scale with a variance of one from one choice to the next, indicates a high range of responses from the mean and, as a result of disagreement between the respondents. Standard deviation of lower than 0.5, on the other hand, indicates a narrow spread of replies from the mean response and, as a result, significant unanimity among the respondents. A standard deviation of 0.5 to 1.0 indicates a

modest spread of replies from the mean and, as a result, a moderate extent of agreement by the participants, a standard deviation that is low had a positive impact and therefore desired.

3.8 Ethical Consideration

Ethics are the rules of conduct that define what is acceptable and what is not acceptable behavior in a scientific investigation. (Wambugu et. al., 2015).

In order to conduct the study, the researcher received approval from the University of Nairobi and a research license from NACOSTI. When the researcher first made contact with study participants, she briefed them on the study's objective and justification for conducting the research.

Other significant ethical issues that were considered in the research process were consent and confidentiality. Before the data gathering exercise, the respondents' consent was obtained. The respondents were assured that the study was for the reasons of academic only by the researcher. The respondents were advised that the study is voluntary and that they can opt out of the research at any time, and that their confidentiality would be guaranteed and upheld by not disclosing their names or personal information on the questionnaire or the research document.

Additionally, the study adhered to the plagiarism policy which is defined as "the action or practice of copying someone else's work or idea and passing it off as one's own" by the University of Nairobi plagiarism policy (University of Nairobi, 2013). Utmost care was taken to acknowledge literature used from other scholars and various data sources through proper referencing.

3.9 Operational definition of variables

A description that details how a variable is accurately measured is known as an operational definition (Tuckman, 2022). Table 3.3 lists the many types of variables that were studied along with how they were assessed.

Successful performance of environmental projects in Kenya is conceptualized to be influenced by monitoring and evaluation with regards to the expertise in M&E, stakeholder participation, project budget, and M&E structure.

Table 3. 3: Operational definition of variables

Research objectives	Variables	Indicators	Measurement scale	Type of data analysis
To determine the extent to which expertise in M&E influence the performance of environmental projects in Kenya at the Institute for Law and Environmental Governance.	Expertise in M&E	<ul style="list-style-type: none"> • Level of education • Number of years of experience • Level of capacity • Number of human resources 	Nominal and ordinal scales	Descriptive Statistics
To examine the extent to which stakeholder participation influence the performance of environmental projects in Kenya at the Institute for Law and Environmental Governance.	Stakeholder participation	<ul style="list-style-type: none"> • Frequency of meetings • Number of stakeholders • Level of influence or involvement 	Nominal and ordinal scales	Descriptive Statistics
To establish the extent to which project budget influence the performance of environmental projects in Kenya at the Institute for Law and Environmental Governance.	Project budget	<ul style="list-style-type: none"> • Cost estimate • Expenses balancing • Earmarking resources • Number of staff trained 	Nominal and ordinal scales	Descriptive Statistics
To determine the influence of M&E structure on the performance of environmental projects in Kenya at the Institute for Law and Environmental Governance.	M&E Structure	<ul style="list-style-type: none"> • Number of M&E plans/tools • Team composition • Frequency of M&E review meetings 	Nominal and ordinal scales	Descriptive Statistics
	Performance of environmental projects.	<ul style="list-style-type: none"> • Level of stakeholder satisfaction • Cost performance index • Level of project sustainability 	Nominal and ordinal scales	Descriptive Statistics

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.1 Introduction

This chapter presents the data analysis, findings of the study and interpretation of the findings with the goal of accomplishing the study's objectives.

4.1.1 Questionnaire Return Rate

The percentage of respondents who undertook the survey out of all those who were asked to fill out a survey is known as the rate of questionnaire responses. Table 4.1 shows that a sample size of 40 returned 36 questionnaires with all required information, or a 90 percent response rate.

Table 4. 1: Questionnaire Return Rate

Category	Frequency	Percentage (%)
Responded	36	90
Did not respond	4	10
Total	40	100

4.2 Background Information

The background data of the respondent was first examined in the research. The details requested by this section entail, participants gender group, age bracket, highest academic qualification, and period of service.

4.2.1 Distribution of Respondents by Gender

It was requested that participants in this study identify themselves according to their gender. This was investigated in order to determine whether or not the population under investigation was gender balanced. The findings, broken down by gender, are shown in Table 4.2.

Table 4. 2: Distribution of Respondents by Gender

	Frequency	Percentage
Male	25	69.4
Female	11	30.6
Total	36	100.0

Results presented in table 4.2 above show that, Most study participants—725 (69.4%)—were male, while 11 or 30.6% were female. These findings demonstrate equal participation from both gender groups, ruling out the possibility of results that are biased against one or the other gender.

4.2.2 Distribution of Respondents by Age

The research needed the participants in the study to specify their age in order to make sure that the data collected by this research takes into account the perspectives of different ages. In the specified age ranges, participants were required to self-identify. Table 4.3 displays the results of the survey's age breakdown.

Table 4. 3: Distribution of Respondents by Age

	Frequency	Percentage
Below 25 years	2	5.6
26-35 years	10	27.8
36-45 years	13	36.1
46-55 years	6	16.7
Above 55 years	5	13.9
Total	36	100.0

The study found that the majority of respondents—13, or 36.1%—were between the ages of 36 and 45, followed by 10 respondents—27.8%— who were aged between 26 and 35, six participants (16.7%), and five participants (13.9%) who were aged between 46 and 55 — 13.9%—who were over the age of 55, and two respondents—5.6%—who were under the age of 25. The results indicate that a range of age groups participated in the survey, suggesting that the research effectively caught the views of these different age groups.

4.2.3 Distribution of Respondents by Highest Academic Qualification

According to empirical research, literacy levels are related to how people perceive, interpret, and approach problems. The research required the participants to provide information on their academic qualification in order to determine the participant's capability to respond to the survey questionnaire.

Table 4. 4: Distribution of Respondents by Highest Academic Qualification

	Frequency	Percentage
Diploma	6	16.7
Degree	28	77.7
Postgraduate	2	5.6
Total	36	100.0

According to the study's results, the majority of respondents 28 (77.7 percent) identified a degree as being their highest academic qualification, followed by diplomas 6 (16.7 percent) and postgraduates 2 (5.6 percent). This suggests most of the targeted respondents were educated, making it easy for them to reply to the study's research questions.

4.2.4 Distribution of Respondents by Period of Service

Study participants' were asked to indicate the period which they have worked at Institute for Law and Environmental Governance. Results on period of service are presented in Table 4.5.

Table 4. 5: Distribution of Respondents by Period of Service

	Frequency	Percentage
Below 1 year	2	5.6
1-2 years	4	11.1
3-4 years	8	22.2
5 years and above	22	61.1
Total	36	100.0

According to the results, the majority of respondents 22 (61.1%) said they had worked for the company for at least five years. Eight (22.2%) said they had worked there for three to four years. Four (11.1%) said they had worked there for one to two years. Two (5.6%) said they had worked there for less than a year. According to the study's findings, it is clear that the majority of the respondents had worked at the Institute for Law and Environmental Governance for a sizable amount of time, indicating that they had a wealth of experience and were thus well-qualified to provide in-depth information about the study's topic.

4.3 Expertise in M&E and Performance of Environmental Projects

Objective 1: *To determine the extent to which expertise in M&E influence the performance of environmental projects in Kenya at the Institute for Law and Environmental Governance.*

According to the first variable, this section presents statistical results evaluating how much M&E expertise affects environmental project performance at the Institute for Law and Environmental Governance, Kenya. Participants were required to describe their background in the discipline of M&E.

Table 4. 6: Respondent’s Professional Skills on Monitoring and Evaluation

	Frequency	Percentage
Diploma M&E	7	19.4
Degree in M&E	27	75.0
Postgraduate in M&E	2	5.6
Total	36	100.0

Results show that majority 27 (75.0%) of the respondents had degree in M&E, 7 (19.4%) of the respondent had diploma in M&E while 2 (5.6%) of the respondent had postgraduate certification in M&E.

4.3.1 Ability to Collect Primary M&E Data from Environmental Projects

Study participants’ were asked to indicate whether they were in a position to collect primary M&E data from environmental projects within the required time.

Table 4. 7: Ability to Collect Primary M&E Data

	Frequency	Percentage
Yes	36	100
Total	36	100

Result show that all 36 (100%) the respondents were in a position to collect primary M&E data from environmental projects within the required time.

Respondents were asked to judge the following statements, all of which assess the correlation between M&E skill and the success of environmental initiatives. The statements were measured on a scale of 1-5 where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. The results were presented in Table 4.8.

Table 4. 8: Expertise in M&E and performance of environmental projects

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	N	Mean	Std. Deviation
Level of education enhances quality of M&E data derived from environmental projects	0	0	5(13.8%)	18(50%)	13(36.1%)	36	4.08	0.60
Number of years of experience influence the performance of environmental projects	0	0	3(8.3%)	19(52.7%)	14(38.8%)	36	4.17	0.61
The number of human resources enhances the M&E process	0	0	2(5.5%)	21(58.3%)	13(36.1%)	36	4.06	0.75
Educational level improves utilization of M&E information	0	0	4(11.1%)	20(55.5%)	12(33.3%)	36	3.94	0.86
Experience in M&E promotes cost-effectiveness in environmental projects	0	0	4(11.1%)	22(61.1%)	10(27.7%)	36	4.28	0.61
Average							4.11	0.69

Statistical evidence show that the respondent were in agreement that experience in M&E promotes cost-effectiveness in environmental projects (M=4.28 SD=0.61), number of years of experience influence the performance of environmental projects (M=4.17 SD=0.61) and that education level improves M&E data quality derived from environmental projects (M=4.08 SD=0.60).

Additionally, this results of this analysis demonstrated that the number of human resources improves the process of M&E (M=4.06 SD=), and that education level reinforces the use of M&E data (M=3.94 SD=0.86).

4.4 Stakeholder Participation and Performance of Environmental Projects

Objective 2: *To establish the influence of stakeholder participation on the performance of environmental projects in Kenya at the Institute for Law and Environmental Governance.*

The study sought to determine whether stakeholders play an important role in M&E in environmental projects.

Table 4. 9: Role of stakeholders M&E in environmental projects

	Frequency	Percentage
Yes	27	75.0
No	9	25.0
Total	36	100.0

From the study results, majority 27 (75.0%) of the respondents were of the opinion that stakeholders play an important role in M&E in environmental projects while 9 (25.0%) were of the contrary opinion.

The study participants were asked to rate the following statements that evaluate the relationship between stakeholder participation in M&E and performance of environmental projects. The statements were measured on a scale of 1-5 where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. The results were presented in Table 4.10.

Table 4. 10: Stakeholder participation and performance of environmental projects

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	N	Mean	Std. Deviation
The number of stakeholders in M&E process is adequate	1(2.7%)	2(5.5%)	7(19.4%)	16(44.4%)	10(27.7%)	36	1.94	0.79
Involvement of stakeholders in M&E decision making enhances projects performance	0	0	9(25%)	18(50%)	9(25%)	36	4.19	0.67
Stakeholder participation in the selection of M&E indicators enhances the quality of M&E data.	1(2.7%)	0	5(13.8%)	22(61.1%)	8(22.2%)	36	3.92	0.65
Participating stakeholders in sharing of information, reporting, and data gathering ensures documentary evidence of findings and lessons learned.	0	2(5.5%)	6(16.6%)	19(52.7%)	9(25%)	36	4.22	0.72
Frequent meetings with stakeholders in the M&E process is essential	0	0	6(16.6%)	21(58.3%)	9(25%)	36	4.03	0.77
Stakeholders are involved in all levels of the M&E process	0	1(2.7%)	6(16.6%)	23(63.8%)	7(19.4%)	36	1.97	0.70
Average							3.38	0.71

According to the results, the majority of those surveyed concurred that stakeholder participation in data gathering, reporting, and sharing guarantees documentary evidence and lessons learned (M=4.22 SD=0.72) and that involvement of stakeholders in M&E decision making enhances projects performance (M=4.19 SD=0.67).

Additionally, the research concluded that stakeholder participation in the selection of M&E metrics enhances the quality of M&E data (M=3.92 SD=0.65) and that regular meetings with various stakeholder groups in the M&E process are crucial (M=4.03 SD=0.77).

However, the findings of this study showed that stakeholder groups are involved at all stages of the M&E procedure and that the number of stakeholders involved is insufficient (M=1.94 SD=0.79).

4.5 Project budget and performance of environmental projects

Objective 3: *To establish the extent to which project budget influence the performance of environmental projects in Kenya at the Institute for Law and Environmental Governance.*

Respondents were asked to rate the following statements that evaluate the relationship between project budget and performance of environmental projects. The statements were measured on a scale of 1-5 where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. The results were presented in Table 4.11.

Table 4. 11: Project budget and performance of environmental projects

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	N	Mean	Std. Deviation
Financing for environmental projects is adequate	2(5.5%)	3(8.3%)	6(16.6%)	15(41.6%)	10(27.7%)	36	1.89	0.71
Budget determines duration and frequency of M&E	2(5.5%)	4(11.1%)	5(13.8%)	18(50%)	7(19.4%)	36	4.25	0.55
The number of staff and experts trained enhance quality of M&E data%	2(5.5%)	2(5.5%)	4(11.1%)	20(55.5%)	8(22.2%)	36	4.22	0.64
Cost estimates for carrying out project activities are adequate	2(5.5%)	1(2.7%)	5(13.8%)	19(52.7%)	9(25%)	36	4.22	0.59
There are enough earmarking resources	1(2.7%)	2(5.5%)	3(8.3%)	21(58.3%)	9(25%)	36	1.89	0.67
Average							3.29	0.63

Statistical evidence show that majority of the respondents agreed that budget determines duration and frequency of M&E (M=4.25 SD=0.55) the number of staff and experts trained enhance quality of M&E data (M=4.22 SD=0.64) and that cost estimates for carrying out project activities are adequate (M=4.22 SD=0.59).

However, results of this study revealed that environmental projects lack enough earmarking resources (M=1.89 SD=0.67) and that financing for environmental projects is also inadequate (M=1.89 SD=0.71).

4.6 M&E Structure and performance of environmental projects

Objective 4: *To determine the influence of an M&E structure on the performance of environmental projects in Kenya at the Institute for Law and Environmental Governance.*

Respondents were asked to rate the following statements that evaluate the relationship between the M&E Structure and performance of environmental projects. The statements were measured on a scale of 1-5 where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. The results were presented in Table 4.12.

Table 4. 12: M&E Structure and performance of environmental projects

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	N	Mean	Std. Deviation
The departmental structure is effective and efficient	1(2.7%)	3(8.3%)	5(13.8%)	22(61.1%)	5(13.8%)	36	2.17	0.85
The plans and tools ensure utilization of M&E information	1(2.7%)	0	5(13.8%)	23(63.8%)	7(19.4%)	36	4.22	0.64
The number of the team contributes towards the success of environmental projects	0	0	3(8.3%)	29(80.5%)	4(11.1%)	36	4.14	0.68
The regularly review meetings	2(5.5%)	1(2.7%)	2(5.5%)	25(69.4%)	6(16.6%)	36	4.11	0.62

ensure utilization of M&E information which promotes learning									
The number of plans/tools are adequate and enhance compliance with project plans	3(8.3%)	3(8.3%)	3(8.3%)	20(55.5%)	7(19.4%)	36	2.31	1.04	
Average							3.39	0.77	

Results show that majority of the respondents agreed that the plans M&E information usage (M=4.22 SD=0.64), the number of the team contributes towards the success of environmental projects (M=4.14 SD=0.68) and that the regularly review meetings ensure utilization of M&E information which promotes learning (M=4.11 SD=0.62).

However, the study findings showed that departmental structure is not effective and efficient as it should be (M=2.17 SD=0.85) and that the number of plans/tools are adequate and enhance compliance with project plans (M=2.31 SD=0.64).

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The primary results are summarized in this chapter, along with a discussion of how they relate to the study's goals. On the basis of the results, the chapter also includes a conclusion, suggestions, and topics for additional investigation.

5.2 Summary of the Findings

The study's primary goal was to find out the respondents' gender. The bulk of the respondents, 25, were men (69.4%), while 11 (30.6%) were women, according to the data. This shows that both gender groups were fairly represented in the project. Based on the participants' age distribution the majority of participants—13 (36.1%)—were aged 36 and 45, preceded by 10 (27.8%), of those between the ages of 26 and 35, 6 (16%) of those between the ages of 46 and 55, 5 (13.9%) of those over 55, and 2 (5.6%) of those under 25. The results indicate that a range of age groups participated in the survey, suggesting that the research effectively caught the views of these different age groups.

When asked what their highest educational qualification was, the majority of respondents—28 (77.7%)—said a degree, followed by a diploma — six (16.7%), and a postgraduate two (5.6%) of the respondents. This suggests that the majority of survey respondents were well-educated and therefore able to answer the questionnaire presented.

Regarding the respondents' length of service, the majority of 22 (61.1%) said they had worked for a company for at least five years, followed by eight (22.2%) who said they had worked there for three to four years, four (11.1%) who said they had worked there for one to two years,

and two (5.6%) who had worked there for less than a year. According to the study's findings, it is clear that the majority of the respondents had worked at the Institute for Law and Environmental Governance for a sizable amount of time, indicating that they had a wealth of experience and were thus well-qualified to provide in-depth information about the study's topic.

5.2.1 Expertise in M&E and Performance of Environmental Projects

In line with the first variable, results show that all 36 (100%) of the respondents were in a position to collect primary M&E data from environmental projects within the required time. Experience in M&E promotes cost-effectiveness in environmental projects (M=4.28 SD=0.61), number of years of experience influence the performance of environmental projects (M=4.17 SD=0.61) and that education level improves quality of M&E data derived from environmental projects (M=4.08 SD=0.60).

Also, results of this study revealed that the number of human resources enhances the M&E process (M=4.06 SD=) and that the usage of M&E information is improved by education level (M=3.94 SD=0.86).

5.2.2 Stakeholder Participation and Performance of Environmental Projects

According to the study's findings concerning the second variable, stakeholder participation in data gathering, reporting, and information sharing ensures appropriate paperwork of lessons learned (M=4.22 SD=0.72) and that involvement of stakeholders in M&E decision making enhances projects performance (M=4.19 SD=0.67).

Additionally, the study found that including stakeholders in the M&E process requires regular meetings (M=4.03 SD=0.77) and that doing so enhances the quality of M&E data (M=3.92 SD=0.65). However, results of this study revealed that the number of stakeholders in M&E

processes is not adequate (M=1.94 SD=0.79) and participation of stakeholders is evident in all levels of the M&E process (M=1.97 SD=0.70).

5.2.3 Project Budget and Performance of Environmental Projects

In line with the third variable, statistical evidence shows that project budget affects the M&E duration (M=4.25 SD=0.55), the number of staff and experts trained enhance quality of M&E data (M=4.22 SD=0.64), and that cost estimates for carrying out project activities are adequate (M=4.22 SD=0.59).

Further, results of this study revealed that environmental projects lack enough earmarking resources (M=1.89 SD=0.67) and that financing for environmental projects is inadequate (M=1.89 SD=0.71).

5.2.4 M&E Structure and performance of environmental projects

Assessment on the relationship between the M&E Structure and performance of environmental projects showed that plans ensuring M&E information usage (M=4.22 SD=0.64), the number of the team contributes towards the success of environmental projects (M=4.14 SD=0.68) and that regularly review meetings ensure utilization of M&E information which promotes learning (M=4.11 SD=0.62).

Additionally, findings indicate that the structure of the departments is not effective and efficient as it should be (M=2.17 SD=0.85) and that the number of plans/tools are adequate and enhance compliance with project plans (M=2.31 SD=0.64).

5.3 Discussion of the findings

5.3.1 Expertise in M&E and Performance of Environmental Projects

The study's results showed that having more human resources improves the M&E process, that having more education makes it easier to use M&E data, and that having staff members with M&E expertise is essential for carrying out M&E operations successfully. Given that M&E

success depends on M&E officers' competence, it is critical to improve the professional certification of M&E specialists in order to expand the number of local M&E experts as well as their caliber and quantity. The results support Lopez et al study .'s conclusion (2021), which asserts that high ranking and program managers need technical M&E training to use M&E information and, to foster a culture of results inside of organizations.

Descriptive results show that, all the employees in Kenya at the Institute for Law and Environmental Governance were in a position to collect primary M&E data from environmental projects within the required time, experience in M&E promotes cost-effectiveness in environmental projects and the number of years of experience influence the performance of environmental projects and that the level of education enhances quality of M&E data derived from environmental projects. The findings support the recommendation by Mushori (2015) that to improve the efficiency of M&E in environmental programs, capacity building must be conducted out at all levels.

5.3.2 Stakeholder Participation and Performance of Environmental Projects

In line with the second objective, results show that frequent meetings with stakeholders in the M&E process is essential. Stakeholders play a significant role in the M&E of environmental projects in Kenya, and involving them in the selection of M&E indicators improves the quality of M&E data. Descriptive findings demonstrate that stakeholder involvement in monitoring and evaluation is necessary. Stakeholder participation fosters program ownership as they create their own resources and tools which leads to successful implementation. This is necessary for positive and lasting outcomes to be realized.

Despite the fact that stakeholders are involved at all stages of the M&E procedure, the number of participants is insufficient. Stakeholder's contribution promotes local ownership and sustainability of the project, especially if they participate actively throughout the project's life

cycle. To guarantee maximum engagement of stakeholders in the project, they must be involved during the planning and execution phases, with special attention paid to their needs. The results support Musomba et al (2020) finding that stakeholder engagement is a critical element for the implementation and operation of M&E activities.

The study found that stakeholder participation in data gathering, reporting, and information dissemination guarantees documentary evidence and lessons learned, and that doing so improves project performance. These findings support research conclusion by Murungi (2018) that stakeholder's contribution promotes local ownership and sustainability of the project, especially if they participate actively throughout the project's life cycle.

5.3.3 Project Budget and Performance of Environmental Projects

The descriptive findings indicate that M&E operations have to be budgeted for in order to guarantee that sufficient resources will be made available to carry them out as planned. Budgets for projects need to include for tasks like monitoring and evaluating progress. The M&E budget should include expected expenditures and revenue for a certain time period, and monitoring and evaluation costs should account for around 3 to 10 percent of the project's total cost. On the other hand, this goes against what Frankel and his coworkers (2019) claimed, stating that there is no established method for figuring out how much of a budget for a project should be set aside for M&E.

Results of this study revealed that environmental projects lack enough earmarking resources and that financing for environmental projects is also inadequate. The findings support similar conclusion by Barasa (2020), that it is critical to include the M&E budget in the strategic plan for environmental projects. Murei, Kidombo and Gakuu, (2021) also assert that project budget for M&E operations should be all-inclusive, accounting for all costs and expenses that are anticipated to be incurred.

Statistical evidence show that the project budget determines duration and frequency of M&E activities, the number of staff and experts trained enhance quality of M&E data and that cost estimates for carrying out project activities are adequate. The findings concur with the study finding by Gyorkos, (2021) the budget for M&E should be properly defined and separated from the overall project budget.

5.3.4 M&E Structure and performance of environmental projects

Assessment on the relationship between the M&E structure and performance of environmental projects showed that plans and tools ensure utilization of M&E information, the number of the team contributes towards the success of environmental projects and that the regularly review meetings ensure utilization of M&E information which promotes learning. The results support Kerzner's (2019) study finding that the project will be completed and succeed to a greater extent if a structure for M&E is available.

Results from descriptive analyses reveal that an M&E structure built on best practices encourages the use of facts in public decision-making. The tools and techniques used in M&E operations have a significant impact on their execution. A good M&E framework may help with ideas by assessing whether they are optimal and most appropriate to accomplish through project plans and objectives. The results back up Kerzner's (2019) claim that there should be a framework that provides detailed instructions regarding how the M&E framework in institutions should look in order for M&E activities to be implemented with effectiveness.

The different department's structure is not as efficient and effective as it should be, but the study's findings also showed that there are enough plans and tools to improve project plan compliance. The findings support similar conclusion by World Bank, (2022) that the M&E framework should have comprehensive information on the planned budget, technical skills that

will be required of the project personnel, as well as enlighten project funders on the project execution.

5.4 Conclusion

The study concludes that expertise in M&E influence the performance of environmental projects in Kenya, employees at the Institute for Law and Environmental Governance had the necessary expertise and experience to collect primary M&E data from environmental projects within the required time. Although there is adequate human expertise to oversee implementation of environmental projects in Kenya at the Institute for Law and Environmental Governance, continuous development is required, capacity building needs to be carried out at all levels to enhance the effectiveness of monitoring and evaluation in environmental initiatives.

The study concluded that stakeholder participation in monitoring and evaluation is essential for positive project outcomes to be realized. Although stakeholder's contribution promotes local ownership and sustainability of the project, participation levels are not adequate especially in M&E of environmental projects in Kenya at the Institute for Law and Environmental Governance.

The study came to the conclusion that M&E ought to be budgeted for so that the resources needed to carry them out are made available. Environmental projects in Kenya at the Institute for Law and Environmental Governance lack enough financing resources, the project budget for M&E should be properly defined and all-inclusive, accounting for all costs and expenses that are anticipated to be incurred and separated from the overall project budget.

The study's findings indicate that M&E structure has an impact on how well environmental projects at the Institute for Law and Environmental Governance perform in Kenya. Best

practices-based M&E structures encourage decision-making and public trust that is supported by facts. An effective framework that provides detailed instructions on how M&E is to be conducted is necessary for the M&E activities to be implemented in order to successfully complete and succeed the project.

5.5 Recommendations

The management of Kenya at the Institute for Law and Environmental Governance should ensure that all the individuals involved in M&E exercise undergoes continuous capacity development. This will be important in enhancing the effectiveness of monitoring and evaluation in environmental initiatives.

Given that stakeholder's participation was found to play a critical part in the M&E exercise which ultimately influenced project success, it's important for the management to ensure that all environmental projects have an efficient stakeholder engagement framework. To avoid conflict of interest, this framework should define involvement terms such as role clarity, stakeholder segmentation, and communication protocols.

M&E activities for environmental projects should be budgeted in advance so that the resources needed to carry them out are made available. The project budget, especially for monitoring and evaluation activities should be properly defined and separated from the overall project budget. In fact, for M&E the budget should constitute about 3% to 10% of the overall project expenditure.

Results showed that M&E structure within the organization is not as effective and efficient as it should be. Therefore, the study recommends that Institute for Law and Environmental Governance should have an M&E structure that is established based on best practices that promote evidence-based public trust and decision-making.

5.6 Suggestions for further research

Investigating monitoring and assessment of environmental project performance in Kenya was the main goal of this research. The breadth and factors that affect the sustainability of community-based programs in Kenya may be explored in similar research.

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APPENDICES

Appendix I: Letter of Introduction



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

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Our Ref: **L50/34667/2019**

April 19, 2022

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

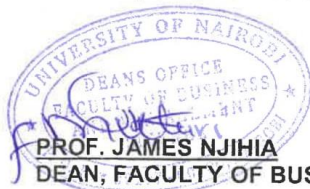
RE: INTRODUCTION LETTER: ATAKOS LORRAINE LEONIDA

The above named is a registered Master of Project Planning candidate at the University of Nairobi, Faculty of Business and Management Sciences. She is conducting research on "**Monitoring and Evaluation and Performance of Environmental Projects in Kenya: A case of a Selected Project at the Institute for Law and Environmental Governance.**".

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.



DEAN, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES


JN/pgr

Appendix II: NACOSTI Research Permit

REPUBLIC OF KENYA
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **132804** Date of Issue: **09/May/2022**

RESEARCH LICENSE




This is to Certify that Ms. Leonida Lorraine Atakos of University of Nairobi, has been licensed to conduct research in Nairobi on the topic: MONITORING AND EVALUATION AND PERFORMANCE OF ENVIRONMENTAL PROJECTS IN KENYA: A CASE OF A SELECTED PROJECT AT THE INSTITUTE FOR LAW AND ENVIRONMENTAL GOVERNANCE, for the period ending : 09/May/2023.

License No: **NACOSTI/P/22/17314**

Applicant Identification Number: **132804**

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



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Appendix III: Research questionnaire

Instructions: Kindly complete this questionnaire as honestly and objectively as possible. Tick or mark (✓) your options in the appropriate box and fill in the blank spaces provided for questions where detailed answers are required. Please use the space at the back of this questionnaire if you need more space for your responses. The responses you give will be treated with utmost confidentiality.

Section A: Background Information

1. What is your gender?
Male
Female
2. What is your age bracket?
Below 25 years
26-35 years
36-45 years
46-55 years
Above 55 years
3. What is your highest academic qualification?
Diploma
Degree
Postgraduate
Other (specify)
4. How long have you worked with Institute for Law and Environmental Governance?
Below 1 year
1-2 years
3-4 years
5 years and above

Section B: Expertise

5. What monitoring and evaluation training do you possess?
Certificate Level
Diploma level

Degree []

Postgraduate []

Other (specify)

6. (i) Are you able to collect primary data M&E data from environmental projects within the required time?

YES []

NO []

(ii) Please explain your answer in 6 (i) above.

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7. In the following table, kindly rate using a scale of 1-5, where 5 is strongly agree and 1 is strongly disagree, the following statements in regard to expert in M&E. Kindly pick a response that honestly reflects your view.

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
i. Level of education enhances quality of M&E data derived from environmental projects					
ii. Number of years of experience influence the performance of environmental projects					
iii. The number of human resources enhances the M&E process					
iv. Educational level improves utilization of M&E information					
v. Experience in M&E promotes cost-effectiveness in environmental projects					

Section C: Stakeholder participation

8. Do you think that stakeholders play a role in M&E in environmental projects?

YES []

NO []

9. If YES above, kindly explain

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10. In the following table, kindly use a scale of 1-5 where 5 is strongly agree and 1 is strongly disagree the statements in regard to stakeholder participation in M&E. Kindly pick a response that honestly reflects your view.

Statements	Strongly	Agree	Neutral	Disagree	Strongly
i. The number of stakeholders in M&E process is adequate					
ii. Involvement of stakeholders in M&E decision making enhances projects performance					
iii. Engaging stakeholders in choosing M&E indicators improves quality of M&E data					
iv. Engaging stakeholders in data collection, reporting and sharing information ensures documentation and lesson learnt					
v. Frequent meetings with stakeholders in the M&E process is essential					
vi. Stakeholders are involved in all levels of the M&E process					

Section D: Project Budget

11. In the following table, kindly rate using a scale of 1-5 where 5 is strongly agree and 1 is strongly disagree the statements in regard to project capacity building. Kindly pick a response that honestly reflects your view.

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
i. Financing for environmental projects is adequate					
ii. Budget determines duration and frequency of M&E					
iii. The number of staff and experts trained enhance quality of M&E data					
iv. Cost estimates for carrying out project activities are adequate					
v. There are enough earmarking resources					

Section E: M&E Structure

12. In the following table, kindly rate using a scale of 1-5 where 5 is strongly agree and 1 is strongly disagree the statements in regard to project communication. Kindly pick a response that honestly reflects your view.

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
i. The departmental structure is effective and efficient					
ii. The plans and tools ensure utilization of M&E information					
iii. The number of the team contributes towards the success of environmental projects					
iv. The regularly review meetings ensure utilization of M&E information which promotes learning					

v. The number of plans/tools are adequate and enhance compliance with project plans					
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Section F: Performance of environmental projects.

13. In the following table, kindly rate using a scale of 1-5 where 5 is strongly agree and 1 is strongly disagree, the statements in regard to malaria vector control project. Kindly pick a response that honestly reflects your view.

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
i. The level of stakeholder satisfaction on environmental project is significant					
ii. There is significant cost performance index in the project					
iii. There is high level of project sustainability					
iv. The quality of environmental projects in the organization is high					
v. There is a general acceptance of project output by the stakeholders					

14. Suggest ways through which monitoring, and evaluation can be used to enhance the performance of environmental projects in Kenya.

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Appendix IV: Interview schedule

I. Opening

- a) **(Establish Rapport)** My name is _____
- b) **(Rationale)** I would like to ask you some questions about your background, your education, your profession, and some experiences you have had with environmental projects in Kenya.
- c) **(Inspiration)** I hope to use this information to help determine the influence of monitoring and evaluation on the performance of environmental projects at the Institute for Law and Environmental Governance.
- d) **(Timeline)** The interview should take approximately 10 - 15 minutes. Are you available to respond to some questions now?

(Transition: Let me begin by asking you some questions about your age bracket)

II Body

- a) (Topic) General Information on the respondent (as appropriate)
- b) (Topic) Research Questions
- c) Performance of environmental projects.
 - i. Level of stakeholder satisfaction
 - ii. Cost performance index
 - iii. Level of project sustainability
- d) Questions on Expertise in M&E
 - i. Level of education
 - ii. Number of years of experience
 - iii. Number of human resources
- e) Questions on stakeholder participation
 - i. Frequency of stakeholder meetings
 - ii. Level of involvement
 - iii. Number of stakeholders
- f) Questions on Project budget
 - i. Number of staff trained
 - ii. Expenses balancing
 - iii. Cost estimates
- g) Questions on M&E structure
 - i. Number of M&E plans/tools
 - ii. M&E team composition
 - iii. Frequency of M&E review meetings

(Transition: Well, it has been a pleasure engaging you. Let me briefly summarize the information that I have recorded during our interview.)

III Closing

- A. (Summarize) You are professionally _____ your experiences in environmental projects are _____ your opinion on monitoring and evaluation and environmental projects are _____.
- B (Maintain Rapport) I appreciate the time you took for this interview. Do you have any additional information that you think would be helpful for me to know so that I can successfully execute this study?
- C (Action to be taken) I should have all the information I need. Would it be alright to contact you at another time if I have any more queries or clarification?

Thank you.

“THE END”