



**MONITORING AND EVALUATION PRACTICES AND PROJECT PERFORMANCE
IN HUMANITARIAN ORGANIZATIONS IN NAIROBI CITY COUNTY, KENYA**

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ABSTRACT

This study sought to establish the Influence of monitoring and evaluation practices on project performance in humanitarian organizations in Nairobi City County, Kenya. The study was guided by the following specific objectives; to establish the influence of M&E budgeting on project performance in humanitarian organizations in Nairobi City County, Kenya and to analyze the influence of M& E communication on project performance in humanitarian organizations in Nairobi City County, Kenya. This study used descriptive research design. The study was confined to 61 humanitarian organizations in Nairobi City County, Kenya as identified by the NGO's Co-ordination Board. The unit of analysis was the 61 humanitarian organisations while the unit of observations was 366 management employees working with these organizations. The study's sample size was reached at using Krejcie and Morgan sample size determination formula. The study used simple random sampling to select 187 respondents. This study also used questionnaire to collect data relevant to this study. Quantitative data collected was analyzed using descriptive statistical techniques which are frequencies, mean, standard deviation. Inferential statistics which include Pearson correlation and the Regression Analysis Model was used to test the relationship between study variables. The significance of the model was tested at 5% level of significance. Data was analysed using Statistical Package for Social Sciences (SPSS) software. The study results were presented through use of tables and figures. The study concludes that M&E budgeting has a positive and significant effect on project performance in humanitarian organizations in Nairobi City County, Kenya. The study also concludes that M&E communication has a positive and significant effect on project performance in humanitarian organizations in Nairobi City County, Kenya. Based on the findings, this study recommends that the management of humanitarian organizations in Nairobi City County should prioritize continuous monitoring and evaluation efforts throughout the project lifecycle. In addition, the management should invest in ongoing training and development programs for staff members involved in monitoring and evaluation activities.

Key Words: Monitoring and Evaluation Practices, M&E Budgeting, M&E Communication, Project Performance, Humanitarian Organizations

Background of the Study

In the recent decades, occurrences requiring humanitarian and emergency relief aid have been on the rise (Thomas & López, 2015). These include natural disasters and political instability resulting in situations of armed conflict and other forms of violence. When the humanitarian system fails to deliver aid effectively and efficiently, it can lead to a huge loss of lives (Bealt *et al.*, 2016). According to Mugo and Oleche, (2019) humanitarian organisations contribute immensely to community development through projects and programs over the years. However, despite their place in society they face myriad of challenges including lack of funds, lack of transparency, inability to account for resources and demand to demonstrate results (Kotze, 2017). Faced with financial constraints and demand to demonstrate impacts, monitoring and evaluation (M&E) practices have in the recent past been extensively embraced in various fields to ensure achievement of highly sustainable projects outcomes and goals (Mugo & Oleche, 2019).

Nyonje, Ndunge, and Mulwa, (2018) argue that the concept of project monitoring and evaluation (M&E) has continued to evolve in the last decades which has reflected the paradigm shift as pertains to how projects are managed. Early in the 1950s, Monitoring and evaluation for projects hugely laid emphasis on prudent utilization of resources, which is a reflection of the social scientific trend during that time. Later, the focus of M&E turned to lived experiences, and giving voice to numerous stakeholders in consensus-shaping evaluation process (Phiri, 2015). According to Armstrong and Baron (2013), in the contemporary era, numerous entities perceive M&E as a donor requirement as opposed to being a tool for evaluating the progress and highlighting and correcting problems in planning or implementation of projects. Despite donors being entitled to be aware of how their money is being utilized, the primary use of M&E need to be for the firm or projects itself to gauge on how it is performing and acquires skills for better implementation (Rondinelli, 2013). As expressed by Naidoo (2011), effective project monitoring and evaluation fosters the grounds for evidence-based project management decisions.

In all types and forms of projects be it in private or public sector, performance is considered a crucial element. For success to be attained in projects, it is essential for stakeholders to create a well-thought out project schedule in addition to having a comprehension of the main success factors (Gido, Clements & Clements, 2014). This enables the project staff and other stakeholders to make the right judgment that contribute towards the success of projects. Among the most used measures for success of projects that has been researched by various scholars includes; time, cost of the project, quality, stakeholders perspective, achievement of set objectives (Gido, Clements & Clements, 2014; Davis, 2014; Nixon, Harrington & Parker, 2019). Serrador and Turner (2016) view project mission, top management support, project schedule plan client consultation personnel technology to support the project client acceptance monitoring and feedback, channels of communication troubleshooting as determinants of project success. However, Muller and Jugdev (2018) express that projects differs in terms of value, size and complexity and hence each project need to have different performance criteria. Regardless of the measures used to measure success of the project, there is a need for constantly monitoring and evaluation of projects with the aim of identifying and eliminating the factors that cause poor project performance.

One importance aspect of ensuring success in management of project is ensuring quality is achieved in the entire process (Kerzner, 2018). This can be attained through identification and elimination of facets that lead to poor project performance through the process of Monitoring and Evaluation. As a result, the past decades have seen monitoring and evaluation practices becoming mainstay and major processes for both government and private enterprises (Larson, & Gray, 2015).

Statement of the Problem

Project performance is the most important confirmation that project funds have been utilized appropriately to deliver the project goals and targets. However, many projects still fail to achieve and realize expected benefits (Baily et al 2018). Across the world, project failures have often been reported more than project success. Standish Group (2019) published that in the USA, only 32% projects succeed, 44% were challenged and 24% of projects failed. Stewart (2017) further claimed that only 25% of projects remain successful. Moreover, in developing countries, project failure is more alarming (Haughey, 2019). It has also been established that critical project success factors influence project completion and performance; project leadership (80%), funding (80.73%), stakeholder involvement (90%) and effective planning (92.4%).

In Kenya, Humanitarian organizations play a critical role in the provision of health services, the promotion of good governance, economic growth, and development, providing roughly Ksh. 80 billion to the Kenyan economy each year (World Bank, 2017). However, about 30% of Humanitarian organizations experience failure in their projects (Kaguta, 2018; Mathew, 2019). Also, more than 50% of projects have been declared non-performing or non-satisfactory (Falin, 2019). Many general reasons have been advanced in response to the question of how Humanitarian organizations resolve colossal failure in projects, but there seems to be no much improvement.

Several studies have been undertaken on monitoring and evaluation on project performance. For instance, Rogito (2019) carried out a research on the influence of monitoring and evaluation on YEDF projects and found out that projects are poorly implemented because few implementers have trainings in M&E, poorly done baseline survey study leading to the failure of the project. Gathoni and Ngugi (2016) study investigated drivers of effective project performance in national government constituency development funded projects in Kiambu County, Kenya and observed that the stakeholders are barely updated on various CDF project progress. Wachaiyu (2019) on monitoring and evaluation factors influencing development projects in Starehe Sub-county Nairobi. Barasa (2018) on the influence of M&E tools on project completion in Kenya. Mwangu and Iravo (2017) on how monitoring and evaluation affect the outcome of the constituency development fund (CDF) projects in Kenya.

Most of the studies have been carried out in sub-factors that make it almost impossible to generalize their findings as they do not portray complete picture of M&E practice and its influence on project success. Therefore, this study sought to establish the Influence of monitoring and evaluation practices on project performance in humanitarian organizations in Nairobi City County, Kenya

Objectives of the Study

- i. To establish the influence of M&E budgeting on project performance in humanitarian organizations in Nairobi City County, Kenya
- ii. To analyze the influence of M& E communication on project performance in humanitarian organizations in Nairobi City County, Kenya

LITERATURE REVIEW

Theoretical Review

Program Theory

Program Theory was proposed by Weiss (1972). The theory provides a platform of identifying areas of great impacts from evaluation of projects (Sethi & Philippines, 2012). Program theory is a conceptual framework used to understand and explain how a program is expected to work and

achieve its desired outcomes. It provides a roadmap for program design, implementation, and evaluation by illustrating the logical connections between program activities, outputs, outcomes, and impacts.

At its core, program theory is based on the idea that programs are implemented to bring about a desired change or improvement in a particular context. It helps stakeholders and program designers identify the underlying assumptions, causal relationships, and logic behind the program's activities and expected outcomes. By mapping out these connections, program theory helps in making informed decisions, setting realistic goals, and designing effective strategies to achieve the intended results. Program theory is typically developed during the program planning phase and refined throughout the program's life cycle. It involves engaging stakeholders, conducting needs assessments, reviewing existing evidence and theories, and mapping out the causal logic of the program. The program theory is then used to guide program implementation, monitoring, and evaluation.

Program theory can be represented using various visual tools such as logic models, theory of change diagrams, or outcome maps. These visual representations help stakeholders and program evaluators understand the underlying assumptions, logic, and theory behind the program. They also facilitate communication and collaboration among program staff, funders, and other stakeholders. During program evaluation, program theory serves as a framework for assessing program effectiveness and understanding why certain outcomes were or were not achieved. It helps evaluators identify potential gaps or weaknesses in the program's logic, assess the validity of assumptions, and provide recommendations for program improvement. This theory will be used to establish the influence of monitoring and evaluation budget on project performance in humanitarian organizations in Nairobi city county, Kenya.

Diffusion of Innovation Theory

Diffusion of Innovation (DOI) Theory, developed by E.M. Rogers in 1962, is one of the oldest social science theories. It originated in communication to explain how, over time, an idea or product gains momentum and diffuses (or spreads) through a specific population or social system. Diffusion of innovations is a theory that seeks to explain how, why, and at what rate new ideas and technology spread. The theory was popularized by Everett Rogers in his book *Diffusion of Innovations*, first published in 1962. Rogers argues that diffusion is the process by which an innovation is communicated over time among the participants in a social system. The origins of the diffusion of innovations theory are varied and span multiple disciplines (Ndonga, 2016).

Rogers proposes that five main elements influence the spread of a new idea: the innovation itself, adopters, communication channels, time, and a social system. This process relies heavily on social capital. The innovation must be widely adopted in order to self-sustain. Within the rate of adoption, there is a point at which an innovation reaches critical mass (Gathege & Yusuf, 2019). According to the Diffusion of Innovations theory, effective communication plays a crucial role in the successful adoption and implementation of innovations. In the context of M&E, this theory suggests that clear and effective communication is necessary to promote the understanding and acceptance of monitoring and evaluation processes and their outcomes (Manjunath, 2019).

Communication helps create awareness about the importance of M&E in achieving organizational goals and outcomes. By effectively communicating the benefits of M&E, stakeholders become aware of its value and are more likely to support its implementation (Kule & Umugwaneza, 2016). Communication plays a vital role in the decision-making process related to M&E. By providing accurate and timely information, stakeholders can make informed decisions about resource allocation, program adjustments, and improvement strategies based on the evaluation findings (Nyandongo & Maralise, 2019). This theory will be used to assess the influence of M&E

communication on project performance in humanitarian organizations in Nairobi City County, Kenya.

Conceptual Framework

Conceptual framework refers to a diagrammatic set of interrelated ideas on a particular phenomenon and it's characterized by cause and effect relationships which helps interpret more and hence making it easily understandable. This makes it more straightforward and also easily predictable (Svinicki, 2019). It is a diagram that explains the relationship between dependent and independent variables. In this study, the independent variables are M&E budgeting, M& E technical capacity building, M&E stakeholder involvement and M& E communication while the dependent variable is project performance in humanitarian organizations in Nairobi City County, Kenya

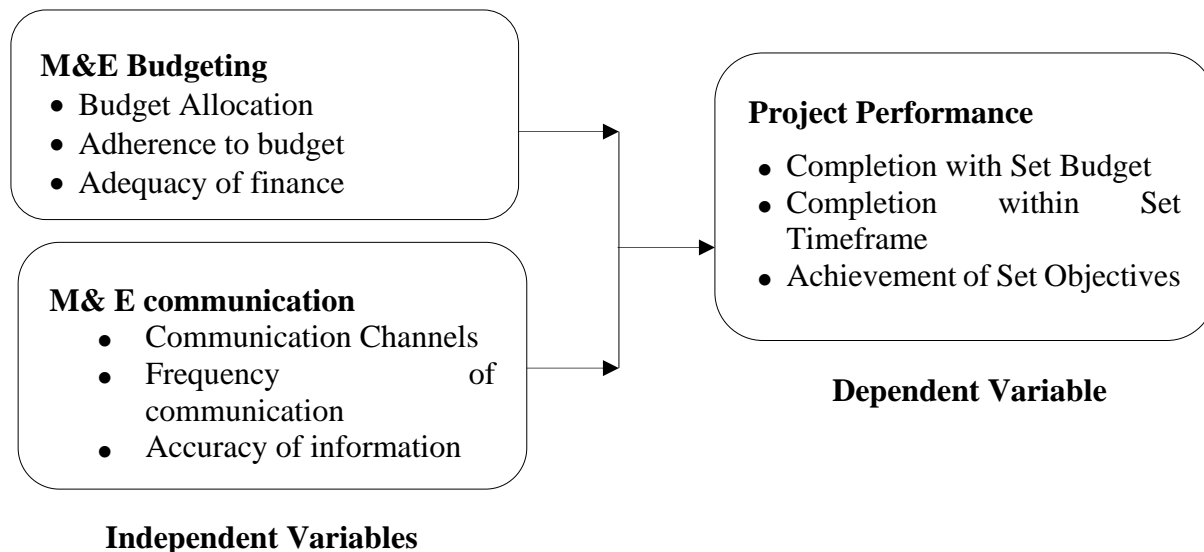


Figure 1: Conceptual Framework

Monitoring and Evaluation Budgeting

Monitoring and evaluation (M&E) budgeting refers to the financial plan allocated for conducting monitoring and evaluation activities within a program or project. It includes the resources and expenses required to monitor and evaluate the progress, effectiveness, and impact of the program (Sialala, 2016). The adequacy of finance refers to whether the financial resources available are sufficient to meet the needs and requirements of a particular endeavor, such as a project, program, or organization. Adequate finance is crucial for ensuring smooth operations, achieving objectives, and sustaining the activities over time.

According to Murei, Kidombo and Gakuu (2017) the M&E budgeting, or monitoring and evaluation budgeting, is an essential component of any project, program, or organization's financial planning. It outlines the resources allocated to support monitoring and evaluation activities to assess progress, measure outcomes, and inform decision-making. Chaplowe (2018) indicates that adherence to the budget refers to the extent to which actual expenditures and revenues align with the planned budgeted amounts. It involves closely monitoring financial transactions and comparing them to the budgeted figures to ensure that spending remains within the approved limits. Adhering to the budget is important for effective financial management, cost control, and achieving financial goals (Chaplowe, 2018).

Monitoring and Evaluation Communication

Monitoring and Evaluation (M&E) communication refers to the exchange of information and knowledge related to M&E activities. It involves effectively conveying evaluation findings, progress updates, and other relevant information to stakeholders in a clear, timely, and targeted manner. Communication plays a critical role in ensuring that M&E efforts are understood, valued, and utilized for decision-making and program improvement (Manjunath, 2019). Effective communication channels play a crucial role in disseminating monitoring and evaluation (M&E) information to stakeholders. The choice of communication channels depends on the target audience, the nature of the information to be communicated, and the preferences and accessibility of the stakeholders (Ali, 2019)

The frequency of communication in monitoring and evaluation (M&E) depends on several factors, including the stage of the evaluation, the information being communicated, and the needs and preferences of the stakeholders (Gathege & Yusuf, 2019). The accuracy of information is of utmost importance in monitoring and evaluation (M&E) processes. Accurate information ensures the reliability and credibility of the evaluation findings and supports evidence-based decision-making. Accurate data collection is essential for reliable evaluation results (Kule & Umugwaneza, 2016). This includes ensuring that data collection instruments and protocols are well-designed, standardized, and appropriately tailored to the evaluation objectives. Proper training and supervision of data collectors are crucial to minimize errors and biases in data collection. Clear instructions, standardized measurement techniques, and rigorous quality control measures help maintain data accuracy (Nyandongo & Maralise, 2019).

Empirical Review

M&E Budgeting and Project Performance

According to Chaplowe (2018) and Sialala (2016), during the project design stage, monitoring and evaluation activities and their cost should be estimated and properly planned for to ensure funds needed are adequately allocated. Inadequate resources is an impediment to the success of the monitoring and evaluation processes and project implementing teams should ensure they have set aside sufficient resources to support monitoring and evaluation activities (Gwadoya, 2016, Oluoch, 2019, Chen, 2017 and Nyakundi, 2018). Jackson (2016) adds that project funds availability especially in construction projects is an important factor that influences delivery of a project.

Some organization do not allocated budget for monitoring and evaluation despite having sufficient funds for the project. Most projects therefore perform poorly as a result of failed monitoring and evaluation systems (Chaplowe, 2018). In a study by Mushori (2015) on determinants of effective monitoring and evaluation of county government projects, he noted that monitoring and evaluation is usually budgeted for however, there is no specific budgetary allocation for its activities.

Murei, Kidombo and Gakuu (2017) conducted a study on the influence of monitoring and evaluation budget on performance of horticulture projects in Nakuru County, Kenya. The study was anchored in pragmatism and utilized correlation and cross-sectional survey. Quantitative and qualitative data collection and analysis were employed. A structured questionnaire of Likert was the main tool for quantitative data. Key Informant Interviews and Focus Group Discussions were used to triangulate findings. Arithmetic mean and standard deviation were generated from the descriptive data. Findings showed that monitoring and evaluation budget was a major contribution to high performance of horticulture as shown by a correlation coefficient which was statistically significant. Monitoring and evaluation budget should be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in contributing to high project performance.

Barasa (2017) in his study also observed that inclusion of monitoring and evaluation budgeting in the strategic plan is crucial to ensure that projects do not stall or underperform due to underfunding. He also notes availability of financial resources is vital in implementing and operating a strong and effective monitoring and evaluation system. According to IFAD (2019), most developing countries face challenges of implementing a vibrant and sound monitoring and evaluation due to lack of control on their financial resources. Therefore, as advised by World Bank (2018), the project financiers need to factor in more funding towards establishment of sound monitoring and evaluation systems. Monitoring and evaluation costs associated with projects can be identified relatively easily and be charged directly to the respective project budgets. Adequate resources therefore ensure effective and quality monitoring and evaluation of projects. As emphasised by Seith, Philippines (2018) and Sialala (2016), it is critical to set aside adequate financial and human resources at the planning stage

This is in line with Mugo (2017) findings on a study of Monitoring and Evaluation of Development Projects and Economic Growth in Kenya. The study revealed that the amount of budgetary allocation for monitoring and evaluation was also found to be a positively significant determinant of M&E system implementation in development projects. An additional amount of budgetary allocation on monitoring and evaluation in development project is likely to increase the probability of M&E system implementation significantly by 13.13% holding other factors constant. This implies that an extra amount of money allocated for project M&E leads to an increase in the likelihood of M&E system implementation in development projects

M& E communication and Project Performance

Manjunath (2019) conducted a research to understand the role of communication in maintaining quality and timely delivery of IT project activities. The study adopted a qualitative approach using in-depth semi-structured interviews involving project managers, Business Analysts, and Data Architects from different IT organizations. According to the findings, communications play a significant role in any project's progress. Also, communication skills are the main factor for project progress in any successful project where project management seems to be completed. Therefore, in the case of medium complexity, maintenance project, and innovation cycle, communication is very critical.

Nyandongo and Maralise (2019) sought to establish contextual and empirical evidence on how communication impacts project performance. A survey in the form of a questionnaire was distributed to a sample population consisting of professionals involved in project management. The results indicated a strong positive relationship between communication and project outcomes. Communication increases success rates and improves the overall performance of projects. The empirical evidence suggests the vital role of communication gathered from the survey. The tools and techniques required to manage communication successfully are identified with the Information Communication Technology (ICT) support tools. Moreover, the results have established that project managers who regard communication as one of the most critical factors contributing to the success of projects have achieved a higher success rate in their projects than the other participants.

Kule and Umugwaneza (2016) researched the role of effective communication in the sustainability of projects. The study's findings revealed that accountability, effective communication, partnership for planning, and supportive supervision significantly correlated with the sustainability of projects in Rwanda. The study recommended that commitments by the management overseeing the monitoring and evaluation exercise in the project would enhance project sustainability in Rwanda.

Gathege and Yusuf (2019) sought to establish the influence of monitoring and evaluations on the sustainability of women-based agricultural projects in Kenya. The study adopted a descriptive survey design with mixed approaches. The target population comprised 219 women-based

agricultural projects. The study used stratified and random sampling techniques to select 116 representative samples from the sub-county governments. Also, the researchers used five-point Likert scale questionnaires and interview schedules to collect data. The study established that women-based agricultural projects with high performers are effective communicators. Engaging in good communication strategies in the enterprises outlines programmatic outcomes for women's farming projects. Therefore, M &E managers should ensure regular communication between the M&E management and the employees in monitoring.

Ndonga (2016) assessed the readiness of the Ministry of Health to implement a monitoring and evaluation system in Kenya. Data was collected using questionnaires. The findings established that the Ministry of Health has high demands (incentives) for designing monitoring and evaluation systems to assess their programs though the adoption is shallow. The study also demonstrated that the Ministry of Health has adequate roles and responsibilities necessary to evaluate its performance in line with monitoring and evaluation programs.

RESEARCH METHODOLOGY

This study used descriptive research design. The study shall be confined to 61 humanitarian organizations in Nairobi City County, Kenya as identified by the NGO's Co-ordination Board. The study targeted management employees in these organizations. Management employees comprise of top managers, middle level managers and lower level managers. In every organization the study targeted 1 top management employee, 2 middle management employee and 3 lower management employees. Therefore, the unit of analysis was the 61 humanitarian organisations while the unit of observations was 366 management employees working with these organizations. The study's sample size was reached at using Krejcie and Morgan sample size determination formula (Russell, 2013). Therefore, using the formula, the sample size for the study was 187 respondents. The respondents were chosen with the help of simple random sampling technique. This research used a questionnaire to collect primary data. The pilot study was carried out on 19 respondents who are sufficient based on Glesne (2015) who stated that 10% of the population is adequate to constitute the pilot test size. This study collected both quantitative and qualitative data. Qualitative data analyzed by use of content analysis. Quantitative data was coded then analyzed using Statistical Package for Social Sciences (SPSS) computer software version 28. Descriptive statistics was used to analyze the data in frequency distributions and percentages which was presented in tables and figures. The study also adopted multiple regression analysis to test the relationships between the variables.

ANALYSIS AND PRESENTATION OF DATA

From the 187 questionnaires 176 were completely filled and returned hence a response rate of 94.1%. The response rate was considered as suitable for making inferences from the data collected. Smith (2018) indicates that a response rate that is above fifty per-cent is considered adequate for data analysis and reporting while a response rate that is above 70% is classified as excellent. Hence, the response rate of this study was within the acceptable limits for drawing conclusions and making recommendations.

Descriptive Statistics Analysis

Descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire or a sample of a population. Descriptive statistics are broken down into measures of central tendency (mean), measures of dispersion (standard deviation),

frequencies and percentage (Baggio & Klobas., 2017). This study used descriptive statistics with the help of Statistical Package for Social Sciences to analyze the study variables.

M&E Budgeting and Project Performance

The first specific objective of the study was to establish the influence of M&E budget on project performance in humanitarian organizations in Nairobi City County, Kenya. The respondents were requested to indicate their level of agreement on statements relating to M&E budget and project performance in humanitarian organizations in Nairobi City County, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 1.

From the results, the respondents agreed that the organization has a structured process in place for monitoring and reviewing budget data for ongoing projects. This is supported by a mean of 3.943 (std. dv = 0.981). In addition, as shown by a mean of 3.926 (std. dv = 0.850), the respondents agreed that the organization adequately allocates financial resources for monitoring and evaluation activities. Further, the respondents agreed that the organization effectively utilizes the allocated budget for monitoring and evaluation purposes. This is shown by a mean of 3.911 (std. dv = 0.914).

The respondents also agreed that the budget data recorded and monitored by the organization is considered reliable and accurate. This is shown by a mean of 3.896 (std. dv = 0.947). With a mean of 3.889 (std. dv = 0.856), the respondents agreed that the organization has a dedicated team or personnel responsible for budget data monitoring and analysis. The respondents agreed that regular comparisons are made between actual project expenses and the allocated budget to ensure financial accountability. This is supported by a mean of 3.876 (std. dv = 0.694). In addition, as shown by a mean of 3.764 (std. dv = 0.892), the respondents agreed that the organization prioritizes the allocation of financial resources for monitoring and evaluation activities. The respondents also agreed that adequate measures are taken by the organization to address any deviations or variances in project budgeting and expenditure. This is shown by a mean of 3.752 (std. dv = 0.786).

Table 1: M&E Budgeting and Project Performance

	Mean	Std. Dev.
The organization has a structured process in place for monitoring and reviewing budget data for ongoing projects.	3.943	0.981
The organization adequately allocates financial resources for monitoring and evaluation activities.	3.926	0.850
The organization effectively utilizes the allocated budget for monitoring and evaluation purposes	3.911	0.914
The budget data recorded and monitored by the organization is considered reliable and accurate.	3.896	0.947
The organization has a dedicated team or personnel responsible for budget data monitoring and analysis.	3.889	0.856
Regular comparisons are made between actual project expenses and the allocated budget to ensure financial accountability.	3.876	0.694
The organization prioritizes the allocation of financial resources for monitoring and evaluation activities.	3.764	0.892
Adequate measures are taken by the organization to address any deviations or variances in project budgeting and expenditure.	3.752	0.786
Aggregate	3.858	0.873

M& E Communication and Project Performance

The second specific objective of the study was to analyze the influence of M& E communication on project performance in humanitarian organizations in Nairobi City County, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to M& E communication and project performance in humanitarian organizations in Nairobi City County, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 2.

From the results, the respondents agreed that the organization effectively communicates the purpose and importance of monitoring and evaluation to project teams and staff members. This is supported by a mean of 3.998 (std. dv = 0.905). In addition, as shown by a mean of 3.979 (std. dv = 0.885), the respondents agreed that communication channels and platforms are in place to facilitate regular and timely sharing of M&E findings within the organization. Further, the respondents agreed that the organization uses clear and accessible language to communicate monitoring and evaluation concepts and results to stakeholders. This is shown by a mean of 3.900 (std. dv = 0.605). With a mean of 3.895 (std. dv = 0.981), the respondents agreed that stakeholders receive timely and accurate information about project progress, challenges, and achievements through M&E communication channels. The respondents agreed that the organization actively seeks feedback from stakeholders on M&E communication methods and adjusts them accordingly. This is supported by a mean of 3.856 (std. dv = 0.871). In addition, as shown by a mean of 3.843 (std. dv = 0.923), the respondents agreed that the organization utilizes a variety of communication tools (e.g., reports, infographics, presentations) to effectively convey M&E information to different stakeholders. Further, the respondents agreed that the organization encourages two-way communication with stakeholders, allowing them to ask questions and provide input on M&E processes and results. This is shown by a mean of 3.812 (std. dv = 0.834). With a mean of 3.786 (std. dv = 0.784), the respondents agreed that M&E communication efforts consider the diverse needs and preferences of stakeholders, including language, literacy levels, and cultural sensitivities.

Table 2: M& E Communication and Project Performance

	Mean	Std. Dev.
The organization effectively communicates the purpose and importance of monitoring and evaluation to project teams and staff members.	3.998	0.905
Communication channels and platforms are in place to facilitate regular and timely sharing of M&E findings within the organization.	3.979	0.885
The organization uses clear and accessible language to communicate monitoring and evaluation concepts and results to stakeholders.	3.900	0.605
Stakeholders receive timely and accurate information about project progress, challenges, and achievements through M&E communication channels.	3.895	0.981
The organization actively seeks feedback from stakeholders on M&E communication methods and adjusts them accordingly.	3.856	0.871
The organization utilizes a variety of communication tools (e.g., reports, infographics, presentations) to effectively convey M&E information to different stakeholders.	3.843	0.923
The organization encourages two-way communication with stakeholders, allowing them to ask questions and provide input on M&E processes and results.	3.812	0.834
M&E communication efforts consider the diverse needs and preferences of stakeholders, including language, literacy levels, and cultural sensitivities.	3.786	0.784
Aggregate	3.819	0.867

Project Performance in Humanitarian Organizations

The respondents were requested to indicate their level of agreement on various statements relating to project performance in humanitarian organizations in Nairobi City County, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 3.

From the results, the respondents agreed that most of the projects are completed within the specified time. This is supported by a mean of 3.984 (std. dv = 0.997). In addition, as shown by a mean of 3.907 (std. dv = 0.831), the respondents agreed that most of the implemented projects adhere to the specified quality standards. Further, the respondents agreed that projects are implemented within the specified budget. This is shown by a mean of 3.828 (std. dv = 0.563). The respondents also agreed that during project implementation there are cases of cost overrun. This is shown by a mean of 3.821 (std. dv = 0.851).

From the results, the respondents agreed that they are satisfied with the effectiveness of project implementation. This is supported by a mean of 3.812 (std. dv = 0.872). In addition, as shown by a mean of 3.805 (std. dv = 0.873), the respondents agreed that effective implementation of monitoring and evaluation practice has enhanced project performance.

Table 3: Project Performance in Humanitarian Organizations

	Mean	Std. Deviation
Most of the projects are completed within the specified time	3.984	0.997
Most of the implemented projects adhere to the specified quality standards	3.907	0.831
Projects are implemented within the specified budget	3.828	0.563
During project implementation there are cases of cost overrun	3.821	0.851
Am satisfied with the effectiveness of project implementation	3.812	0.872
Effective implementation of monitoring and evaluation practice has enhanced project performance	3.805	0.873
Aggregate	3.829	0.818

Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (project performance in humanitarian organizations in Nairobi City County, Kenya) and independent variables (M&E budgeting, and M& E communication).

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (M&E budgeting, and M& E communication) and the dependent variable (project performance in humanitarian organizations in Nairobi City County, Kenya) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts

a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

Table 4: Correlation Coefficients

		Project Performance	M&E budgeting	M& E communication
Project Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	176		
M&E budgeting	Pearson Correlation	.836**	1	
	Sig. (2-tailed)	.002		
	N	176	176	
M& E communication	Pearson Correlation	.856**	.185	1
	Sig. (2-tailed)	.000	.078	
	N	176	176	176

From the results, there was a very strong relationship between M&E budgeting and project performance in humanitarian organizations in Nairobi City County, Kenya ($r = 0.836$, p value = 0.002). The relationship was significant since the p value 0.002 was less than 0.05 (significant level). The findings are in line with the findings of Brown and Hyer (2016) who indicated that there is a very strong relationship between M&E budgeting and project performance.

The results also revealed that there was a very strong relationship between M& E communication and project performance in humanitarian organizations in Nairobi City County, Kenya ($r = 0.856$, p value = 0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the results of Zimmermann, *et al* (2015) who revealed that there is a very strong relationship between M& E communication and project performance

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (M&E budgeting, and M& E communication) and the dependent variable (project performance in humanitarian organizations in Nairobi City County, Kenya)

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.940	.884	.885	.582

a. Predictors: (Constant), M&E budgeting, and M& E communication

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.884. This implied that 88.4% of the variation in the dependent variable (project performance in humanitarian organizations in Nairobi City County, Kenya) could be explained by independent variables (M&E budgeting, and M& E communication).

Table 6: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.027	4	3.018	79.42	.000 ^b
1 Residual	6.568	171	.038		
Total	18.595	175			

a. Dependent Variable: Project Performance In Humanitarian Organizations

b. Predictors: (Constant), M&E budgeting, M& E capacity building, M&E stakeholder involvement and M& E communication

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 79.42 while the F critical was 2.425. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of M&E budgeting, and M& E communication on project performance in humanitarian organizations in Nairobi City County, Kenya.

Table 7: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	0.311	0.082		3.793	0.003
	M&E budgeting	0.387	0.091	0.388	3.593	0.003
	M& E communication	0.392	0.102	0.393	3.843	0.001

a Dependent Variable: Project performance in humanitarian organizations

The regression model was as follows:

$$Y = 0.311 + 0.387X_1 + 0.392X_2$$

According to the results, M&E budgeting has a significant effect on project performance in humanitarian organizations in Nairobi City County, Kenya ($\beta_1=0.387$, p value= 0.003). The relationship was considered significant since the p value 0.003 was less than the significant level of 0.05. The findings are in line with the findings of Brown and Hyer (2016) who indicated that there is a very strong relationship between M&E budgeting and project performance.

In addition, the results revealed that M& E communication has significant effect on project performance in humanitarian organizations in Nairobi City County, Kenya ($\beta_1=0.392$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the results of Zimmermann, et al (2015) who revealed that there is a very strong relationship between M& E communication and project performance.

Conclusions

The study concludes that M&E budgeting has a positive and significant effect on project performance in humanitarian organizations in Nairobi City County, Kenya. Findings revealed that budget Allocation, adherence to budget, and adequacy of finance influence project performance

The study also concludes that M&E communication has a positive and significant effect on project performance in humanitarian organizations in Nairobi City County, Kenya. Findings revealed that

communication Channels, frequency of communication and accuracy of information influence project performance.

Recommendations

This study recommends that the management of humanitarian organizations in Nairobi City County should prioritize continuous monitoring and evaluation efforts throughout the project lifecycle. By allocating sufficient resources to M&E activities and ensuring adherence to the allocated budget, organizations can effectively track progress, identify challenges, and make timely adjustments to enhance project outcomes.

Further, the management should establish robust mechanisms for fostering stakeholder engagement throughout the project lifecycle. This can include regular consultations with key stakeholders such as beneficiaries, local communities, government agencies, NGOs, and donors to gather feedback, insights, and perspectives on project activities and outcomes.

Suggestions for Further Studies

This study focused on the Influence of monitoring and evaluation practices on project performance in humanitarian organizations in Nairobi City County, Kenya. Having been limited to humanitarian organizations in Nairobi City County, Kenya, the study findings cannot be generalized to performance of other organizations. This study therefore recommends further study on the Influence of monitoring and evaluation practices on project performance of other organizations in Kenya.

The study found that the independent variables (M&E budgeting, and M& E communication) could only explain 88.4% of project performance in humanitarian organizations in Nairobi City County, Kenya. This study therefore suggests research on other factors affecting project performance in humanitarian organizations in Nairobi City County, Kenya

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