

MONITORING AND EVALUATION PRACTICES AND PERFORMANCE OF CARE INTERNATIONAL PROJECTS IN NAIROBI COUNTY, KENYA

PHYLLIS MASAA NDOTHYA

Master of Business Administration (Project management), Kenyatta University

DR. PERRIS CHEGE

Department of Management Science School of Business, Economics and Tourism, Kenyatta University

Available Online at:

https://www.academicresearchinsight.com/baamrj/baamrj_3_2_317_331.pdf

CITATION: Ndothya, P. M., Chege, P. (2023). Monitoring and evaluation practices and performance of care international projects in Nairobi County, Kenya. *Business Administration and Management Research Journal*, 3(2), 317.

ABSTRACT

Humanitarian action, encouraging enduring change, creative solutions, and expanding impact are the 2020 goals of CARE International's program plan. Massive investment has been put in place to ensure that projects at CARE International in Nairobi County in Kenya achieve its objectives through the generous funding of donor agencies. The study was informed by the objectives; to determine the influence of M& E plan, M& E financial support, M& E training and M& E stakeholder engagement on performance of projects implemented by CARE International in Nairobi County, Kenya. A total 155 projects respondents among 5 projects were considered for this research, and from them, a random sample of 140 was chosen. A questionnaire was employed to gather information for the investigation. The National Commission for Science, Technology, and Innovation approved the research's data collection procedures (NACOSTI). Statistical Package for the Social Sciences was used for both descriptive and inferential statistics analysis on the acquired data (SPSS). The findings showed that all four independent variables had a positive and substantial impact on projects in Nairobi County, Kenya. The study concludes M&E planning is a vital tool in enhancing project performance as well as its influence on strategic planning, on M&E stakeholders ensure M&E reports are shared with donors for learning and recommendation in case of any change requests. The study also found that M&E training influenced the performance of the staff therefore ensure adequate and appropriate training of M&E field staff. Finally, on M&E financial support its important to ensure a resource mobilization unit. The study recommends raft measures to be undertaken in order to address the challenges impeding efficient and effective

implementation of projects to enhance performance. The researcher further suggests more research be done to assess other factors affecting performance in CARE International projects.

Key words; Monitoring, Evaluation, Performance, International Projects, Financial support, Training, stakeholder engagement

INTRODUCTION

Successful project completion is measured by how well the project's objectives and goals for ensuring customer satisfaction and meeting technical criteria were actually carried out. Factors such as budget, health & safety, product quality, productivity, timeliness, and customer approval, and modifications are some of the performance indicators used in evaluating and quantifying project performance (Cheung, 2014).

Project success is measured by how well it addresses stakeholder capacity strengthening demands, coordination of systems, training of personnel, and improvement of technological infrastructure in work streams (Carlson, Shorten & Khalid, 2022). Humanitarian and civic aid initiatives that have the ability to educate not just service workers but also funders, expats, and representatives from the host country are seen favourably in the United States, as stated by Jeff (2004). In their discussion of the Philippines, Atienza and Quilala (2021) emphasize the value the importance of local NGOs in humanitarian work and international relations in the context of localization and decentralization.

According to Babatunde, Oloruntoba and Agho (2020), the consequences of catastrophes and humanitarian crises, particularly medical and healthcare emergencies, affect a tremendous number of individuals in Africa. In their research, which looked at realistic deployable logistics models for getting medical supplies to places where they're needed after disasters, found problems with the way that supply chains were managed and distributed. According to Cohen, Manion & Morrison, (2008), the use of framework contracts (FC), whose performance expectations were delivery on time, within budget, and to needed quality and satisfaction, has increased in South Africa. According to Kihuha, (2018) humanitarian organizations in underdeveloped nations like Rwanda continue to face logistical challenges like delayed deliveries caused by poor transportation, stock outs caused by subpar inventory management, and missing items in the warehouse because of subpar warehouse management systems.

Locally, Ogula (2005) claims that wars and catastrophes have been going on for decades, but that in recent years, thanks to greater attention and funding, humanitarian responses to crises have blossomed. However, there is very little published research on how money allocation for monitoring and evaluation affects the design of humanitarian operations. According to Mohamed (2018) Turkana County has attracted a lot of humanitarian projects to reach out to the needy situation in different areas of the community. However, most of the projects launched are characterized by cost overruns, delays, and unaccountability. The challenges could be attributed to among others, poor infrastructure, harsh weather, nomadic lifestyle, insecurity, and a turbulent environment. Kerzner (2017) claims that the humanitarian groups in Shenhar (2017) are fighting

to achieve optimal performance in their supply chains by experimenting with and implementing a wide range of supply chain architectures. This is due to the fact that, despite substantial financial investments, strict scrutiny by donors, and high expectations from vulnerable communities, humanitarian supply chains continue to react slowly, inefficiently, and poorly coordinated to crises.

Statement of the Problem

Project performance is important to CARE International, other NGOs, Donors community, Government of Kenya among other stakeholders because projects are implemented to resolve emerging development issues. CARE set ambitious program strategy for the year 2020, where CARE proposed to support 150 million people across the globe and 2.5 million in Nairobi County from the most vulnerable and excluded communities to overcome poverty and social injustice. Despite the program's efforts, 1.5 million of Nairobi's 3.8 million residents are jobless and have a daily income of less than \$1.9. A case study of CARE International in Embu County, where a number of other NGOs operate, was conducted by Kinyua and Mburugu (2019) to determine the influence of planning on project performance. They found that despite CARE International's long history of presence in the region and its many ongoing, large-scale initiatives, poverty rates had not decreased. Despite the organization's best efforts, CARE International has not been successful in its mission to fight poverty and inequality. Neither have its projects been finished on time or under budget. Therefore, the purpose of this study is to evaluate how much of an impact monitoring and evaluation procedures have on the success of projects carried out by CARE International Kenya.

Due to the paucity of research on the impact of M&E procedures on project success, there is a knowledge gap. Ong'are's (2017) empirical research on the topic, Influence of cost of monitoring and evaluation on the effectiveness of government constituency development fund (CDF) projects in Dagoretti North Sub-County, revealed that Cost of M&E had an effect on the efficiency with which government CDF projects in Kenya were monitored and evaluated. The research examined the effectiveness of Community Development Fund initiatives and non-governmental organization projects like CARE International's work in Kenya. Using the instance of the Mombasa-Nairobi Pipeline project, lekamparish (2017) investigates the effect that training and development on monitoring and evaluation has on the success of a construction endeavour. According to the results, improving monitoring and assessment skills through training has a beneficial effect on project success. The research did not pay much attention to CARE International's humanitarian efforts in Nairobi County, Kenya, but rather to a pipeline project. Therefore, the purpose of this research was to address these knowledge gaps by analysing how Care International Kenya's monitoring and evaluation procedures affect the success of its projects.

LITERATURE SURVEY

Kihuha (2018) states that the M&E practices were evaluated on four dimensions: the planning procedure, technical knowledge, stakeholder input, and managerial oversight. Planning, on-budget delivery, training, and stakeholder participation are some of the Monitoring and

Evaluation techniques that will be examined in this study. Planning for M&E, stakeholder participation, capacity development for M&E, and M&E data usage were all part of the integrated monitoring and evaluation methods, as stated by Gatimu, Gakuu, and Nderitu (2016). This study's assessment and monitoring procedures will include careful preparation, thorough instruction, generous funding, and active participation from all concerned parties.

Theory of Change

The proponent of theory of change was Weiss in the year 1995. The theory of change provides an alternate, more flexible planning strategy and logic. This theory specifies the steps to be done in order to get a target outcome. Stakeholders' assumptions about the change process are included in the theory. This hypothesis suggests that in the near future, the team's assumptions and generalizations about the state of affairs in the world may out to be incorrect. Current context analysis, self-evaluation of process facilitation skills, critical and explicit review of the study's assumptions about community participation in monitoring and evaluation, and a process that aids in conscious and critical monitoring of both individual and collective thought patterns are all part of this evaluation (Rogers, 2010).

The theory of change does not predict change but it describes how that change can occur and this can only may be made possible by community involvement in monitoring and evaluation, and the intervention strategies employed can influence it. According to Taplin, Clark, Collins and Colby (2013) being a deliberate mental exercise in seeing the future, this notion allows project participants to channel their efforts where they will have the most impact. Hence, this theory is a basic unit for future monitoring and evaluation activities as well communication concerning these activities with funders and partners.

The theory of change is relevant to this investigation because it provides theoretical backing for the plan's focus on monitoring and evaluation. According to the idea, change is possible, but only if members of the community actively take part in its monitoring and assessment, as well as in determining the efficacy of any intervention measures used. By keeping tabs on and assessing how well a project is doing, stakeholders may adjust course as needed to improve results.

Realistic Evaluation Theory

The proponent of the theory was Pawson and Tilley in the year 1997 and has since been adapted in many different ways. It seeks to understand what happens to a project after an intervention is made, what factors contribute to those results, and how those factors are related to the context in which the intervention occurs (Pawson & Tilley, 2004). The questions, "What works for whom?" are crucial to any genuine assessment. Just what is going on, exactly? In what ways and to what extent? An evaluator may use this model to determine which treatments are useful and which are not, as well as whether aspects of successful interventions might be used elsewhere (Cohen, Manion & Morison, 2008). Aiming to learn what makes interventions work in the real world so that we may improve our own practice, realistic assessment seeks to identify the circumstances

under which interventions are most likely to be successful (Fukuda-Parr, Lopes, & Malik, 2002). Theory-based evaluations like the realist kind exist. The realism project is based on an original understanding of how interventions bring about transformation. One must learn about and investigate a program's machinery of change in order to provide an accurate assessment of it. The results of a realist examination demonstrate that programs are, in fact, embedded and active theories that make up a component of a larger, more complex open system. Therefore, programs are living proof of a theory. Begin with the thoughts of policymakers, go on to the hands of implementers, and then, in certain cases, reach the hearts and minds of the people who will benefit from the programs. We may use these hypotheses to learn more about the origins of improper behaviour, discriminatory incidents, and societal disparities, and then go on to consider potential solutions.

The idea may be used to clarify how funding for monitoring and evaluation affects the results of actual initiatives. It is the goal of this theory to determine what happens to a project when an intervention is made, what variables contribute to those outcomes, and how those factors connect to the environment in which the intervention takes place. According to the study the theory states that involvement of stakeholders through financial support leads to achievement of results in terms of project success. Projects are implemented through a particular cost and hence when the finances are readily available there is a high chance of project success.

The Program Theory

Weiss first proposed program theory in 1972. In 1972, Weiss was the one who first proposed the idea of program theory. An intervention (such as a project, program, policy, or strategy) is thought to contribute to a chain of outcomes that generate the anticipated or real consequences, and this is what program theory attempts to explain. Both good (helpful) and negative (detrimental) effects are possible (which are detrimental). Both favourable (helpful) effects and unintended (bad) ones are possible (which are detrimental). Impacts may be measured with contextual information and information about related initiatives and programs. The approach aids evaluation techniques by emphasizing key elements of a program and illuminating their interdependencies (Lipsey, 1990). According to Lipsey (1993), it is an idea about how inputs might change the outcome of a situation for the better. It is also the method through which the assumed causality between program elements and their resulting effects is established. Rossi (2004) noted that program theory involves an organizational strategy for developing and maintaining a system via the allocation of resources and the coordination of the program's operations, which might be a project. The terminology surrounding program theory is inconsistently used by different writers, which is a common critique of the field. Others point out that although the names are often used interchangeably, they are unique in a number of ways. The use of a program theory may help persuade program funders to zero down on a few key results rather than spreading their efforts too thin (Prosovac & Carey, 1997).

This idea is relevant to the present investigation because it helps to clarify why M&E training and M&E stakeholder involvement have such a positive impact on project outcomes. This involves

the capacity to recognize the results of expected and unintended training program and to assign project outcomes to individual projects or activities through stakeholder engagement. That the evaluator can comprehend the program's efficacy and its underlying mechanisms is a key benefit of theory-based assessment (Weiss, 2003).

Monitoring and Evaluation Plans and Project Performance

Maternal health programs run by NGOs in Kenya were the focus of Micah's (2017) research on the impact of monitoring and evaluation techniques on project success. In this study, we employed a descriptive survey format and analyzed the data using descriptive statistics. The research concluded that better maternal health project outcomes might be achieved by more familiarity with M&E work plans. In order to improve the efficiency of maternal health initiatives, the research suggested adding more qualified personnel to monitoring and assessment strategies. There was a knowledge vacuum since the research only looked at the big picture of how monitoring and evaluation methods affect project outcomes, rather than the specifics. Previously, it was unclear what effect CARE International's M&E plans had on the success of their operations in Nairobi County, Kenya.

Mue (2016) used a case study of Investment and Mortgages Bank on Kenyatta Avenue in Nairobi, Kenya to look at how different techniques of monitoring and evaluation affected the efficiency of online banking. The research team wanted to see how much of an effect monitoring and assessment strategies had on bank efficiency. With a descriptive survey strategy in mind, we used descriptive statistics to examine the results. According to the results, prior monitoring and evaluation planning is very necessary for the success of any endeavour using information and communication technologies. According to the findings, commercial banks should institute regulations that would require thorough monitoring and assessment planning prior to launching any new information and communication technology (ICT). The study's primary emphasis was the financial industry, which has its own unique set of assumptions and preconceptions about nongovernmental organizations (NGOs). Previously, it was unclear what effect CARE International's M&E plans had on the success of their operations in Nairobi County, Kenya.

Monitoring and Evaluation financial support and Project Performance

According to Nabulu (2015), who studied what factors affect the efficiency with which government projects are monitored and evaluated in Kenya, researchers in the Narok East Sub-County wanted to know how much of an impact budgetary considerations had on the effectiveness with which they were kept tabs on CDF investments. Descriptive statistics were utilized in the analysis of this survey research. The study revealed that monitoring and evaluating the costs of CDF projects influenced the performance of those projects in that there was prudent use of finances within the budget. The study recommended that for any project to be a success, M&E to ensure cost management is very important yet most projects by the government have not adopted it hence they need to adopt it. The study focused on CDF projects and not humanitarian projects. The study filled the gap by investigating the effect of M& E financial support on performance

of projects implemented by CARE International in Nairobi County, Kenya. Gwadoya (2016) evaluated the variables affecting the efficient implementation of monitoring and evaluation processes in donor-funded projects in Turkana County, Kenya. Insufficient review and monitoring contributed to the failure of many programs that were initially sponsored or begun by most donors, according to the report. An exploratory research strategy and descriptive statistics were used in this study. According to the results, sufficient resources are crucial for the success or failure of a project that receives financial backing from a donor. A project's success depends on its completion, which in turn requires sufficient resources. The research suggested eliminating tight donor regulations and providing sufficient funds for M&E practices. In this case, it wasn't Nairobi County but Turkana County that saw the research action. The study filled the gap by investigating the effect of M&E financial support on performance of projects implemented by CARE International in Nairobi County, Kenya.

Monitoring and Evaluation Training and Project Performance

We utilized a descriptive research strategy and descriptive statistics to analyse the data. The research concluded that improving monitoring and assessment skills via training and development contributed to successful project outcomes. According to the findings, businesses should provide field workers engaged in monitoring and evaluation with the education they need to succeed in their jobs. The study focused on impact of project monitoring and evaluation using the case of the Mombasa to Nairobi pipeline construction project. The study focus was general and was not specific on the aspect on monitoring and evaluation training thus creating a knowledge gap. The current study filled the gap by establishing the impact that M&E training had on the overall success of CARE International's initiatives that were being carried out in Nairobi County, Kenya. Using the Agakhan Foundation as a case study, Kamau (2017) investigated the impact of monitoring and evaluation training on the efficiency of the organization's monitoring and evaluation processes in Nairobi, Kenya. A descriptive survey method was used, and descriptive statistics were used to analyze the data. The research found that when workers were given M&E training, they performed better in the monitoring and evaluation systems, which in turn improved the overall success of the project. It was suggested in the research that in order to guarantee the success of the projects their companies undertake, stakeholders should create a monitoring and evaluation strategy and provide suitable training for the relevant employees. Agah Khan Foundation, not CARE International, was the subject of the research. The current study filled the gap by establishing the effect of M&E training on performance of projects implemented by CARE International in Nairobi County, Kenya.

Stakeholder engagement and Project Performance

The goal of the research by Gatimu, Gakuu, and Nderitu (2021) was to determine whether or not there was a connection between monitoring and evaluation techniques and the success of Kenya's county maternal health programs. Planning for M&E, stakeholder involvement, capacity development for M&E, and using M&E data were all part of the integrated approach to monitoring and evaluation. A descriptive survey method was used for this

investigation. Using a method of stratified random sampling, we were able to collect data from 282 participants. Based on the results, the authors suggest that county maternal health programs fare better when M&E monitoring and evaluation techniques are planned and implemented together. According to the findings, the project's success depends on management creating an efficient approach and increasing the profile of M&E efforts. Human resource considerations raised by the research include the need for technical competence among those in charge of monitoring and evaluation, as well as the need of outlining the roles and responsibilities of this group before any work is begun on a project. The focus of the research was on maternal health initiatives, not on relief efforts. The study filled the gap by investigating the effect of M&E stakeholder engagement on performance of projects implemented by CARE International in Nairobi County, Kenya.

Njogu (2016) investigated the effect of stakeholder participation on the success of the Auto Control Project. In all, 181 managers, project managers, operation managers, supervisors and quality control officers participated in the research. A total of 125 participants were selected by stratified sampling. This research drew from a variety of sources, including original interviews and previously published literature. Stakeholder engagement in project discovery, planning, execution, and monitoring should be improved, according to the study's conclusions, since doing so decreases carbon emission rates, cuts operational costs, improves efficiency, and boosts customer satisfaction. The project's main emphasis was on automobiles, not on helping others. The study filled the gap by investigating the effect of M&E stakeholder engagement on performance of projects implemented by CARE International in Nairobi County, Kenya.

Monitoring and Evaluation practices and Performance of Projects

In order to learn how much of an impact monitoring and evaluation techniques have on the success of UNEP GEF Kenyan chapter projects, Kihuha (2018) conducted research on the topic. The sample included 15 project managers, 32 support employees, and 5 monitoring and evaluation specialists. Standardized procedures were the main means of information gathering. The research showed that M&E is most effective when the organization develops strategic plans to define its internal M&E process, builds its M&E capabilities, and establishes a framework for stakeholder and management engagement. Since CARE International's programs in Nairobi were not the primary focus of the research, an important backdrop was missed.

Wambua (2021) wanted to look at how MEPs affected the success of county-funded education initiatives in Makueni County. Thirty-one Makueni County school programs that received county funding were analyzed. Primary data was gathered via a semi-structured questionnaire. The study's results suggested that M&E officers get ongoing training in the techniques they use to keep tabs on and assess projects. As a result of the research conducted, it was determined that including project stakeholders in M&E operations would improve ownership and responsibility. Makueni County, not Nairobi County, was the area of interest for the research.

Performance of Project

A project is any effort made to create something new and useful for the benefit of society (Anandajayasekeram and Gebremedhin, 2019). Projects have a limited lifespan, which is in stark contrast to processes, which may continue indefinitely or not. The methodical carrying out of acts with the intention of producing consistent and reliable results. Delivering a usable product or service to the client is the ultimate goal of every project. Success in project management hinges on keeping the project within its allotted parameters of scope, time, money, and quality. The maintenance of rapport with clients and the protection of project teams from exhaustion (Houston, 2018). The success of a project is measured by how well it is completed and how well it meets its objectives in terms of revenue growth or cost savings.

Global Environment Facility Projects in Kenya: A Case of the United Nations Environment Programme was a research conducted by Kihuha (2018). The research confirmed the flexibility of the planning procedure and technical knowledge in allocating money for M & E, creating transparent M & E plans/tools, routinely collecting and analysing M & E data, educating M & E employees, and recruiting talented M & E employees.

Methodology and Design Approach

The study employed a descriptive research approach. The study consisted of 5 CARE International projects implemented in Nairobi County which include Gender Equality projects, Crisis Response projects, Climate Justice Projects, Health projects, and Economic Justice projects. It targeted 155 staffs of CARE International Kenya. Ten top-level managers, twenty mid-level managers, thirty middle managers, sixty lower-level managers, twenty-five top-level finance officers, and ten project managers made up of the core audience. Since there are less than 200 projects, a census was employed for this research. When the sample size is fewer than 200, a census is more reliable than a random sampling (Mugenda and Mugenda, 2003). The resulting sample size for this investigation is 155.

Primary data was gathered using a questionnaire. During data collection, the respondents were guided on how to fill the questionnaires and the researcher assisted those in need of support with filling in the questionnaires with exact information provided by the respondents. In this study, SPSS version 23 was used for statistical analysis. The results of the investigation were presented via statistical analysis and graphical depictions of the data. Regression analysis was used as an example of inferential statistics to determine whether or not M&E procedures had an effect on project results.

Research Findings

Pearson's product moment correlation analysis was used to construct multiple regression that was used to analyse the research variables for their predictive power and impact on the success of the CARE International project in Nairobi county.

Correlation analysis

Pearson correlation analysis was carried out using a 95% CI and a 5% confidence level (2 tailed). Findings from factor-related data are shown in the below table

Table 1.1 Correlations Coefficients

		Project Performance	M&E plan	M&E stakeholder involvement	M&E Training	Financial support
Project Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	140				
M&E plan	Pearson Correlation	0.285	1			
	Sig. (2-tailed)	0.003				
	N	140	140			
M&E stakeholder Involvement	Pearson Correlation	.835**	0.136	1		
	Sig. (2-tailed)	0.000	0.108			
	N	140	140	140		
M&E Training	Pearson Correlation	.516**	.379**	.481**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
	N	140	140	140	140	
Financial support.	Pearson Correlation	.850**	0.146	.907**	.461**	1
	Sig. (2-tailed)	0.000	0.086	0.000	0.000	
	N	140	140	140	140	140

** . Correlation is significant at the 0.01 level (2-tailed).

The examination of the correlation matrix demonstrates the existence of a plausible causal connection between CARE International's project outcomes. Positive correlations of 0.285, 0.835, 0.516, and 0.850 were found between M&E plan, M&E stakeholder Involvement, M&E Training, and financial support and project success, respectively. The positive connection between monitoring and evaluation techniques and project success at CARE International in Nairobi County indicates the presence of a relationship between the two. However, at 95% confidence interval (CI), all of the study parameters had p-values of 5%. This meant that all of the investigated factors had a bearing on project success.

Regression Analysis

To examine the interplay of the various predictors, a multivariate regression analysis was conducted. For this analysis, multiple regression coefficients were calculated using SPSS, version 21. A correlation value of 0.876 was found to exist between the dependent and independent variables, indicating the existence of a positive and statistically significant relationship between them. Since the study's R square was 0.767, we may infer that the independent factors accounted for 76.70 percent of the variance in the dependent variable (project results) (M&E plan, M&E stakeholder Involvement, M&E Training, financial support). Other variables not included in the analysis account for the discrepancy of 23.3%. Table 4.1.2 provides a summary of the models.

Table 1.2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876	0.767	0.760	0.26683

Source: Research data (2022)

The model's suitability to the data was evaluated using the analysis of variance of the regression. Table 1.2 demonstrates that the model's predictive ability with respect to the effects of the M&E plan, M&E stakeholder involvement, M&E training, and financial support on the project performance at CARE International in Nairobi, Kenya is statistically significant, at a level of significance greater than 0.05.

ANOVA of the Regression

Table 1. 2 ANOVA of the Regression

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	31.654	4	7.913	111.145	.000 ^b
Residual	9.612	135	0.071		
Total	41.266	139			

Source: Research data (2022)

In order to ascertain the impact of M&E practices on the success of CARE International's projects in Nairobi County, Kenya, a multiple regression research was undertaken, the results of which are shown in Table 1.2. As a result, the best linear model $Y = 0 + 1X1 + 2X2 + 3X3 + 4X4 +$, produced by SPSS version 21.0, is revised to $Y = 0.199 + 0.113 X1 + 0.252 X2 + 0.208 X3 + 0.384 X4$. According to the linear model, CARE International's project performance will be at 0.199 if all other variables are maintained constant at zero (M&E plan, M&E stakeholder engagement, M&E Training, and financial support). In other words, avoiding the aforementioned variables will increase the project's effect by 20%.

According to the results of the regression model, the biggest impact on project success was provided by financial backing (coefficient = 0.384), followed by M&E stakeholder participation, M&E training, and finally a well-developed Monitoring and Evaluation plan within the implementation team.

Table 1.3 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.199	0.346		0.574	0.567
Monitoring and Evaluation plan	0.113	0.053	0.096	2.125	0.035
M&E stakeholder involvement	0.252	0.085	0.297	2.966	0.004
M&E Training	0.208	0.061	0.172	3.379	0.001
Financial support	0.384	0.074	0.516	5.214	0.000

a. Dependent Variable: Project Performance⁷

Conclusion

On the first objective, the research concluded that CARE International's programs in Nairobi County, Kenya, benefited from the implementation of an M&E strategy. In project management, the M&E plan serves as a road map outlining the goals, important components, and method for monitoring and evaluating the project. On the second objective, the study concluded that funding does have an effect on how well CARE International's projects are carried out. In order to effectively monitor the whole implementation process and evaluate the outcomes, M&E operations need financial backing. On third objective, the study concluded that CARE International's initiatives in Nairobi County, Kenya benefited from M&E training. One of the most important factors in whether or not a project is successful in its execution is the availability of competent human resources. The study also concluded that CARE International's programs in Nairobi County, Kenya include stakeholders in the day-to-day implementation process. Stakeholders' requirements may be translated into project objectives with the support of constant and efficient stakeholder involvement in M&E operations, which might form the foundation for successful strategy creation.

Recommendations

There should be consistency between the M&E plan and the information gathered throughout the implementation phase. This will be useful for keeping tabs on the steps taken that led to the project's desired outcome. Building an appropriate monitoring and evaluation (M&E) plan is crucial for evaluating the project's impact, efficiency, and usefulness. The research suggests that training in M&E should focus on individual and collective accountability. The research concludes that improved M&E reporting is necessary for the projects. Improved intervention and project management in the future need such follow-ups. Reports on the project's accomplishments should be made public for future reference, and information should be shared with stakeholders for the sake of interventions and control of future programs. The study recommends need to ensure enough funding of the M&E unit to ensure execution of the mandate. Further, there is need for organizations to have resource mobilization unit to keep project afloat of the needed resources.

Suggestions for Further Research

CARE International's Nairobi County, Kenya, location was the primary research area for this report's examination of the impact of M&E procedures on project outcomes. The research concluded that more investigations on the impact of M&E techniques in projects in other counties in Kenya were warranted. In addition, the study found that the independent variables (M&E plan, M&E stakeholder engagement, M&E Training, and M&E financial support) accounted for 76.70% of the variation in the dependent variable (performance in CARE International project), so it suggests that more research be done to assess other factors affecting performance in CARE International projects.

REFERENCES

- Anandajayasekeram, M. and Gebremedhin, R. (2019). Nongovernment Organizations in Humanitarian Activities in the Philippines: *Local Contributions in Post-Disaster Settings and Implications for Humanitarian Action and Diplomacy*. *Asian Journal of Comparative Politics*, 6(4), 345–359. <https://doi.org/10.1177/20578911211058146>
- Atienza, A. D., & Quilala, L. (2021). Humanitarian Diplomacy in the Asia-Pacific: Part II. *Asian Journal of Comparative Politics*, 6(4), 313-314.
- Babatunde, S., Oloruntoba, R. and Agho, K. (2020), "Healthcare commodities for emergencies in Africa: review of logistics models, suggested model and research agenda", *Journal of Humanitarian Logistics and Supply Chain Management*
- Carlson, C., Shorten, T., Khalid, A. et al. (2022). Strengthening global health security – *lessons learned from public health England's international health regulations strengthening project*. *Global Health* 18, 20.
- Cheung, S. O., Wong, P. S. P., & Yiu, T. W. (2014). The aggressive-cooperative drivers of construction contracting Sai On Cheung and Tak Wing Yiu. *In the Soft Power of Construction Contracting Organizations* (pp. 78-96). Routledge.
- Cohen, L., Manion, L., & Morrison, K. (2008). Realistic Evolution Theory (Sixth.). *Bodmin, Uk: Routledge*.
- Fukuda-Parr, S., Lopes, C., & Malik, K. (2002). Overview. Institutional Innovations for Capacity Development. *Capacity for Development: New Solutions to Old Problems*, 1-2
- Gatimu, J., Gakuu, C., & Ndiritu, A. (2021). Monitoring and Evaluation Practices and Performance of County Maternal Health Programmes. *European Scientific Journal, ESJ*, 17, 39. <https://doi.org/10.19044/esj.2021.v17n37p39>
- Gwadoya, R. A. (2016). Factors Influencing Effective Implementation of Monitoring and Evaluation Practices in Donor Funded Projects in Kenya: A Case of Turkana District. *Kenyatta University, Nairobi, Kenya*.
- Houston, R. (2018) Monitoring and Evaluating Eco-Localisation: Lessons from UK Low Carbon Community Groups. *Environment and Planning A: Economy and Space*, 48(7), 1393-1410
- Kamau, P. M. (2017). Factors Influencing Performance of Monitoring and Evaluation Systems in Non-Governmental Organization Projects: A Case of Aga Khan Foundation in Nairobi, Kenya.
- Kerzner, H. (2017). Project management metrics, KPIs, and dashboards: a guide to measuring and monitoring project performance. John Wiley & Sons.
- Kihuha, M. (2018). Role of Monitoring and Evaluation on Performance of Public Organization Projects in Kenya: A Case of Kenya Meat Commission. *International Journal of Innovative Development & Policy Studies*, 3(3), 12-27.

- Kinyua, R. W & Mburugu, K. N. (2019). Influence of Planning on Performance of Projects by NGOs in Embu County: A Case of CARE International. *Journal of African Interdisciplinary Studies*, 3(11), 4 – 15
- Lekamparish, A. (2017). *Influence of Monitoring and Evaluation on Performance of Construction Projects: A Case of Mombasa to Nairobi Pipeline Construction Project*
- Lipsey, M. (1993), Training activities in subsidiaries of foreign multinational companies: *Local embeddedness in Germany International Journal of Training and Development*,
- Lipsey, M. W. (1990). *Design Sensitivity: Statistical Power for Experimental Research* (Vol. 19). Sage.
- Micah, N. J. (2017). Influence of Monitoring and Evaluation Systems On Performance of Non-Governmental Projects in Kenya. *A Case of Maternal Health Projects in Bungoma South Sub-County, Kenya*.
- Mohamed, H. B. (2018). *Efficacy of Monitoring and Evaluation Function in Achieving Project Success in Malaysia: A Survey of Local Government's Projects*. *Ijame*.
- Mue, P. W. (2016). Influence of Monitoring and Evaluation Strategies on Internet Banking Performance: *A Case of Investment & Mortgages Bank, Kenyatta Avenue, Nairobi, Kenya*.
- Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods*. Nairobi. *Accelerated Actors*.
- Nabulu, L. O. (2015). *Factors Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Narok East Sub-County, Kenya*. Unpublished Master of Arts Project, University of Nairobi
- Njogu, Eric Maina (2016). Influence of Stakeholders Involvement on Project Performance: *A Case of Nema Automobile Emmission Control Project in Nairobi County, Kenya*
- Ogula, J. (2005). Determinants of Successful Implementation of Non-Governmental Organizations Health Projects in Kibera Informal Settlement, Kenya. *Journal of Entrepreneurship and Project Management*, 4(1), 1-25.
- Ong'are, P. B. (2017). Factors Influencing the Effectiveness of Monitoring and Evaluation of Government Projects in Kenya: *A Case of The National Government Constituency Development Fund Projects in Dagoretti North Sub-County, Nairobi County, Kenya*
- Pawson, R., & Tilley, N. (2004). An Introduction to Scientific Realist Evaluation. *Evaluation for the 21st Century: A Handbook*, 405-418.
- Prosovac, M. & Carey, J. (1997). *Results-oriented Monitoring and Evaluation—Chapter 16-19*. (n.d.). Retrieved May 27, 2022, from <http://web.undp.org/evaluation/documents/mec16-19.htm>

- Rogers, R. (2010). Structured Interview of Reported Symptoms. *The Corsini Encyclopedia of Psychology*, 1-2.
- Rossi, P. H. (2004). My Views of Evaluation and Their Origins. *Evaluation Roots: Tracing Theorists' Views and Influences*, 122-1311
- Shenhar, T. (2017). Beyond the 'iron triangle': Stakeholder perception of key performance indicators (KPIs) for large-scale public sector development projects, *International Journal of Project Management*
- Taplin, D. H., Clark, H., Collins, E., & Colby, D. C. (2013). Theory of Change. *Technical Papers: A Series of Papers to Support Development of Theories of Change Based on Practice in The Field*. Available Online: <Http://Www.Acknowledge.Org/Resources/Documents/Toc-Tech-Papers.Pdf> (Accessed On 27 October 2016).
- Wambua, J. (2019). Influence of budgetary allocation in monitoring and evaluation of humanitarian projects planning: A case of International Rescue Committee. *International Academic Journal of Information Sciences and Project Management*, 3(7), 88- 101.
- Weiss, M. R. (2003). Theory of Change: A Widespread Functional Convergence. *American Journal of Botany*, 82(2), 167-185.