Int Journal of Social Sciences Management and Entrepreneurship 6(1): 210-228, 2022

ISSN 2411-7323

© **SAGE GLOBAL PUBLISHERS** **www.sagepublishers.com**

MONITORING AND EVALUATION PRACTICES ON PERFORMANCE OF WATER PROJECTS IN MARSABIT COUNTY, KENYA

[1] Roba, Qabale Mary and [2] Odollo Lawrence

School of Entrepreneurship Procurement and Management,

[1,2] Jomo Kenyatta University of Agriculture and Technology

[2]E-mail of the corresponding author: lodollo70@gmail.com

Abstract

Project monitoring and evaluation (M&E) improves general project planning, management, and implementation efficiency, and consequently a variety of initiatives are undertaken with the express goal of improving the sociopolitical and economic conditions of residents in a certain region. This study examined the influence of Monitoring and Evaluation Practices on performance of water projects in Marsabit County. The main purpose of the study was to establish the effect of M & E staff capacity building, stakeholders' involvements, M&E planning, and M&E budgeting influence performance of water projects in Marsabit County, Kenya. The study was guided by contingency theory, theory of change and program theory. The study employed descriptive research design. The target was the project Manager, Project Committee chairman and M&E officer from 14 water projects in Marsabit County. Census was used to sample 14 project managers, 14 M&E officers, and 127 Project Committee members. Data was collected using questionnaires. A pilot test was performed with 11 respondents to test the questionnaires' reliability. Data was analyzed using descriptive and inferential statistics with the help of (SPSS) version 28. Content analysis was utilized to explore subjective information gathered in the open finished inquiries. Findings were presented in tables. Findings may be beneficial to the county government, researchers, and scholars. Findings showed that; there is a weak insignificant relationship between capacity building and performance of water projects with a correlation value of ($r = 0.158$, p-value=0.082), a strong significant relationship between stakeholder involvement and performance of water projects with a correlation value of ($r = 0.940$, p-value=0.000), a moderate significant relationship between M&E planning and performance of water projects as depicted by a correlation value of ($r = 614$, p-value=0.000), and a strong significant correlation between budgeting and performance of water projects ($r = 0.943$, p-value=0.000). The study recommends that; project managers should hire skilled and experienced team members, all stakeholders should be included in project monitoring and evaluations in all stages, the management should be proactive in designing of M & E systems and offer timely support, and adequate budget should be allocated to the M&E team.

Key words: Monitoring, Evaluation, Performance, Sustainability

Introduction

Monitoring and evaluation (M&E) of projects enhances general project planning, management, and implementation efficiency, and as a result, a variety of projects are launched with the express purpose of improving the living standards of the citizens in particular community (Carletto et al, 2010; Estrella, 2017). A study by Costa *et al.* (2018) determined that PM&E approaches were initiated in the Monitoring Program and Fauna Use in RDS Piagaçu Purus (PROMUF) in 2009 when residents of four communities in the Amazonas State in Brazil received training to become monitors so as to improve the community monitoring of fauna; participatory monitoring of hunting; and the use and conservation of terrestrial birds. Indeed Constantino et al (2012) affirms that community monitors started collaborating with external researchers in order to establish better ways of analysing the data for local management; some of the monitors even replicated the model in village schools through the use of monitoring tools and data to teach various disciplines, and involved community members in the analysis and interpretation of the monitored results. Spooner and Dermott (2008) study on NGO funded projects in Australia noted that monitoring and evaluation was conducted by the program directors since the employees had no adequate skills gather and break down information.

The concept of Monitoring and Evaluation in Africa historically is associated with Ghana, that emphasized the profession of practice, and career advancement in project management (Basheka & Byamugisha, 2015). M&E's as an interdisciplinary concept has been used in South Africa, where it is attempting to establish itself in a historically discipline-based higher education system. In the recent past, however, the number, scope, and quality of evaluations conducted in this country has increased (Abrahams, 2015).

Project evaluation reports made limited plans for purposeful evaluation and consequent recipients' studies, according to the Ethiopia IFAD Country Program Evaluation (2015). For example, in one Ethiopian project, the evaluation was completed 2-3 years after the project began. According to the IFAD research, human limits played a significant role in predicting project progress and measuring result achievement. Monitoring and evaluation frameworks, according to Crawford and Bryce (2017), are aimed at notifying project managers if implementation is continuing as expected and if remedial action is required to adjust project implementation strategies. Monitoring and evaluation should also validate project funding allocations and offer proof of project outcomes. Monitoring and evaluation has shifted its focus from monitoring implementation to tracking results. Overall monitoring and evaluation procedures will be used and incorporated into the tracking of input mobilization. Outputs were supplied and activities were tried and completed. The execution-centered approach, on the other hand, does not provide managers, partners, or policymakers with a clear understanding of project failure or success in reaching the desired outcomes (Kusek & Rist, 2016).

Audited M&E reports have not explored on government financed water projects in Marsabit County. Water projects in Marsabit County have faced challenges in implementation and performance, which were detected through monitoring, and evaluation practices (Hagarsu Wanyonyi & Kikwatha, 2020). The residents of Marsabit County wait longer to benefit from the water projects due to delays in project completion time. Water projects target underserved communities in Kenya. The Rural Investment Programme undertakes such projects to enhance water access in rural areas in Kenya. The Marsabit Water Supply Project is among the water projects in the County under the Kenya Towns Sustainable Water Supply and Sanitation Program, initiated to raise Bakuli Dam in a bid to increase water supply within the County. Besides, the government has initiated more projects to solve water shortage problems within the

county through sustainable solutions. By 2020, the County had ongoing water projects valued at over Sh2 billion. Monitoring and evaluation of these projects is critical to ensure

The Marsabit Water Infrastructure Project, was not completed within the stipulated time since the contractor, had failed to comply with the contractual terms. This project experienced a four-month delay in completion. The Minister of Water, Sanitation and Irrigation and a team selected to oversee project implementation within the County, detected this project issue due to ongoing inspections. Project monitoring and evaluation is essential in identifying bottlenecks in project implementation and performance at various project lifecycles. The African Development Bank (AfDB) and the Kenya government jointly funds ongoing water projects in Marsabit County. Other projects that have faced implementation issues in the County include the "Sh250 million Peace Dam Project" in Forole, which is located in North Horr Constituency in Marsabit County. An inspection team found there was no ongoing work at the site which would likely delay project completion time.

Statement of the Problem

In 2017, water supply contributed 0.7 percent to GDP, while total public spending on water remained low, at around 2% of the national budget. The water sector is primarily reliant on donors, with about 70% of yearly capital expenditure coming from them, with the government covering the rest and the private sector playing a minor part. This underscores the sector's vulnerability and the necessity to identify strategies to mobilize domestic private money (GOK, 2010).

Regardless of the government and non-governmental organizations' best determinations to provide water to citizens, they have been unable to reach every community, particularly in marginalized counties in Kenya. Because of the high level of poverty and weather variability, the county and national governments have dedicated cash to a number of water development projects. However, 70 percent of these projects have implementation issues that prevent them from being completed. This happens where there is change of regime in political leadership whereby the incoming leaders are not willing to complete projects initiated by their predecessors (Marsabit County Advancement Profile, 2020). According to Hagarsu Wanyonyi & Kikwatha (2020), approximately 70% of community water projects in Marsabit County initiated in 2016 have not been completed due financial challenges resulting from suspended donor funding, poor resource management by project managers, and unclear policies governing water project implementation. During the implementation of Badasa dam, variation amounting to Khs.935,048,544.62 (40% of contract sum) were awarded to the contractor due to design review. The delay resulted to extension of project completion time by one year (Northern Water Works Development Agency, 2021).

Some of the studies focusing on monitoring and evaluation practices in Kenya include; Ochieng and Tubeys (2016) on effect of monitoring and evaluation of CDF Projects in Kenya, Wanjiku (2018) on monitoring and evaluation and performance of road infrastructural projects, and Onderi and Makori (2013) on M&E challenges facing secondary school principals. In Marsabit County, there is no study or data on the use of M&E practices and their impact on the performance of water projects. The goal of this study was to examine if monitoring and assessment have an impact on the successful execution of water projects in Marsabit County.

General Objectives

The main aim of this project was to assess the influence of monitoring and evaluation practices on performance of water projects in Marsabit County.

Specific Objectives of the study

The study was guided by the following specific objectives:

i. To establish the influence of M & E staff capacity building on performance of water projects in Marsabit County, Kenya.

ii. To examine how stakeholders' involvements in M&E influence performance of water projects in Marsabit County, Kenya.

iii. To determine how M&E planning influence performance of water projects in Marsabit County, Kenya.

iv. To assess the influence of M&E budgeting on performance of water projects in Marsabit County, Kenya.

Literature Review

Theoretical Review

Theories are formulated to explain, predict, and understand phenomena and, in many cases, to challenge and extend existing knowledge within the limits of critical bounding assumptions (Swanson, 2014). This study was anchored on: contingency theory, theory of change and program theory. Their major tenents and implications are as well discussed and their relevance to the study provided.

Contingency Theory

The contingency theory is traced back to Henri Fayol in 1960, through the authoritative design, which still serves as a useful foundation for investigating hierarchical layout (Donaldson, 1995, 2001). It is believed that the most suitable hierarchical format is one in which the design suits the expected outcomes. In hierarchical hypothesis, the possibility approach is considered as a common, speculative, sound, open construction shows at the fundamental degree of study (Scott, 1992). The Contingency Approach perceives a part of these huge scope environmental segments, or conceivable outcomes, to be placed into thought. Among the possibility factors analyzed by Mintzberg (1979) concluded that various organizations have various major plans based on the goals they seek to achieve. As a result, they will require distinct techniques to manage various levels of organization. Projects that are completed within the agreed-upon quality, time, and cost parameters for the customer are a clear goal, and they contribute to the authoritative presence's overall position.

The utilization of M&E standard reviews changes across association. Various associations apply gauge data different routes in their ordinary running of their capacities. Thus, it is fathomed that depending upon the affiliation's functional necessities, it is ordinary they will use gauge reviews in manners that finds a way into their prerequisites and passes on what is expected from it. All things considered; associations utilize the hypothesis as indicated by their arrangement. Monitoring and evaluation can be planned in a number of ways, including planning, cost estimation, and workout scheduling. Organizations have stakeholders depending on their setting and what they do. Organization success is determined by how well it controls relationships with essential social events, which may include clients, laborers, suppliers, networks, loan specialists, and others who might impact the achievement of its goal. The stakeholder involvement variable is supported by this theory.

Theory of Change

The theory of Change was first proposed by Carol Weiss's concept of progress in 1995, and depicts how and why a movement capability exists, being based on explaining approaches (Cox, 2009). The progress hypothesis establishes a framework for how mediation is to be carried out. In a sense, it serves as a guide to where the venture is attempting to go. Correspondences assist in reaching the aim by noticing change, while monitoring and evaluation refine the aid. Furthermore, the possibility of improvement supports the assertion that the intercession is having any effect (Msila & Setlhako, 2013). This hypothesis proposes that by understanding what the task is trying to achieve and how the project team and evaluators will screen and survey typical outcomes and compare them to the primary hypothesis of progress, they will be able to screen and survey typical outcomes and compare them to the primary hypothesis of progress (Alcock, 2009).

A fundamental task for M&E is to collect sufficient learning and cognizance remembering the ultimate objective to expect – with some extent of conviction – manner in which an errand and set of activities may function in a substitute condition, or manner in which should be changed as per given indicators performance, subsequently influencing project execution (Jones, 2011). This theory supports the development of capacity and the use of M&E budgeting. The variables guiding this hypothesis are M&E staff capacity growth and the use of pattern overviews. The M&E staff limit helps determine what to check for, quantify the desired outcomes, and compare them to the starting state prior to application. Auditing can also be utilized by execution staff when dealing with partners for the first time: are the assumptions still valid, and is the environment suitable? The hypothesis of progress leads the use of benchmark data throughout the planning and organization stage, and after a few activities, projects will have achieved their goals.

Program Theory

According to Lipsey (1993), program theory depicts the mechanism by which program pieces are implemented to produce results. Rossi (2004) contends that a program hypothesis should include an authoritative game plan on the most effective way to send resources and organize program activities in order to ensure that the masterminded organizational structure is provided and maintained. The program theory was used in this study to examine how a routine intervention for predetermined target persons meets the desired social advantages.

Rogers as insinuated by Uitto (2000) shows the benefits of utilizing a theory-based design in noticing and evaluation. It joins the ability to quality expand consequences of specific endeavors or practices and notwithstanding distinguishing proof of anticipated and undesired endeavor results. In that limit, theory-based appraisals engage the evaluator in understanding why and how the task is working (Weiss, 2003). Various organizations have changed how they transfer assets and organize exercises to ensure that the planned objectives are attained. Program hypothesis investigates key principles parts of administration conveyance: Disposition of assets, use of assets and analyzes the acknowledged result and the planned results.

his hypothesis was important to this study in determining how the association can develop acceptable assets limits in terms of faculty while also benefiting from adequate funding for checking and assessment. Furthermore, this hypothesis envisioned how the organization copes with external hurdles like administrative and consistency in updating its M&E frameworks. As indicated by program hypothesis, the use of pattern studies differs in distinct associations; nonetheless, the use of this data results in a more precise manner of asset distribution toward

accomplishing the designated objectives. In terms of partnering, it's a great way to get the kinds of insights that can help a project manager make the changes they need.

Conceptual Framework

A conceptual framework is a set of wide ideas and principles sourced from various field related to a study at hand. It is a diagrammatic representation of the study variable (Kombo & Tromp, 2009). The independent variable is Monitoring and Evaluation practices (Stakeholder involvement in M&E, M&E budgeting, M&E planning and M&E Staff capacity building) while dependent variable is the performance of Water projects in Marsabit County.

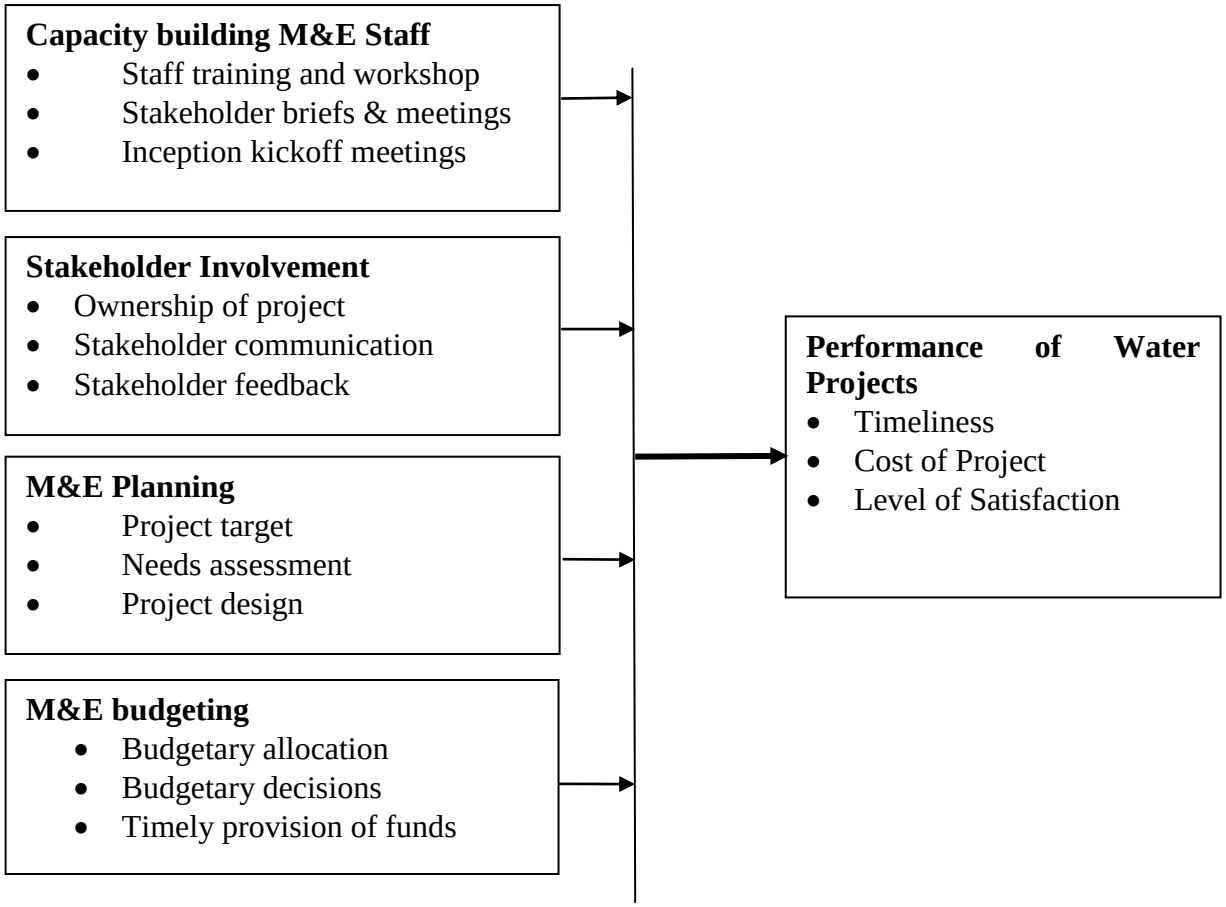

Figure 1: Conceptual Framework

Capacity Building of Monitoring &Evaluation Staff

Staff capacity building involves increasing employee skills by developing their expertise and abilities and enabling them to understand their roles better and execute them effectively. Capacity building can be used by monitoring and evaluation employees to learn how to perform an evaluation and think critically while doing so (Frey, 2018). One of the strategies that leads to successful project execution is capacity building for M&E staff, which is measured in terms of the time it takes to train participants and the topics they are taught. Morkel and Ramasobama (2017) claimed that the organization must provide support, motivation, and the necessary resources to leaders for sustainable evaluation.

M&E human capacity building, according to UNAIDS (2010), necessitates various activities which include formal training, orientation, and internship. M&E capacity building should encompass abilities in leadership, financial management, facilitation, supervision, advocacy, and communication, in addition to technical components of M&E. Professional development, according to Taylor, Powell and Boyd (2008), includes thematic training on monitoring and evaluation practices. These are thought to increase M&E practitioners' knowledge and skills.

Stakeholder Involvement

Stakeholder involvement in project monitoring and evaluation is essential to project sustainability. UNDP (2016) noted that involving stakeholders in M&E ensures that the stakeholders own the project resulting to sustainable projects. The main determinant of project sustainability is how a community feels about ownership of the project. The community participate either in kind or provision of funds for monitoring and evaluation. Their participation also ensures that their needs are addressed adequately (Bradley & Bartram, 2013). According to Kwena and Moronge (2015), allowing communities to actively participate increases their understanding and perception of the project, resulting in greater sustainability.

According to Whittington et al. (2009), communities experience a feeling of ownership when they are a part of the project, especially when they profit from their concrete or intangible contributions. Being allowed to participate, while acknowledging that diverse stakeholders have varying interests, perspectives, and impact, is a key motivation for community project developers. All of these considerations are critical in community participation, particularly in water projects where social benefit is a driving factor. In order to achieve sustainability, participatory monitoring and evaluation must be used to encourage accountability.

Monitoring &Evaluation Planning

Gyorkos (2011) defined planning as the decision-making process before project implementation. Planning answers of what, how, by who, with what and when. Planning helps the management to achieve their main objectives and to collaborate and converse with several stakeholders. Project planning helps to estimate the costs, human resources needed for project implementation, and other resources required for monitoring and evaluation (Ahsan & Gunawan, 2010). One of the most important goals of monitoring and assessment planning is to assess expenses, staffing, and specific assets required for the job. M&E professionals should clarify everything about M&E expenditure requirements during the early stages of a project so that resources are set aside for M&E practices only and not part of other project implementation activities (Chaplowe, 2008).

M&E planning in the development sector is expected to fulfill two critical functions: demonstrating accountability for project finances to project stakeholders and bolstering performance by providing appropriate data to aid smart management decisions. M&E planning improves the project team's ability to respond and manage, resulting in improved project performance and hence project "sustainability" (Crawford, 2004). Many organizations have adopted the practice of Monitoring and Evaluation to track and assess the outcomes of development activities. Monitoring and assessment techniques can assist a project in reaching its goal. Monitoring, according to Kusek and Rist (2004), offers detailed information about where an intervention is in regard to aims and outcomes at any given time, whereas evaluation offers an analytical view, demonstrating how and why set objectives are or are not met. Monitoring and assessment, according to Valadez and Bamberger (2000), should be considered complimentary aspects of an integrated approach. Consequently, monitoring gives information and data on which the value of the information and data is heavily reliant. From the time the project is conceived through implementation and operation, M&E planning should take place on a

continuous or periodic basis. As a result, the study referred to monitoring and evaluation as a single idea, resulting in the term "M&E planning practice.".

Monitoring &Evaluation Budgeting

Monitoring and evaluation budgeting is a all-inclusive and organized plan established by a company's management and presented in financial terms for the company's activities over a set period of time (Isaac, Lawal & Okoli, 2015). A budget is one of the most useful management tools in project implementation, and if understood and managed effectively, it may yield tremendous benefits. M&E budgeting is a modern management strategy that helps to allocate available resources to meet commercial and public needs (Abogun, 2012).

Planning, control, coordination, evaluating and guiding performance improvement, communication, and decision-making are all key responsibilities of budgeting in the success of project implementation. The project managers must choose what percentage of the entire budget should be spent on monitoring and assessment. Although the many donors believe that 3 to 10% is sufficient, no methodology has been provided. In practice, it's important to make sure the M&E budget isn't too small or too big, as this can lead to erroneous and untrustworthy results (Zaltsman, 2014).

Performance of Water Projects

Kenya is a water-scarce country, with a per capita water use of $647m^3$, which is less that the global average of 1000 m^3 (Linson, 2012). Water is distributed unequally throughout the country, with some parts having more than they require and others having less, resulting in water scarcity in the country as a whole. Water supplies are sometimes far from the hamlet due to unfair distribution, and citizens are forced to trek for long to access safe drinking water regularly. Communities band together to build community water projects in order to shorten these distances. The water projects improve people's living standards by saving them quality time and costs of buying/refining drinking water as well as the occurrence of water-related ailments (WHO & UNICEF, 2005). Farmers can also enhance crop productivity and nutrition levels for their family by participating in community water initiatives (Kamwana, & Muturi, 2014).

Since its inception in 2002, the Government of Kenya (GoK) has demonstrated a persistent dedication to provision of safe water through reforms in the water sector. The government is committed to connecting people to piped water and in some areas piped water is a challenge, other water sources such as boreholes and dams. According to the UN Habitat statement, there exists national laws/regulations on water management in Kenya. However, water supply and sanitation is still very low. Low water supply is mainly due to bad governance and high rates of corruption in the government. The resources are hence constrained and not enough to oversee successful completion of the projects. According to a World Bank statement, 20- 40% financial resources allocated to water projects are lost as a result of corruption and unethical procurement practices in the county and national government (Stalgren, 2006).

Empirical Review

Capacity Building of M&E Staff and Performance of Water Projects

Muhammad (2018) examined effect of mega engineers' skills on project performance in Pakistan. This research employed a descriptive research design. The study sampled 100 project

engineers. Data was collected using questionnaires. Findings showed that project managers' skills were positively related to project performance. These skills included management, communiqué, and ethical skills. Sunindijo (2015) studied effect of technical capabilities on successful implementation of housing projects in Australia. Data was collected using questionnaires from 107 project managers. Results showed that project team leaders' interactive, dynamic leadership, quality management, and report writing skills influenced performance of building projects. The project team leader technical skills had a significant relationship with project performance.

In South Sudan, Alupo (2021) determined the impact of skilled human resources for M&E on performance of NGO programs. Sixty project managers from non-governmental organizations (NGOs) participated in the study. The regression analysis revealed that no correlation between training of the project team and project success. Rogito (2010) studied impact of M&E on project execution on success of Youth Enterprise projects in Marani-District of Kenya. An explanatory strategy was used to coordinate the study. The study discovered that only a few youth adventure implementers have had any M&E training and had a limited number of studios. The analysis discovered that a lack of M&E training is likely to lead to project frustration. The investigation focused on the presentation of young projects in Kenya, with programs spanning all monetary foundations of advancement such as education and money.

White (2013) found that INGOs face many challenges while completing or supervising M&E exercises. Among these challenges is lack of staff monitoring and evaluation skills and the staff do not have an idea of what exactly to do and wait for guidance from the project manager. Mibey (2011) studied on factors of successful monitoring and evaluation practices of youth projects in Kenya. Findings showed that preparing the project team through in-service training contributes to project success.

Stakeholder Involvement in M&E and Performance of Water Projects

Heravi, Coffey, and Trigunarsyah (2015) evaluated effect of stakeholder partipation on project performance in Australia. The sample was 200 stakeholders. Results showed stakeholder engagement level determined the performance of project implemented. Kobusingye (2017) studied influence of stakeholder involvement on WASH projects success in Rwanda. The sample was 409 respondents. Findings showed that engaging stakeholders at all phases of project implementation enhanced project performance. Wekesa and Pedo (2021) studied impact of participatory monitoring and evaluation of sustainability of youth projects in Nairobi. Study target was 124 youth projects in Nairobi. Results showed that stakeholder participation was significantly related to sustainability of youth projects.

Kyalo, Mbugua, and Mulwa (2021) determined effect of stakeholder engagement on performance of infrastructural projects in Kenya. A mixed research design was adopted. The targeted population was 1593 stakeholders and 309 were sampled through simple random sampling. Results revealed that stakeholder participation is significantly and positively related to infrastructure project performance. In Kwale County, Kenya, Ruwa (2016) investigated impact of stakeholder involvement on execution of donor-funded projects. Purposive sampling was used to choose 70 project beneficiaries. Stakeholder engagement and project performance were found to have a substantial positive relationship. Shurie (2013) investigated local elements that influenced M&E people group development assets in the Dujis Constituency. Results revealed that people in general didn't participate in M&E activities.

M&E Budgeting and Performance of Water Projects

Eyibio and Daniel (2020) investigated the nexus between budgeting and project success. Conclusions were that resource budgeting is an essential project management tool, and that efficient resource budgeting can help ensure a project's success. In Rwanda, Gashuga (2016) examined effect managing project finances on project performance. Descriptive and correlational designs were applied. The participants were 91 employees. The data gathering instruments in this investigation were questionnaires. The researcher discovered that finances allocation, funds control, fundraising, and project performance all had a positive relationship.

Mushori (2015) investigated effectiveness of M&E practices in Nairobi County and found that funds are allocated for M&E practices but no specification of the budgetary allocation. The study employed primary data from questionnaires distributed to county government officials in Nairobi County, with a sample size of 150 county officials obtained by stratified sampling. The study concluded that including an M&E budget when preparing strategic plan is critical, and that underfunding caused certain projects to stall or perform badly. The budget should be comprehensive, accounting for all costs and expenses that are expected to arise.

In Nakuru County, Murei, Kidombo, and Gakuu (2017) evaluated impact of monitoring and evaluation funds on horticulture project performance. Correlation and cross-sectional surveys was used. The monitoring and evaluation budget was the key determinant of project success. The monitoring and evaluation budget should be explicitly established in the general project budget, according to the study, in order to give the monitoring and evaluation function the recognition it deserves for its role in guaranteeing optimal project performance.

M&E Planning and Performance of Water Projects

Ika (2010) examined relationship project planning and success of project implementation in Ghana. Results showed a strong significant relationship between monitoring and evaluation planning and project performance. Marren (2016) focused on project planning and health projects' performance in Somalia. The study sampled 50 staff of World Vision. Data was collected using questionnaires. Findings showed that M&E practices were significantly related to project performance in Somalia. Plans helped to estimate the M&E budget and human resources needed for the activity. Muhammad (2018) studied M&E practices and their effect on projects in higher learning institutions in Kenya. Data was collected from secondary sources. Findings showed that monitoring and evaluation planning was significantly related with project performance.

Phiri (2015) investigated the impact of monitoring and evaluation (M&E) on project execution (AVU) at African Virtual College. The employed a mixed research design which included the descriptive and ex-post facto research design. The findings revealed that activities such as M&E planning are carried out before project launching. M&E planning is in charge of all necessary measures to ensure that project execution is improved. Kariega's (2020) analysis of factors impacting NGO project performance in Kajiado County discovered no link between project planning and project performance.

Research Methodology

This project was based on descriptive research design, which was used to gather appropriate and precise information about variables under study, in order to offer valid general conclusions from data obtained. Target population is the general set of projects a researcher intends to look at (Zikmund et al., 2011). The 14 water projects in Marsabit County, as stated in Appendix III,

were the study's focus. A project manager, Project Committee members, and M&E officers from 14 projects are among the respondents to be evaluated each project.

Table 3.1: Population Distribution

Cadre	Target population
Project manager	14
Project committee members	127
M&E officers	14
TOTAL	**155**

Census sampling technique was applied recommended by Yin (2013) that when target population is not more than 200, census is the most suitable sampling technique. Therefore, all the projects' managers, M&E officers, and committee members that took part in the implementation of the 14 water projects were the study respondents. Questionnaires were used to obtain primary data for the study.

Data analysis partakes coding, inspecting, cleaning, and editing data with an aim of getting relevant data for analysis and making conclusion (Creswell & Poth, 2017). Variable definition files created from the questionnaires were used to enter data into an SPSS version 25 template. The data was analyzed using both qualitative and quantitative data analysis techniques. Qualitative data from open ended questions was analyzed using content analysis. Content analysis involves grouping topics into meaningful segments, coding and analyzing them into categories. Qualitative data is summarized by editing, paraphrasing, and summarizing to get meaning from it. Using content analysis technique, qualitative data is coded and then the data is categorized and analyzed depending on their categories. The quantitative data in this study was analyzed using descriptive and inferential statistics. Frequency, percentage, and mean were used as descriptive statistics, while regression modeling and correlation was used as inferential statistics for the study. Tables were used to present the information. Statistical models were fitted for the specification function indicating the relationship between monitoring and evaluation procedures and performance of water sponsored projects in Marsabit County, Kenya, in order to make conclusions on the study's objectives. The multiple regression model below was employed.

Data Analysis, Presentation, Interpretation and Discussions

The study sampled respondents from 14 water projects' management team. The respondents included the project managers, project committee members and monitoring and evaluation officers. The sample size included 155 respondents out of which 122 answered the questionnaire hence a 79% response rate. The response rate was considered adequate. Fincham (2008) recommended that a response rate of 60% should be the target of every social science researcher. This was achieved through researchers' effort to closely monitor data collection process and following up with the sampled respondents.

Monitoring & Evaluation Staff Capacity Building

The first objective was on effect of M & E staff capacity building on performance of water projects in Kenya. Respondents were asked whether training of monitoring and evaluation staff influence the performance of water projects. 70.5% of respondents felt that training influence of performance of water projects. The respondents added that training equips staff with enhanced project management skills, interactive personal skills, leadership skills, team work skills, and effectiveness in their roles in the project resulting to delivery of quality projects as shown in Table 4.4. Results support Wachamba (2013) that capacity building affect success of

monitoring and evaluation process in project implementation. Respondents were also asked to tick on statements related to influence of staff capacity building on performance of water projects in Marsabit County. Results are presented in Table 1.

Table 1: Staff Capacity Building and Performance of Water Projects

Statements	SD		D		N		A		SA		M
	F	%	F	%	F	%	F	%	F	%	
Availability of skilled personnel is vital for performance of water projects.	9	7.4	9	7.4	7	5.7	59	48.4	38	31.1	3.89
Project performance improves when a staff is trained on new advances in M&E,	10	8.2	10	8.2	5	4.1	33	27.0	64	52.5	4.03
Objective training on M&E is critical in ensuring that the project's intended goals are met.	14	11.5	10	8.2	6	4.9	63	51.6	29	23.8	3.68

Key: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA= Strongly agree, M=Mean.

Findings shows that the respondents agreed that; skilled staff are essential for project performance (m=3.89), project performance improves when a staff is trained on new advances in M&E (m=4.03) and objective training on is essential in ensuring that the project's intended goals are met (m=3.68). This means that providing project personnel and project managers with the necessary skills and knowledge improves project outcomes. Expert project team members and supervisors will monitor all phases of project management to ensure that the proper procedures are followed and that quality is not compromised. Skilled project employees also have the necessary capabilities to meticulously organize project resources to ensure that project objectives are met. The findings support Rogito's (2010) assertion that project success is decided by M&E training.

Stakeholders' Involvement in Monitoring & Evaluation

The second objective probed the influence of stakeholder involvement on water project performance. Respondents were asked to tick the extent to which the agree/disagree with statements related to influence of stakeholder involvement in monitoring and evaluation performance of water projects. Findings are shown in Table 2.

Table 2. Stakeholder Involvement and Performance of Water Projects

Statements	SD		D		N		A		SA		M
	F	%	F	%	F	%	F	%	F	%	
Stakeholders impact project monitoring and evaluation to varying degrees.	21	17.2	11	9.0	7	5.7	49	40.2	34	27.9	3.52
It's critical to identify every project participant	7	5.7	11	9.0	10	8.2	63	51.6	31	25.4	3.82
Stakeholder involvement in the design and implementation of M&E of a project can include involving stakeholders in the design and implementation of the M&E	7	5.7	14	11.5	8	6.6	56	45.9	37	30.3	3.84
Stakeholders can request for project design change	12	9.8	13	10.7	10	8.2	63	51.6	24	19.7	3.61
Stakeholders can fund continuation of the project.	18	14.8	6	4.9	8	6.6	60	49.2	30	24.6	3.64

Key: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA= Strongly agree, M=Mean.

Results show majority of the respondents agreed; stakeholders impact project monitoring and evaluation to varying degrees (m=3.52), it's critical to identify every project participants in all phases of a project (m=3.82), stakeholder engagement in the planning of M&E activities of a project can include involving stakeholders in the design and implementation of the M&E (m=3.84), stakeholders can request for project design change (m=3.61), and stakeholders can fund the project's continuation based on monitoring and evaluation reports (m=3.64). This shows that stakeholders determine the success of project monitoring and evaluation and stakeholder involvement is key for the project to realize its objectives. Lack of stakeholder involvement may result to stakeholder dissatisfaction and "white elephant projects". Findings are in agreement with Shurie (2013) participation of locals in any project is very essential in project planning and a key determinant of beneficiary satisfaction.

Monitoring & Evaluation Planning

The fourth aimed at determined the influence of M&E planning on water projects performance. Respondents were asked whether they are privy to M&E plan. Respondents were asked to tick on statements related to influence of monitoring and evaluation planning on water projects performance in Marsabit County. Findings are presented in Table 3.

Table 3: Monitoring and Evaluation Planning and Performance of Water Projects

Statements	SD		D		N		A		SA		M
	F	%	F	%	F	%	F	%	F	%	
M&E activities are allocated adequate budget	58	47.5	33	27.0	4	3.3	16	13.1	11	8.0	2.09
Sub-county development committee supports M&E activities	6	4.9	14	11.5	10	8.2	38	31.1	54	44.3	3.98
The costs evaluated for M&E is less that costs for other project implementation phases	9	7.4	12	9.8	13	10.7	24	19.7	64	52.5	4.00

Key: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA= Strongly agree, M=Mean.

Results show that the respondents agreed that the sub-county development committee supports M&E activities (m=3.98) and the costs evaluated for M&E is less that costs for other project implementation phases (m=4.00). However, the respondents disagreed on budgetary allocation of M&E activities (m=2.09). This implies that although the sub-county development committee supports water projects, the project team does not appropriately plan for project monitoring and evaluation which may affect project implementation. Findings are in agreement with Kusek and Rist (2004) that monitoring offers in-depth information on the state of a project at a specific time in relation to aims and results.

Monitoring & Evaluation Budgeting and Performance of Water Projects

The fourth objective probed how M&E budgeting influence the performance of water projects in Kenya. The respondents were requested to indicate the extent to which they agree/disagree with statements by ticking on the appropriate column i n the table relating to how monitoring and evaluation budgeting influence the performance of water projects. Findings are shown in Table 4.

Table 4: Monitoring and Evaluation Budgeting and Performance of Water Projects

Statements	SD		D		N		A		SA		M
	F	%	F	%	F	%	F	%	F	%	
Project budgets include a clear and reasonable allocation for M&E activities.	5	4.1	10	8.2	14	11.5	54	44.3	39	32.0	3.92
There is a discrete budget allocation for M&E practices	10	8.2	14	11.5	6	4.9	57	46.7	35	28.7	3.76
The project managers ensure there is timely provision of funds for M&E Budget	38	31.1	52	42.6	12	9.8	6	4.9	14	11.5	2.77
A realistic estimation for M&E is considered when planning for projects	54	44.3	63	51.6	5	4.1	-	-	-	-	1.60

Key: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA= Strongly agree, M=Mean.

Findings show that the respondents agreed that project budgets include a clear and reasonable allocation for M&E activities (m=3.92) and there is a discrete budget allocation for M&E practices (m=3.76). Respondents disagreed on timely provision of funds for M&E Budget (m=2.77) and when planning projects, it's important to have a reasonable estimate for M&E (m=1.60). This implies that although budgeting is essential in M&E activities, there funds are delay and sometimes the budgets estimates are not considered during planning which may result to cost overruns. Findings are in agreement with Nyang'wara and Kulet (2015) that the extent to which project managers allocate resources for monitoring and evaluation influences project performance. The study further sought to establish the performance of water projects. Respondents were asked to rate the performance of water projects. Results are presented in Table 5.

Table 5: Performance of Water Projects

Statements	VP		P		A		G		VG		M
	F	%	F	%	F	%	F	%	F	%	
Timely delivery of projects	32	26.2	70	57.4	11	9.0	4	3.3	5	4.1	2.02
The quantity of project deliverables	25	20.5	63	51.3	3	2.5	6	4.9	25	20.5	2.53
Project costs	16	13.1	82	67.2	6	4.9	10	8.2	8	6.6	2.28
Public and donors' satisfaction with water projects	32	26.2	56	45.9	22	18.0	6	4.9	6	4.9	2.16

Key: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA= Strongly agree, M=Mean.

Findings show that performance of water projects in terms of; timely delivery of projects (m=2.02), the quantity of project deliverables (m=2.53), project costs (m=2.28), and Public and donors satisfaction with water projects (m=2.16). This is an indication that the performance of water projects in Marsabit County is low. Findings support Hagarsu Wanyonyi and Kikwatha (2020) that majority of community water projects in Marsabit County have stalled due financial challenges resulting from suspended donor funding, poor resource management by project managers, and unclear policies governing water project implementation.

Inferential Statistics

Pearson Correlation Coefficient

Pearson correlation coefficient was used to assess the relationship between the independent (monitoring and evaluation practices) and dependent variable (performance of water projects).

Significance was at less than 0.05 therefore any value with a p value of more than 0.05 was considered insignificant. Correlation coefficient are presented in Table 10.

Table 6: Coefficient of Correlation

Variables		Project performance	Staff capacity	Stakeholder	Planning	Budgeting
Project performance	Pearson Correlation	1				
	Sig. (2-tailed)					
Planning	Pearson Correlation	.322	1			
	Sig. (2-tailed)	.012				
Stakeholder	Pearson Correlation	.587**	.48295**	1		
	Sig. (2-tailed)	.004	.000			
Capacity building	Pearson Correlation	.158	.175	.134	1	
	Sig. (2-tailed)	.082	.053	.141		
Budgeting	Pearson Correlation	.618**	.645**	.723	.073	1
	Sig. (2-tailed)	.000	.000	.000	.423	

**. Correlation is significant at the 0.05 level (2-tailed).

According to the findings in Table 6, there was moderate insignificant relationship between M&E planning and performance of water projects as depicted by a correlation value of (r = 322, p-value=0.012), a strong significant relationship between stakeholder involvement and performance of water projects with a correlation value of (r = 0.587, p-value=0.004), a weak insignificant correlation between capacity building and performance of water projects with a correlation value of (r = 0.158, p-value=0.082), and a strong significant correlation between budgeting and performance of water projects (r = 0.618, p-value=0.000). This implies that stakeholder involvement and M&E budgeting have the most significant effect in performance of water projects. Findings concur with Kariega (2020) that project funding and stakeholder involvement are the most significant determinants of project performance while staff capacity building and project planning have the least effect on project performance.

Regression Analysis

Regression analysis was carried to understand how a unit change in the independent variable (Staff capacity building, staff capacity, planning, budgeting) may cause a change in the dependent variable (water project performance). Results are presented in Table 4.12.

Table 7: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	0.742	0.551	0.641	0.438

Predicators: (constant) Staff capacity building, stakeholder involvement, planning, budgeting

Findings in Table 11 show an adjusted R-square value of 0.551 meaning that 55.1% of changes in performance of water projects may be explained by the four monitoring and evaluation practices. This means that other monitoring and evaluation practices that were not part of the study scope contribute to 44.9% of performance of water projects. An analysis of variance was performed on the relationship between independent variables and dependent variable. ANOVA results are presented in Table 8

Table 8: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.123	4	11.288	7.407	.000[b]
	Residual	138.680	117	1.524		
	Total	183.833	121			

Predicators: (constant) Staff capacity building, stakeholder involvement, planning, budgeting
Dependent variable: Performance of water projects

The model was significant (p-value = 0.000) at the 0.05 level in explaining the linear relationship between the research variables, as shown in Table 8. Furthermore, the F-statistic=7.407>1, showing that the model is adequate for examining the association between monitoring and evaluation techniques and water project performance. This implies that monitoring and evaluation practices may predict project outcome. Monitoring and evaluation practices advice project leaders if project implementation is proceeding as designed and if the right activities are taking place. The practice also give evidence of project results and justify usefulness of funds donated towards the project. Findings concurs with Gaibo and Mbugua (2019) who found that monitoring and evaluation enhances general performance of a project. Wanjiku (2018) also found that Monitoring and evaluation is vital in development project. Multiple regression aims at providing an in-depth understanding of how a unit change of an independent variable would cause a unit change on the dependent variable. Results are shown in Table 9.

Table 9: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant/Y Intercept	5.918	.170		4.842	.000
Planning	.044	.028	.058	1.543	.126
Stakeholder involvement	.531	.245	.148	6.737	.003
Staff capacity building	.039	.025	.044	1.600	.112
Budgeting	.613	.322	.067	8.069	.000

Findings shows that; Project Performance= 5.918 + 0.044 (M&E planning) + 0.531 (stakeholder involvement) + 0.039(staff capacity building) +0.613(M&E budgeting).

Therefore, changes in M&E planning would cause insignificant changes in project performance by a factor of 0.044, changes in stakeholder involvement would cause a significant changes in project performance by a factor of 0.531, a unit change in staff capacity building would cause a change an insignificant in project performance by a factor of 0.039, and a unit change in M&E budgeting would cause a significant change in project performance by a factor of 0.613. The t statistics show that M&E budgeting had the greatest influence on project performance (8.069), followed by stakeholder involvement (6.737), staff capacity building (1.600) and M&E planning (1.543). This infers that although all the monitoring and evaluation practices are key to project performance, stakeholder involvement and budgeting are the most important while planning and staff capacity building are the least important. Finding concurs with Kariega (2020) who found out that the most significant determinant of project performance was donor funding and community involvement while project team capacity and project planning had the least influence on project performance.

The fact that capacity building has an insignificant effect on project performance could mean that the project managers to do make much efforts to develop the skills of project team teams and they just look at their academic qualification. Capacity building through

benchmark/seminars/workshops helps to improve skills of the project team. The finding is in agreement with Alupo (2021) that there is an insignificant relationship between human capacity building and projects performance. The insignificant effect of project planning on project performance could imply that the M&E planning does not take place continuously and periodically as it out to. Naeem, Khanzada, and Mubashir (2018) opined that project planning can have a significant effect on project performance when carried out continuously and frequently.

Conclusion

Staff Capacity Building

The study findings show that all monitoring and evaluation practices influence performance of water projects but the most significant practices are M&E budgeting and stakeholder involvement. Skilled project team members whether a quality project will be delivered with set time and budget. Capacity building enables staff to improve on their skills and through benchmarking, they may learn the skills used by other project managers to enhance project performance. The fact that this variable was not significantly related to project performance in the current study would imply that the project managers do not put much emphasis on capacity building of project team members.

Stakeholder Involvement

Stakeholder involvement is critical in project management since stakeholders great influence on the project's success. Stakeholders determine the success of project monitoring and evaluation and their involvement influences sustainability of a project. The implementation of a participatory monitoring and evaluation technique is seen as an enabling tool for project beneficiaries and other stakeholders, such as project donors, who want to see their funds put to good use and achieve their goals.

Monitoring and Evaluation Planning

Project planning is project backbone and a project success is influenced by the design of a project. This is the most essential phase in project performance. Flexible work schedules enable team members to have work-life balance and carry out their roles effectively as good planning ensures that there is no role ambiguity. The procedure of project planning requires that clients' expectations are first prioritized and resources for project implementation evaluated to determine whether there would be adequate to implement the project or whether there would be need for more resources.

Monitoring and Evaluation Budgeting

Budgeting relates to the financial resources allocated to the monitoring and evaluation. Budgeting had the strongest effect on water project performance out of the four practices studied. M&E budgeting can be used for measuring performance and try to forecast certain risks that may arise. Timely and adequate allocation of financial resources ensure that the M&E practices are not delayed which consequently affect project completion date.

Recommendations

Staff Capacity Building

Project managers should hire skilled and experienced team members to ensure that the right team is employed to lead a process of successful project implementation. Every project team member should be trained on every factor that influence project performance so that quality projects can

be achieved. Project implementers should participate in benchmarking seminars which will ultimately improve their project implementation skills. The project team should be supervised and inspected frequently to ensure that they are doing what they are supposed to do. The project management could also consider outsourcing experts in monitoring and evaluating projects.

Stakeholder Involvement

All stakeholders should be included in project monitoring and evaluations in all stages as they play an active role for project sustainability. Involving stakeholders ensures smooth project implementation. Since the community is the main beneficiary of water projects, the county government should make efforts to sanitize the community on importance of public participation for development projects as their opinions may help in project designing. The beneficiaries may suggest project designs that they feel would be more convenient to them.

Monitoring and Evaluation Planning

Management should take an active role in the design of M&E systems and provide timely support and direction to ensure that M&E operations are carried out correctly. The teams in charge of project monitoring and evaluations should use modern information and communications technologies to acquire genuine data. Use of technology enables easier reference on data concerning water projects and would also help to keep track on project implementation. Technology would also enhance efficiency of water projects. For instance, use of water cards instead of manual pumps than break off often increasing maintenance costs.

Monitoring and Evaluation Budgeting

A sufficient money should be set out for the M&E team to carry out their tasks as planned, without being diverted to other project activities. Allocation of adequate budget would ensure that all activities are carried out on time hence preventing project delay. To achieve this, the project team should liaise with project sponsors and also prepare suitable financial proposals for adequate funding.

Areas for Further Study

The researcher recommends the following: A study on performance of water projects in another sub-county in North Eastern region and a study on influence of project team management of performance of water projects in Marsabit County, Kenya.

REFERENCES

Ahsan, B., &Gunawan, D. (2010). Construction client multi-projects–A complex adaptive systems perspective. *International Journal of Project Management*, 27(1) 72-79.

Alcock, P. (2009). Targets, Indicators and Milestones. *Public Management Review, 6*(2), 211-227. DOI: 10.1080/1471903042000189100

Archibald, R. D. (2003). *Managing high-technology programs and projects*. Hoboken, NJ: Wiley & Sons.

Basheka, B. C., & Byamugisha, A. (2015). The state of Monitoring and Evaluation (M&E) as a discipline in Africa. From infancy to adulthood? *African Journal of Public Affairs,* 8(3), 75-95.

Bruijn, H. 2007. *Managing performance in the Public Sector*. Oxford: Oxford University Press.

Bryman, A. & Bell, E. (2003).*Business Research Methods*. Oxford: Oxford University Press.

Casley, D. & Kumar, K. (1988).*The collection, Analysis and use of Monitoring and Evaluation Data*. Maryland: World Bank.

Center for Business Practices (www.cbponline.com)

Chambers, R. (2009). *So that the poor Count More: Using Participatory Methods for Impact Evaluation in Designing impact evaluations: different perspectives.*

Chaplowe, S. G. (2015). Monitoring and evaluation Ttraining: A systematic approach.

Chen, H.T. (1997). Applying mixed methods under the framework of theory-driven evaluations. *New Directions for Evaluation*, 74, 61-72.

Cohen, L., Manion, L., & Morison, K. (2008). *Research Methods in Education.* London: Rout ledge Falmer.

Costa, C. D., Pereira, S. H., Marchand, G., & Silva, S. (2018). Challenges of Participatory Community Monitoring of biodiversity in protected areas in Brazilian Amazon. *Diversity*, *10*(3), 61.

Cox, P. (2009).*Evalaution for Improvement: A Seven-Step Empowerment Evaluation Approach for Violent Prevention Organizations* .National Center for Injury Prevention.

Crawford, P. & Bryce, P. (2003). Project Monitoring and Evaluation: A method of enhancing the efficiency and effectiveness of aid project implementation. *International Journal of Project Management*, *21*(5): 363 – 373.

Creswell, J. W. (2003). *Research design: Qualitative, quantitative, and mixed methods approaches*. Thousand Oaks: Sage.

Eyibio, O. N., & Daniel, C. O. (2020). The Effective Resource Budgeting as a Tool for Project Management. *Asian Journal of Business and Management*, 8(2) 61-90

Frey, B. (2018). *The SAGE encyclopedia of educational research, measurement, and evaluation* (Vols. 1-4). Thousand Oaks, CA: SAGE Publications, Inc.

Gashuga, D. (2016). Effect of Funds Management on Project Performance in Rwanda. *International Journal of Scientific and Research Publications*, 6(10)628-649

IFAD. (2008). *Project level monitoring and evaluation: who really wants to know*. The annual report on results and impact of IFAD operations: Office of Evaluation

Isaac, L., Lawal, M., Okoli, T. (2015). A Systematic Review of Budgeting and Budgetary Control in Government Owned Organizations. *Research Journal of Finance and Accounting. Vol 6(6)1-11*

Jones, N. et al. (2009). *'Improving Impact Evaluation Coordination and Use'. A Scoping study commissioned by the DFID Evaluation Department on behalf of NONIE* www.odi.org.uk/resources/download/3177.pdf

Karanja, K. (2017). *Stake Holder Forum-Presentation of Kenya Industrial Estates Ltd: Strategic Plan 2012/2017.* Nairobi: Annual Nairobi Trade Fair.

Kelly, K. &Magongo, B. (2004). *Report on Assessment of Monitoring and Evaluation Capacity of HIV/AIDS organization in Swaziland. Swaziland: NERCHA.35*. http://erepository.uonbi.ac.ke/bitstream/handle/11295/90407/Muiga_Factors+influencing+the+use+of+monitoring+and+evaluation+systems+of+public+projects+in+Nakuru+county.pdf?sequence=3

Kobusingye, B. (2017). Influence of Stakeholders Involvement on Project Outcomes. A Case of Water, Sanitation, and Hygiene (Wash) Project in Rwanda. *European Journal of Business and Social Sciences*, 6(06), 195-206

Kusek, J. Z., & Rist, R. C. (2004). *Ten Steps to a Results-Based Monitoring and Evaluation System.* Washington DC, United States of America: The International Bank for Reconstruction and Development / The World Bank.

Kyalo, D. N., Mulwa, A. S., & Nyonje, R. O. (2016). *Monitoring and Evaluation of Projects and Programs. 2nd Ed.* Nairobi: Aura Books.

Morkel, C., & Ramasobama, M. (2017). Measuring the effect of Evaluation Capacity Building Initiatives in Africa: A review. *African Evaluation Journal*, 5(1), 1-12.

Msila, V, & Setlhako, A. (2013). *Evaluation of Programs: Reading Carol H. Weiss. University of South Africa, College of Education, Department of Education Leadership and Management.* Pretoria, South Africa: Horizon Research Publishing.

Mugo, P. M., & Oleche, M. O. (2015). Monitoring and Evaluation of Development Projects and Economic Growth in Kenya. *International Journal of Novel Research in Human Humanity and Social Science, 2(6) 52 – 63.*

Muhammad U. (2018). Project management competence and complexity in projects: Impact study on performance of mega engineering projects in Pakistan. *International Journal of Business and Management,* 8(21), 14 -31

Murei, L., Kidombo, H. & Gakuu, C. (2017). Influence of Monitoring and Evaluation Budget on Performance of Horticulture Projects in Nakuru County, Kenya. International Journal of Economics, Commerce and Management, 5(12)620-633

Ruwa, M. C. (2016). *The Influence of Stakeholder Participation on the Performance of Donor Funded Projects: A Case of Kinango Integrated Food Security and Livelihood Project (Kifslp), Kwale County, Kenya*. Unpublished Masters' Thesis, University of Nairobi, Kenya

Wanjiru, V. M. (2016). *Influence of Stakeholder Engagement on Performance of Street Children Rehabilitation Programmes In Nairobi County, Kenya*. Unpublished Masters' Thesis, University of Nairobi, Kenya

Wekesa, W. & Pedo, M. (2021). Participatory Monitoring and Evaluation on the Sustainability of Youth Funded Projects in Nairobi and Bungoma Counties, Kenya. *International Journal of Strategic Management,*5(1) 57