

**MONITORING AND EVALUATION PRACTICES AND PROJECT PERFORMANCE
OF WATER, SANITATION AND HYGIENE PROJECTS IN KENYA: A CASE OF THE
KENYA RED CROSS SOCIETY**

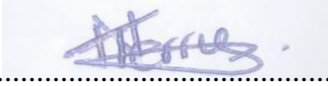
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**A Research Project in Partial Fulfillment of the Requirements for the Award of the Degree
of Master of Arts in Project Planning and Management in the University of Nairobi**

2022

DECLARATION


I declare that this project report is my original work and has never been submitted to any other university for assessment or award of a degree.

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This project report has been submitted with my authority as the university supervisor.

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DEDICATION

I dedicate this project report to my beloved mother Yustah W. Marimpet for her endless love, support and encouragement. I am truly thankful for you.

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ABBREVIATIONS AND ACRONYMS

KSPA-	Kenya Service Provision Assessment
KRCS-	Kenya Red Cross Society
M&E-	Monitoring and Evaluation
NGO-	Non Governmental Organization
NGOCB-	Non-Governmental Organization Coordination Board
PMSF-	Project Manager's Skills Framework
RBM-	Results Based Management
SDGs-	Sustainable Development Goals
UNEP-	United Nations Environment Programme

ABSTRACT

Monitoring and evaluation of WASH practices and activities has always been project driven in the developing world. In the present time, quite a number of organization think of M&E as a donor precondition in lieu of a management tool that is task with evaluating progress, and tracking and fixing issues. Less organisations have confidence in M&E mostly on the grounds that its impact on project performance isn't surely known in spite of numerous empirical researches having been done. Against this background, the study examined the M&E practices influence on performance of WASH projects in Kenya at the Kenya Red Cross Society. The specific aims of this study was to determine planning, capacity building, stakeholder involvement and data dissemination and use in M&E on performance of WASH projects in Kenya. The research preferred descriptive survey design. The study population was 56 respondents working on the 2 WASH projects completed in 2020. The study employed census sampling. Questionnaire was the main instrument of data collection. Data was analysed using descriptive statistics. The presentation of data was in form of tables. With a combined mean of 2.7114, it was established that slightly more than half of project staff at KRCS strongly-agreed that M&E planning in project implementation led to improved performance of WASH projects carried by KRCS. For the composite mean of 4.3284, it meant that majority of staff at KRCS strongly-agreed that integration of capacity building lead to better performance of WASH projects carried out by KRC. Also, a combined mean of 4.0943 meant that majority of staff at KRCS strongly-agreed that stakeholders' involvement in M&E led to improved performance of WASH projects carried out by KRCS. Finally, with a composite mean of 4.2014, majority of respondents strongly-agreed that integration of data dissemination led to better performance of WASH projects carried out by KRCS. Therefore, the study concluded planning in M&E, capacity building in M&E, Stakeholders' Involvement, data dissemination and use in M&E affects all performance of WASH projects in Kenya at the Kenya Red Cross Society. The study recommended that M&E personnel should express higher qualification in order to guide the units in attaining its roles.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Monitoring and evaluation (M&E) practices counts up to be a very crucial stage of project lifecycle and it is a management practice that relies on good planning (Chandurkar, & Dutt, 2017). The conceptualization touching on M&E has existed for several decades and has been a powerful tool for transformational change and learning in management of projects (Kerzner & Saladis, 2017). In the 1950s, social scientific trend of the M&E era was demonstrated through a solid accentuation on prudent utilization of resources (Kabeyi, 2019). The focus of M&E at that point in time, as noted by Sandrine (2018) was mainly tied to live experiences, thus championing for the interests of majority of stakeholders in a consensus-shaping evaluation process.

M&E are connected ideas that are unmistakable even though they tend to be corresponding. Monitoring is a periodically recurring task or process to collect and analyse data on a routine basis to track project patterns, changes and progress toward attainment of its goals while at the same time guiding towards management decisions (Rodríguez-Rivero et al., 2020). Evaluation can be defined as systematic project assessment to review the blueprint, execution and impact similar to adequacy, efficiency, dissemination and sensibility of results and impacts (Marra, 2018). According to Kezner (2017), M&E systems, which define organising framework helps project managers to assess and manage performances as planned and whether restorative action is relied upon the need to adjust project execution strategies. Moreover, M&E should give confirmation of the changes or effects expected to take place after implementing the project and legitimize project funding allotments. The point of convergence of M&E has changed its position from monitoring execution to keeping tabs on outcomes. Prevalent procedures of M&E were locked in and consolidated into input mobilization tracking. Activities endeavored and wrapped up, and yields conveyed. Even though Kezner (2019) argue that the execution centered methodology doesn't grant managers and partners, including policy- makers with an understanding of dissatisfaction or accomplishment of the project in accomplishing the ideal outcomes.

Monitoring and evaluation draw up relevant information on assessed activities and where improvements can be made during projects M&E implementation (Armstrong & Baron, 2013;

Chandurkar, & Dutt, 2017). Donors unquestionably deserve to see if and how projects reached objectives and how their money is being used, but the critical utilization of M&E ought to improve project and organizational performance so that the desired results can be achieved.

According to Bartram et al. (2014), monitoring and evaluation of water, sanitation and hygiene (WASH) projects in developing countries can be linked to their development in 1980s. But now M&E in WASH programmes took the obligation of increasing participation of users in scheme design and management. It has become one of the decisive approach of improving the chances of new facilities being looked after properly and used effectively. Hence, more effective investment, all categories of clients or end users are now benefiting from reliable services, and a greater capacity of communities to benefit from their own development activities it is what the governments and donors expect from the beginning of a project.

M&E in WASH programmes are still comparatively rare (Bartram et al., 2014; Akanbang & Bekyieriya, 2020). In case they occur, external consultants or agency staff are the most familiar faces in this process as they engage in collecting the information on progress in installing pumps, pipes and latrines, or on the number of individuals who are able to gain access to new services. Kayser et al. (2013) note that targets and inputs may then be modified as per the measured progress. External evaluations may be executed after donor inputs are exhausted, as an auditing exercise, and to influence future policies. On a similar vein, these are usually characterized by assessment of measured outputs against programme objectives.

1.1.1 Project Management Practises

According to Kiboi et al. (2018), project management practices that have proved to be key for improvement within developing countries are: technical expertise, improve budget management, stakeholder involvement, and management participation. The author further add that projects can be improved by implementing standard project management practices, project reviews and audits and effective resource planning. According to Naidoo (2011), effective project M&E is a key component towards evidence-based project management decrees. M&E itself being a management function or responsibility, comprises four essential exercises: M&E Planning process, capacity building, stakeholder involvement and data dissemination and use (Kissi et al., 2019). Similar views have been coined by other researchers (Roza, 2013; Njenga, 2018). Thus the current study

includes; planning process, capacity building, stakeholder, involvement and data dissemination and use.

Planning in M&E refers to process where a document is written down to track and access how project will be conducted through the life of a project (Sidani & Sechrest, 2013). The M&E plan usually specify details that may include who will be project manager, who will be in charge of data collection, the one responsible for data analysis and soon map out how activities will be executed. The planning and controlling the project of some organizations takes minimum time and effort (Rodríguez-Rivero et al., 2020). Planning is further required to show when & how often data will be collected. It is also supposed to mention workforce or experts tasked with compiling and disseminating reports to the organization, the beneficiaries or even the coordination of the cost of transactions to update the donors (Njenga, 2018).

Capacity building is a concept often used interchangeably and encompasses education, training and human resource development to strengthen the skills, abilities and processes needed to thrive in a fast-changing world (Williams, 2013). Project and senior managers are considered the key driving force towards capacity building (Kezner, 2017). They ought to have sufficient intellectual capacity to rely on information accessible in M & E domains. Such massive experience, and orientation counts up to be very decisive in overseeing results and attending to organizations' cross-culturalism. When designing M & E system, but massive investment in relevant training is a key requirement and also not forgetting to include employee empowerment and motivation in the long run.

Stakeholders involvement refers to the participation of interest groups (such as individuals, community, government) in a project who have a stake at the programme and help translate their needs into organisational goals and bring into being the fundamental point of effective strategy development for a purpose to achieve accepted outcomes (Izurieta, et al., 2019). The practice also can be thought as a mutual understanding and involvement in the project development. As established by Khan (2017), they can also influence a project either positively or negatively.

Last but not the least, data dissemination and use is the process of distributing and conveying findings to pertinent stakeholders such as staff involved in ongoing project, beneficiaries and funders (Fischer & Zigmond, 2010). Its importance can be linked to in the way it helps the

stakeholders to be up to date with the project progress so that decisions tied to what ought to be adjusted are made with stakeholders' approval.

As indicated by the yearly report from the specialized agency of the United Nations well known as IFAD on outcomes in regards to water supply projects and effect regarding M&E practices consist of: human resource capacity, baseline surveys utilization (IFAD, 2015). Besides, the most successive analysis relating to M&E frameworks in IFAD is tied to different information types incorporated in the framework. Further in IFAD report gave an account of the human capacity as the key practice in estimating water supply project progress and assessing outcome accomplishment. Following Patric and Kingsley (2019) research report regarding enablers to M&E in Australian health programs, staff argued that the program managers were the one who did the analysis and therefore they were unable to conduct data analysis due to limited time. A portion of the staff said that regardless of the fact that their key responsibility is to gather and analyze data, they lacked the required skill to complete the work. The study further recommended that M&E data collection should have the accuracy to collect and record what they are designed to do in order to achieve high quality data.

WASH projects executed in developing countries have been depicted by high rates of failure and undesirable performance (Golini et al., 2015; Akanbang & Bekyieriya, 2020). The authors further note that researchers and experts in project management have considered selection of novel undertaking of project management practices as a potential response for poor performance. Studies surveying M&E regionally uncovers experiences and difficulties in WASH projects implementation. In Cape Verde Monitoring and Evaluation for WASH projects, contradictory logical frameworks cases were reported in the course of the projects execution, which were also flawed with illogical and irrelevant indicators. Hence the project recommended for the review of M&E plan, M&E dissemination and transparency and capacity building in order to familiarize with stakeholders. Dentz, Hodel, and Nelson (2020) presented key findings from a series of six independent ex-post evaluations that included Madagascar, India, Ethiopia, Indonesia, Senegal, Mozambique. It evaluated the extent to which USAID-funded WASH activities sustained outcomes 3 to ten years after closure and determining factors of those outcomes. Following the presentation, M&E plan planning, leadership, baseline survey, M&E dissemination and transparency and capacity building were stated as the main factors of interest.

In Uganda, Nasambu (2016) established that project teams under investigation were executing relatively few projects, as a result, project goals were met. Additionally, the NGOs committed funds towards M&E work plan implementation. Another empirical research carried out by Banteyirga (2018) demonstrated that most WASH projects executed lacked proper evaluation and monitoring. The investigation featured the difficulties adding to the present circumstance as compelled funding, policy framework constraints, inadequate skill and restricted insight on the best way to utilize the M&E tools among project team players. The study recommended that NGOs to utilize a participatory methodology when undertaking M&E, assignment of more M&E funds and resources, staff capacity building and mapping out well-defined M&E plan aiming to reinforce NGOs M&E frameworks.

In Kenya, Kariuki (2016) established that logical framework, budgetary allocation, stakeholder's involvement and human capacity contributes immensely to WASH projects completion in Kilifi County. Furthermore, as per yearly report of NGOCB, (2019) the joint effort among NGOs and Government projects in Kenya remains below standard, a long term survey shows just 33% of NGOs consistently record their yearly reports ((Tong'I, Otieno & Osoro, 2019). The 2018/19 report revealed that only 3028 NGOs filed their returns out of 8,893 active NGOs. The report uncovers low accountability and transparency levels among community based WASH projects which may hijack Kenya Vision 2030, in particular the SDGs.

1.1.2 Project Performance

Project performance can be defined as the state at which intervention meets the set up objectives that are supposed to be the expected needs of the beneficiary in order to produce quality along with standards that have been set to fulfill the needs (Kerzner & Saladis, 2017). From a global perspective, Edge and Hoffman (2016) reported that there has been a vigorous battle among organizations as a result of high demands triggered by tenacious changes in project management to make performance better while at the same time remaining focused. Stakeholders such as donors, local governments administrations, private sectors and the press happen to be main source of pressure towards improved project performance. Despite the calls for greater responsibility, accountability and transparency to produce genuine outcomes, projects should be logically responsive to partners' needs and requests to show undeniable results (Kerzner & Saladis, 2017).

Project performance is mainly measured by determining cost of completing the project. Cost itself includes each and every aspect of project that is tied to monetary components. From the findings of a study conducted by Project Management Institute (2014), several measures of performance were looked into. They included cost effectiveness, customer satisfaction, stakeholder satisfaction, schedule and overall impact. Sundström and Tollmar (2018) in his study provided three key metrics categories for measuring project success: project functionality, project management and contractor's profitmaking performance. From the context of project management, the researcher discussed overriding factors like time, cost and technical topographies. The study further considered other factors such as favorable environment, winning skills in bureaucratic politics by making use of strategies and capacity to oversee development and innovative turn of events.

1.2 Problem Statement

Monitoring and evaluation of WASH practices and activities has always been project driven in the developing world. In the present time, quite a number of organization think of M&E as a donor precondition in lieu of a management tool that is task with evaluating progress, and tracking and fixing issues (UNESCO, 2016). Therefore, organisations, in particular NGOs, carry out project M&E just to adhere to requests from funding agencies rather than a key management practice that may contribute towards project performance as opined by Toscano (2019). Less organisations have confidence in M&E mostly on the grounds that its impact on project execution isn't surely known in spite of numerous empirical researches having been done (Ottaro, 2017; Rumenya & Kisimbili, 2020). Ample literature is lacking on how the critical M&E practices: M&E Planning process, capacity building, stakeholder involvement and data dissemination and use are enablers of WASH project performance. In other words, M&E influence on WASH project performance remain scarce which necessitates the need for data to enlighten on subnational planning and improve performance has resulted to the implementation of decentralised integrated M&E. In addition, there is scant information regarding the pros and cons of this methodology in the M&E of WASH projects.

In Kenya, studies have explored how some components of M&E practices have influenced project performance in the NGO sector. Karanja and Yusuf (2018) in their recent study established that there was absence of clarity on project objectives and goals among staff and their roles didn't coordinate with their experience and capabilities. Similarly, Mutekhele (2018) found that M&E

was negatively associated with project success. While Tong’i, Otieno and Osoro (2019) found that performance of projects being adopted by local governments is determined and affected by baseline survey, M&E findings. Adequate literature touching on determinants of effective M&E practices, general research on M&E practices and its key role towards project performance exists. Additionally, some researchers have studied how some M&E practices components lead to project performance in different project settings. This study focused on WASH projects to establish the influence of M&E practices on performance of WASH projects in Kenya: A Case of the Kenya Red Cross Society.

1.3 Purpose of the study

The purpose of the study was to find out the M&E practices influence on performance of WASH projects in Kenya at the Kenya Red Cross Society.

1.4 Objectives of the study

Specifically, this study looked into:

- i. Establish how M&E planning influence project performance of WASH projects in Kenya.
- ii. Determine how capacity building in M&E influence project performance of WASH projects in Kenya.
- iii. Establish how stakeholder involvement in M&E influence project performance of WASH projects in Kenya.
- iv. Examine the influence of data dissemination and use in M&E on performance of WASH projects in Kenya.

1.5 Research Questions

The study was guided by the following questions:

- i. How does planning in M&E influence performance of WASH projects in Kenya?
- ii. How does capacity building- in M&E influence performance of WASH projects in Kenya?
- iii. How does stakeholder involvement in M&E influence project performance of WASH projects in Kenya?

- iv. How does data dissemination and use in M&E influence project performance of WASH projects in Kenya?

1.6 Significance of the study

The results obtained from this research shall provide in comprehensive input about the M&E practices and how they impact project performance. Moreover, it will also be able to ascertain in Kenya's environments and the moderating role of WASH projects regarding the selected M&E practices and project performance. This will not only allow donors to see if and how projects reached objectives and how their money is being used, but will also assist the project managers in improving project and organizational performance so that the desired project outcome.

This empirical research also uncovers matters of course practiced by the Society which may as well act as a point of reference for the industry by being a source of intuition and knowledge generated from scientific research in respect of M&E practices. Its importance in the project management process cut across emergencies and crisis response environment and other complex thematic areas which aren't carried out by any other organization. To the donors and beneficiaries, the finding from the study is very practical in evaluating the strategies practices followed through by the KRCS. This is important in order to see what the future or the direction the society is headed to and hence gain the donor approval, support and confidence in future planning and partnership. Moreover, this study act as a motivation for scholars and business researchers to discharge further research provided that there will be gaps which will be pinned down as key problems to be researched by future studies.

1.7 Delimitations of the study

The research focused on Kenya Red Cross Society in South B, Nairobi. This is because despite the fact KRCS is one of the first movers adapting the M&E concept and WASH projects, it can be regarded as a reliable and valid source for data gathering and reveal the influence of M&E practises on WASH projects. Secondly, only the four variables focused on: planning process, capacity building, stakeholder involvement and data dissemination and use in M&E and how they influence WASH projects performance at Kenya Red Cross Society, despite there being other varied M&E practices since they have been proved to be key for improvement within developing countries.

Finally, the target population was 2 WASH projects of Kenya Red Cross Society and consists of project managers, support staff and M&E officers.

1.8 Limitations of the study

The process of answering the questionnaires by the participants was restricted by the Kenya Red Cross Society confidentiality policy which cogitated being against the stated confidentiality policy of the NGO by revealing confidential matters. Any kind of a research study is expected to be faced with this kind of suspicion. The researcher mitigated this limitation by assuring the respondents that utmost confidentiality was maintained and the information collected was only intended for academic purpose. In addition, an introduction letter obtained from the university and a research permit from the National Commission for Science and Technology Innovation (NACOSTI) was represented to the management of Kenya Red Cross Society.

Another challenge that the study faced was respondents not filling data collection instrument mainly because some respondents failed to complete the research tools due to their busy work programme. During the period, the researcher made constant follow up and assistance where needed to ensure that the respondents adequately filled the questionnaires.

1.9 Assumptions of the Study

This research assumed that all the reliable responses were provided owing to sound cooperation from the respondents. Also, accurate informed conclusions and recommendations were made by the researcher since the proposed time was adequate to complete the collection of data and the findings.

1.10 Definitions of Significant Terms

Capacity building: refers to the process of strengthening the skills, abilities and processes need to thrive in a fast-changing world.

Data dissemination: is the process of distributing and conveying findings to pertinent stakeholders such as staff involved in ongoing project, beneficiaries and funders.

Evaluation: is the systematic assessment of the project to review the blueprint, execution and impact similar to adequacy, efficiency, dissemination and sensibility of results and impacts.

Monitoring: is an analysis of data/information on a routine basis to track down project patterns, changes and progress in order to allow it meet its objectives.

M&E practices: patterns that have been acknowledged to be effective in enhancing project performance.

Planning: is the process of conveying goals, methodologies and targets in order to lay out the project's roadmap.

Stakeholder involvement: refers to participation of all the interested parties or people in a project who may be affected by the decisions that an organization makes or can influence its decisions' implementation.

1.12 Organizational of the study

The study begins by providing a background to the study problem touching on the influence M&E practices on project performance. Thereafter, the research problem is identified to enhance the need of the current research. The objectives of this study are identified and significance and limitations of the current research is presented. Chapter 2 reviews previous literature and comprehend the theories that have conceptualized to explain the variables of this study, and the research gap. Chapter 3 highlights the appropriate methodology to help the researcher collect and analyse data as well as make conclusions as per the study objectives. Chapter 4 will present the data findings and analysis. Chapter 5 outlines the summary, conclusions and recommendation of the findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter aims to capture significant understanding from previous literature and later comprehending the key theory and conceptual framework that underlie this study. Thus, the section outlines the influence on M&E practices on project performance, theoretical review and then conceptual framework. The final area addressed in this section captures the research gap.

2.2 Planning in M&E and project performance

Majority of scholars studying project M&E argue that planning in M&E ought to be carried out just at the very point of project planning, but on the other hand, there are a few scholars who oppose by saying that it ought to be set up at the end of the planning stage, but prior to the design stage of a project (Kerzner & Saladis, 2017). While considering these differing views, there is a consensus among these researchers that the plan ought to take into consideration the information on how a project must be assessed (Nyonje et al., 2012; Kerzner & Saladis, 2017).

Monitoring planning is also viewed as the heart of a learning-based approach to management in order to characterize goals, decide the system, and also not forgetting to include the strategies, methodologies, targets and timelines to complete and connect programmatic activities to client or stakeholder outcomes (Sidani & Sechrest, 2013). One of the reason of planning process in M&E being the fact that it makes easier identification of objectives and indicators, therefore the planning necessitates for customers' desire. In addition, the accessible assets are in the beginning characterized, synchronized to set venture targets, by also linking up the goal that is able to allow accessible choices to be distinguished and weighed upon, and the most appropriate tools and approaches to contribute to the desired objectives and outcomes are settled on (Shulha, Caruthers & Hopson, 2010).

According to Dvir, Raz and Shenhar (2003), there are three main levels of a result framework that monitoring planning focus on. The first level consists of the end-client level of planning. In this level, the planning mainly concentrates on the utilitarian attributes belonging to the venture and the outcome. The next level refers to as the specialized level. It centres for the most part around specialized purposes linked to the opportunities anticipated in providing the usefulness that guarantee practical necessities. The third and the final level which is well known as a venture

administration phase which put much emphasis on practices and processes arrangement that are required to be over to set the seal on specialized work proceed well without interruption (Dvir et al., 2003).

In a like manner, the three levels of planning mentioned above can also be referred as namely: project origination, project design and contract planning respectfully. By reviewing the above affirmation, it is very clear that different types of arranging are carried out in each of the five phases that mainly consists of: origination, plan, offering, development and closeout as further contented by Dvir and colleagues (2003). The authors further claims that checking, arranging and of course extending goals are considered the central points of each application and undertaking, and they play a pivotal role in arranging due to the fact that extend plans are gotten from them (Dvir et al., 2003).

The last planning process concentrate on characterizing the goals, deciding the system, together with the strategies, methodologies, targets and timelines to complete and connect them to the relevant partners who are concerned with their usage, checking and control (Sidani & Sechrest, 2013). Monitoring planning end results consist of diverse project designs, where their main purpose is to communicate to characterized systems to complete characterized extend destinations (Jaszczolt et al., 2010). The result framework and logical framework happens to be the two main monitoring planning used by state corporations. The frameworks are primary important manual for checking since they are able to clear up how the venture is supposed to function by putting down the means regarded as likely to accomplish the sought-after outcomes.

The existing literature on M&E also indicate that the monitoring framework ought to include details tied to budgeting and allocation regarding technical expertise needed to accomplish complex actions, tasks, and processes of the project, in addition to informing the government and project management regarding its implementation in order to achieve the deliverables (Shane et al., 2014)). In the view of the fact that the logical framework counts up to be a universal analytical process that brings into light recapitulation of a project's objective, activities along with the desired results, it is a matrix used to support project planning and management by making use of planning indicators found at each phase of the process apropos to the project in addition to its other role of identifying possible risks. The framework according to Chaplowe (2008) exhibits the conceptual foundation whereupon the project monitoring system happen to be built on to ensure high level of

projects efficiency and effectiveness. It also complements other monitoring planning as noted by Jaszczolt et al. (2010).

The Monitoring system effectiveness can only be increased by considering plan and design of the monitoring need to be prepared during the implementation of the whole project (Sidani & Sechrest, 2013). Monitoring planning is not homogenous because it varies with type, sector and application nation. While Rumenya and Kisimbili (2020) study examined project planning impact on education sector projects performance; where the study findings revealed that there exists a weak positive nexus linking M&E work plan and projects success in education sector. Jha et al. (2010) argues that a successful monitoring system need to be adjusted to a particular environment by also considering room to extend its flexibility and imagination. So, it's the mandate of the governments to consider monitoring planning within its government organizations and institutions, while at the same time considering experiences from other organizations across the globe (Kerzner & Saladis, 2017). By doing so, both project outcomes and international standards of executing processes and activities is guaranteed by well prepared and executed monitoring (Jha et al.,2010).

2.3 Capacity building in M&E and project performance

Several researchers have emphasized that the project managers should have a variety of high capacities to manage project cycles processes (Shane et al., 2014). Such capacities are crucial when handling complex demanding, and the strenuous conditions in respect to complex projects in distinction to the initial stage towards the last stage of the project effectively. Similarly, it has been established that complex projects call for a project manager who is identified with crucial specifications that do not match with the specifications of the project manager that is associated with simple projects (Mouchi et al., 2011). Its usefulness is also linked to the project manager when dealing with complex projects in an effort to map out new inventiveness and new ideas that are inconsumable so that it would be possible to contribute towards project success. On the flip side, Sense and Kiridena (2014) insisted that building workforce competencies through complex project, a manager must adopt capacity building initiatives to enhance the ability to work collectively among organizations for the greater good. This imply that project managers have got to enhance required capacity building programmes that will guarantee project success (Williams, 2013).

Project implementers get clear job description that is equivalent to their expertise, but capacity building goes beyond other human resource practices such as training. In the case of the projects that consist of team players who are executing a number of project activities in the field without supervision, Ramesh (2012) contents that constant and intensive support should be guaranteed to them. The developing of skills and capabilities of employees through capacity building programmes are critical to concrete organizational goals, core skills and functions; that is, develop the capacity in an organization to improve its effectiveness in a sustainable manner along with improved expectations (Pamela, Joe & Nay, 2013).

Byilingiro (2015) assessed the impact of capacity building and performance from the context of African Evangelistic Enterprise-Rwanda (AEE). Owing to the fact that the target population was small and was affordable to be examined, the study adopted a census design. The study distributed questionnaires to collect data from 36 respondents under capacity building. Both the senior managers and staff were involved in capacity building within AEE. The study findings proved that capacity building significantly and positively influence performance of AEE.

Ouma (2016) participated in an empirical research aimed at examining whether capacity building have an influence on NGOs performance. A total of three independent variables guided the study namely; curriculum content, training approach and characteristics of participants from the Danish Refugee Council and how they influence performance of the organization under study. Purposive sampling was adopted to select the preferred sample for data collection. Statistical results revealed that training approach was a key driver of project performance. It was also evident that project performance happens to be impacted by the content of the curriculum outlined through a specific capacity building program.

Another study carried out by Koonyo (2017) analysed how capacity building influenced HIV/AIDS project performance from the context of Kajiado South Sub-county. Five independent variables that included (project leadership, project design, project implementation, financial management and project M&E) in capacity building. Descriptive survey was the preferred research design. Approximately 13 accessible community groups working for HIV/AIDS projects, and a total of 184 participants were sampled to offer the relevant data for analysis. The statistical association of the study variables was tested using regression model. The study findings revealed that only project implementation capacity building influenced performance of HIV/AIDS projects;

but no significant influence was established between project leadership, project design, financial management and M&E and HIV/AIDS project performance in Kajiado South Sub-county.

In the health sector, M&E human capacity (HR) influence on the provision of health care services from the context of Public Health Institutions in Migori County was investigated (Ooko, Rambo & Osogo, 2018). A descriptive survey design was chosen when undertaking this research, and a sample included 285 respondents was selected in order to provide data for analysis. The study conducted regressions tests to ascertain relationship of the variables. It was established that the access on provision of health services in Migori county is increased by HR capacity and capacity building on M&E.

From a context of Kenya national aids control council, Njeri and Omwenga (2019) conducted a study to determine HR capacity for M&E that influence sustainable projects. The study relied on the data collected from a total of 90 project managers and support staff. A survey questionnaire was deemed appropriate for the collection of the relevant data. It was established through the research findings that HR capacity for M&E influence positively determined project sustainability. The study also established that organizations are still in initiation stages of developing adequate HR capacity in M&E. Thus, the project managers may need to improve recruitment policies using a guideline that disclose the 'right' skill profile to ensure project sustainability.

From a context of road construction projects in Kisumu, study done by Amolo, Rambo and Wafula (2021) examined M&E Capacity in order to ascertain its main role in project performance. A sample size 65 respondents were sampled. The study conducted correlation and regression analysis. The study established that adaptability of all M&E Capacity Building lead to performance as far as timeline, quality and goals are put into consideration in road construction projects. It was also established that performance was also likely to achieved in terms of visibility, donor fulfilment and also taking in the consideration on the achievement of targets.

2.4 Stakeholder involvement in M&E and project performance

The existing literature contents that stakeholders can be classified either external or internal since all of them expect to benefit from the project (Khan, 2017). The main concern of Stakeholder's engagement is mainly the determination to ensure that project performance has been achieved. The truth of this assertion can be illuminated by the fact that proper participation and involvement in every phase of the project cycle increases stakeholders' confidence while at the same time they

feel their desires and wishes have been included during the implementation of the project. Izuelieta et al. (2019) imply that the more heavily stakeholders are involved in a project, the stronger their interest become. They help in resolving the issues arising from a particular project and grant funding opportunities or assets of the projects (Rodriguez-Melo & Mansouri, 2011). Izuelieta et al. (2019) further posit that stakeholder engagement is a practice that represents a commitment to democratic principle which organizations engage with a focus to put each stakeholder streamlined in order to engage in organization activities.

When the stakeholders get involved in a project from the beginning, that is, they participate in designing the tools, they ensure that project include all stakeholders needs, that is, of users, acquirers, customers, and other stakeholders as they relate to the problem (or opportunity) and is thus more responsive to their expectations and ensuring that they have a set of a solution (Stephanie & Sabrina, 2014). Stakeholder project ownership is created and encouraged through the participatory methods (Clarke, 2011). These are key determining factors of project performance and sustainability. The project output is more likely endorsed by the stakeholders especially the beneficiaries. While in other circumstances, change in the attitudes when referring to personal and community culture, and norms is promoted through the participatory method. This is because the development and the implementation process imposes reflection of the community members while at the same time analyse their own culture, attitudes, beliefs and behaviours (Clarke, 2011). The scholar further claims that the participatory method offer understanding to the necessary tools conducive to M&E, this itself turns out to be a capacity-building activity.

Community participation in areas where the development projects intended to benefit them has ascertained the importance in sustainable development attainment (Rosenthal, 2014). Benjamin (2012) posits that the theory tries to explain that the participants will likely tend to be aware of their economic better and also social challenges that hinders the process and almost certainly have intensive insights to enable them outline initiatives that are intended to be of great benefit to them. Ideally, stakeholders' participation by exacting willingness in participation initiatives that act as determining factor for those interested in, or those that decision affect them, in which the final outcome is likely to be influenced by them. Stakeholders assume an instrumental usefulness and relate a number of levels—from local-global, their usefulness along with the collaboration influence development intervention the effectiveness. According to Wayne (2010), it's during the designing

of M&E tools that stakeholder participation should be involved. A multi-sectoral method, that may as well delegate some work to stakeholders, enhances learning, reinforce ownership agility while at the same time encouraging transparency among different actors involved. In particular, it proves to be of great importance when deliberating M&E purpose and how the information shall be used, analysed and impacts the planning of the ongoing project as further contented by Wayne (2010).

Njuki et. al (2015) investigated stakeholders' role and their contribution in project implementation for CIAT-Africa, Uganda. The study established the importance of incorporating the local indicators with project level indicators through improvement on outputs, outcomes, and the results delivery. All rounded view regarding the project benefits was provided by this. The indicators ideal to measure the frequent tough to validate outcomes in the project in regards to community empowerment were also provided by this process. Stakeholder alignment encompasses the entire ecosystem of a complex negotiation which allows for performance measurement from the diverse project stakeholders perspectives.

Pamela, Joe and Nay (2013) in their study revealed that if the necessary stakeholders ensure that they oversee each and every phase of the project cycle process, there will be a significant improvement in terms of the outcome. This in turn will earn well perceived recommendations and implementation towards counteractive measures on time. In addition, Wayne (2010) contents that stakeholder engagement necessitates to be firmly established in the beginning of M & E and ought to incorporate decisive stakeholders and also incorporating other people or organizations who may be affected by the situation of the project in order to ascertain that the applied tool has proved to be effective. As further noted by Guba and Lincoln (2011), involvement of stakeholders in discussions on programs touching M & E usually act as a source of empowerment for them. The authors further note that it also promotes participation that come out as being meaningful towards various groups tied to stakeholders, that benefit the M & E team with sufficient information needed which is conducive to this exercise.

In Kenya, Karimi, Kyalo and Mulwa (2020) carried out a study in Nairobi county to establish whether stakeholder engagement is an enabler of educational programme (literacy and numeracy) performance from a perspective of public primary schools. The motivation of this study was linked to the fact that there has been minimal achievement experienced on learner's skills regardless of the various efforts by key educational stakeholders to ensure whether it leads to better performance

of learners. From the study results, stakeholder engagement in M&E was found to be a strong enabler of performance of educational programme in terms of literacy and numeracy.

2.5 Data dissemination and use in M&E and project performance

Dissemination and use of M&E results; is the process of distributing and conveying findings to pertinent stakeholders such as staff involved in ongoing project, beneficiaries and funders (Fischer & Zigmond, 2010). Its importance can be linked to in the way it helps the stakeholders to be up to date with the project progress so that decisions tied to what ought to be changed or maintained are made with stakeholders' approval. Adamchak et al. (2000) note that M&E results help stakeholders understand program progress, in terms of how objectives are being met and whether that progress can be improved by employing ideal methods and strategies. Indeed, when the results are shared to stakeholders this can be easily achieved. The authors further stipulate that sharing results can be a decisive step in ensuring much needed support which is beneficial in improving the performance of a project such as social, financial and political support. Moreover, when the M&E results are published, the public is given a sense of acknowledgement to the stakeholders who have provided resources and put more effort to achieve program success which is a recipe to bring on board new funders. Thus, dissemination as far as M&E findings are concerned which is an aspect of project communication emerge to be of great importance and every effort ought to be instilled to guarantee a straightforward dissemination process which is critical for project success (Muszynska, 2015).

When management are actively involved in M&E results, the perception of the team is massively impacted (Yong & Mustaffa, 2012). Effective communication is produced when various stakeholders actively engage with each other. These include improving communication so that early project wins are achieved while at the same time enhancing management support and plead with those members that are offering resistance to engage. According to Wattoo et al. (2010), smooth dissemination process is a key factor to ensure that access of quality products and services, building trust, maintaining strong working relationships, meeting the expectations of the beneficiaries and driving new initiatives that may lead towards achieving overall project goals. The researcher's further state that the management should be able to mobilize more resources so they can fill in those resource gaps, and make certain that operational use touching on relevant learnt lessons contributes towards more acceptable decision-making in future.

In Malawian education sector, Winiko, Mbugua and Kyalo (2018) researched on the influence of Dissemination of M&E Results on the performance. The study relied on the data collected from a total of 204 respondents sampled using stratified sampling working on Digital Education Technology (DET). A survey questionnaire was employed as a data collection instrument. The study conducted regression analysis to expand on the findings related to the study variables anticipated associations. After conducting regression analysis, dissemination allied to M&E results revealed a weak positive effect on DET project performance.

Mutekhele (2016) carried an empirical study to examine utilization of Data Dissemination and use and performance. The study examined Bungoma County educational building infrastructural projects. Descriptive survey was the preferred research design. The population was made up of twenty strata groups from implementation committee members at the county level, and a total of 152 participants were sampled to provide the relevant data for analysis. The regression model was key in testing the relationship of the study variables. The study findings showed that data dissemination and use positively correlates with performance.

Okelo (2021) recently provided a systematic review on M&E data management that is considered critical in enhancing complex infrastructural projects. This empirical research identified project data management components in the project management through extensive literature review. The study established that application of data dissemination in M&E happen to be one of the overriding factors that may determine the project performance as positive nexus linking M&E data management and project performance was established from the study findings.

2.6. Kenya Red Cross Society

Kenya Red Cross Society (KRCS) was established in December 21st 1965. It can be classified as a humanitarian relief organization formed through an Act of Parliament, Cap 256 of the Laws of Kenya during the time of its initiation which is an auxiliary of the national and now the county government. Prior to its establishment, the Society was well known as a 'Branch of the British Red Cross.' KRCS works through an organization that is made up of eight areas and 63 branches countrywide. Along these lines, the Society's essence is felt countrywide. Currently, the Society has around 70,000 individuals/volunteers who help with carrying out exercises at the Regional and Branch levels while at the same time linking up with its Headquarters in South C, Nairobi County.

Participation to the Society is available to everybody with no separation dependent on race, sex, religion, class, political assessment or ethnicity. The Society, which acquired acknowledgment by ‘the International Committee of the Red Cross (ICRC)’ in 1966, is likewise a notable member from the auxiliary organizations that include ‘the International Red Cross’ and ‘Red Crescent Societies (RC/RC)’ since 1967, largest humanitarian found and participating in 189 nations around the world, (KRCS CAS, 2013). The activities nature in KRCS requires inclusion in essential management to stay competitive and execute it command. It is thusly important for the managers in this NGO to be associated with the essential strategic management interactions.

KRCS assume a significant part in the community development by attempting to participate in different topical activities like calamity management, food security, crises and conflict response, water and sanitation, health and nutrition, control of pandemics inside Kenya among others. KRCS have extended their tasks to incorporate income generating activities. Emergencies Medical Services ambulances together with the BOMA hotels are good example of income generating activities being practiced and operated by KRCS. Just like any other organization, KRCS exists to realize the objectives of different partners with assorted interests in its work settings. The responsibility KRCS plays is very important as they offer imperative types of assistance or services unlikely to be received from the public authority and different NGOs. Consequently, they are participating in project management practices to stay competitive in the not so much supported but rather more expanding NGOs by sourcing assets in alternate ways than to depend on the conventional method on the subject of donor financing to stay competitive.

2.7 Theoretical Review

The arguments underpinning the concept of M&E has been discussed and highlighted using one key theory mainly the Results Based Management (RBM) theory and Evaluation Theory.

2.7.1 Results Based Management Theory

It counts up to be one of the strategies in management. The framework of Results Based Management (RBM) is mostly employed in government and charitable organizations. Crawford and Bryce (2013) point out that the achievement of specified development results being supported directly or indirectly by all the ground actors to make certain that their processes together with output leads towards sustainable results attainment. RBM founded on well-defined responsibility. It defines the final results even so call for monitoring and progress in terms of self-assessment

towards sustainable results, which include documentation of performance as contented by UNDP (2012). RBM happens to be a continuous approach - whose distinct features all intensify the elements related to M & E – deriving out of the first principles of detailed planning, including setting the vision, mission as well as define the framework tools according to the results. Once agreed, execution commences so that it can allow results collection run through a programme, whereby monitoring at the moment becomes a dynamic exercise to aid in attainment of sustainable results. RBM can be considered as an ongoing process, where regular feedback from the participants is a key requirement; the feedback contributes to process improvement of lesson learning (UNDP, 2012). During the M&E process the most important plans are adjusted regularly as per lessons learned. Used plans beforehand are modified and new ones created in order to conform to the rules of the current lessons. Lessons from the monitoring process are usually discussed from time to time since RBM put emphasis on monitoring as a continuing process. They are task with the responsibility of informing actions and decisions that fairly support execution of projects. Assessments are conducted which are beneficial towards project consecutive enhancements. The implementation is tied to the changes concluded from the ongoing projects together with the projects being planned to be executed in the future (UNDP,2012).

By analyzing and evaluating RBM from a complete point of view, the theory proves its usefulness in developing performance-monitoring tools that contribute to projects performance (Valadez & Bamberger, 2012). The evaluations used to improve performance by making use of the documented lessons learnt along with the findings. RBM bring to the fore of reporting to the stakeholders, and the organization managers held responsible for projected outcomes of a project. The model place emphasis directed towards sustainable change by adopting a structure planning process that integrates skill labor to influence the project performance (Clarke, 2011).

Results Based Management framework lay out dimensions suitable-for project monitoring performance. The current study variables set forth these elements, namely, the planning process when being consolidated in M&E, technical expertise in M&E, stakeholder involvement in M&E and management participation in M&E in order to subject themselves as decisive enablers directly intersected to the RBM theory. They are expected to contribute towards sustainable change.

2.7.2 Evaluation Theory

Despite the fact that the practice of evaluation has been seen as priority of quite a number of fields including Human Resource Development, Shadish et al. (1991) argued that the evaluation theory and its application has been ignored as far as the implementation of the evaluation practice is considered. On the other hand, Swanson and Holton (2001) contented that understanding of theory ought to pave the way for application of evaluation practice, in the view of the fact that the theory has the capacity to offer explicit veracity and wholeness in terms of- applied efforts, including evaluation. Stated differently, “evaluation theory is very specific in explaining when, where, and why some methodologies ought to be applied while others are overlooked (Shadish, 1991). For the reason that the evaluation theories have varied, it is very crucial for the current study to understand the innumerable perspectives so that it would possible to hold a far-reaching indebtedness of the theory that report to this area under research. According to Tyler (1942), evaluation objectives are found to be measurable, where objective standards and norms are realized after judgments have been put in place. The theorist further posit that the values of evaluators and stakeholders can be systematically controlled. Even though other schools have established that these values influenced evaluation in order to provide compound perspectives (Cook, 2004; Shadish & Luellen, 2004).

2.8 Conceptual Framework

It is diagrammatically explained by four independent factors and one dependent variable in this study as shown in Figure 2.1 below. It was important for this study to utilise a conceptual framework so that the study research questions were answered. That is, project performance has been conceptualized as being subject to M&E practices namely, M&E planning, Capacity building, Stakeholders’ involvement and Data dissemination and use in M&E.

Independent Variables

Dependent Variable

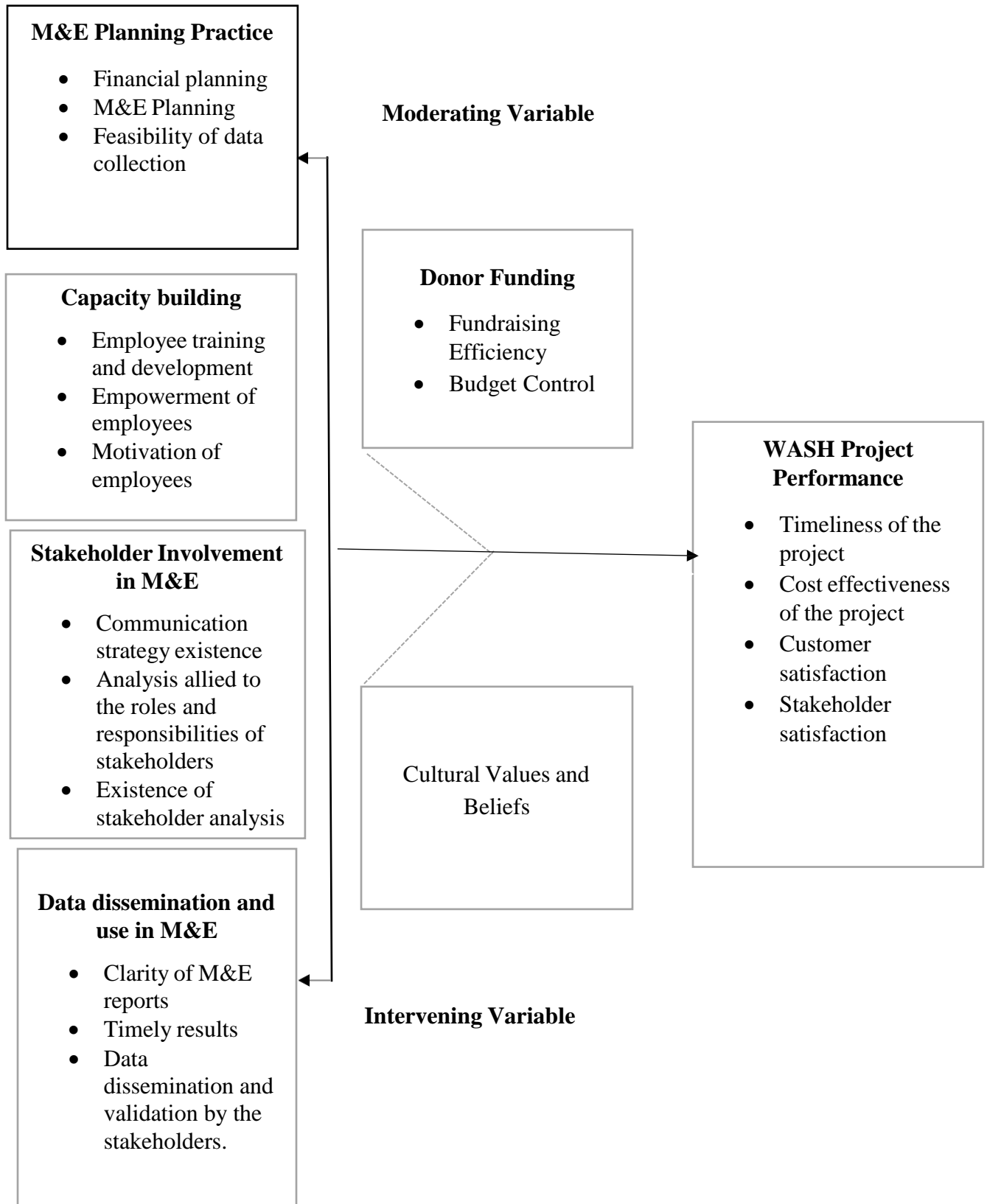


Figure 2.1: Conceptual framework

2.9 Research Gap

Table 2.1: Research gap

Variable	Author/year	Findings	Research Gaps
Planning process in M&E influence project performance	Rumenya and Kimbili (2020)	A weak positive nexus between M&E work plan and performance was established.	The study focused on the M&E planning system on performance of projects in education sector at Mombasa County. The current study focuses on M&E planning system on projects performance from context of WASH projects in NGOs sector.
Capacity building in M&E influence project performance	Ooko, Rambo & Osogo (2018)	It was established that the access on provision of health services in Migori county is increased by HR capacity and capacity building on M&E.	The current study will utilize both quantitative and qualitative data so that it would possible to find out the vital role Capacity building plays in project performance.

Stakeholder involvement in monitoring and evaluation influence project performance	Karimi, Kyalo and Mulwa (2020)	Stakeholder engagement in M&E was found to be a strong enabler of performance of educational programme in terms of literacy and numeracy	Study looked at stakeholder participation in relation to problems tied to educational programs and it failed to assess the effect in NGOs projects.
Data dissemination and use in M&E influence project performance	Winiko, Mbugua and Kyalo (2018)	Dissemination allied to M&E results statistically was found to have a weak positive effect from the context of DET project performance.	Data needed for benchmarking and providing the results to such activities was mediated by operational and dynamic capability building. The current study will consider donor funding and cultural values and beliefs to mediate the effect in NGOs projects perspective.

2.9 Summary of Literature Review

The literature covers on how each independent variable influences project performance. The reviewed literature has revealed that various M&E practices that include planning, capacity building, shareholder involvement and data dissemination and use can satisfy the objective and for improved performance. The literature further analyses the theory relevant to monitoring and evaluation on projects performance; Results Based Management (RBM).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter highlights the appropriate methodology to help the researcher collect and analyse data and make conclusions as per the study objectives. To achieve this, the chapter starts by outlining the appropriate methodologies such as research design followed by target population, sample size and sampling technique all the way to data analysis and ethical consideration of the study. The chapter ends by defining operational variables of the study.

3.2 Research Design

Research design as defined by Bryman and Bell (2015) is a framework set up for data collection and analysis. Types of research designs include correlational, descriptive, exploratory, explanatory, ex-post facto/experimental among others. The desired research design shows the priorities available from a range of dimensions within the research process (Saunders et al., 2016). These dimensions may consist of causal relationship between variables, extension of research findings and conclusions obtained from a sample, and understanding the variables behaviour (Bryman & Bell, 2015; Saunders et al., 2016).

The current empirical research adopted a descriptive survey design in an effort to obtain primary data derived from a number of respondents in the KRCS projects. Even though survey research design is not able to determine cause and effect relationship, its strength lies on its capability to provide an in-depth view of any topic under the study (Saunders et al., 2016). The goal of descriptive survey approach is to obtain quantitative trends and opinions by studying a scientific selected sample behaviour (Bryman & Bell, 2015). Descriptive survey design was deemed suitable by the researcher in her attempt to examine M&E practices that contribute to WASH projects performance. That is, the research used descriptive survey design to obtain quantitative trends, opinions and facts demonstrating how planning in M&E, capacity building, shareholder involvement and data dissemination and use in M&E affects project performance of Kenya Red Cross Society. The descriptive design provided quantitative data while at the same time help in understanding underlying research problem while at the same time emphasising on the relevancy of the research variables. It was also utilized in the study to fill in information gaps in secondary data.

3.3 Target Population

The definition given by the Mugenda and Mugenda (2019) regarding the target population is; an entire group of study, organizations, events the research is interested in studying. The target population of this study included 56 respondents. Thus, the unit of analysis included two project managers, forty-six support staff and eight staff under M&E department who participated in the two WASH projects which have been implemented by Kenya Red Cross Society projects and completed in the year 2020 (WASH) projects integrated in Isiolo and Kwale County.

3.4 Sample Size and Sampling Technique

Sample size can be defined as the number of individuals included in a research study to represent a population (Johnston et al., 2019). The sample size for the current research was 2 WASH projects. The respondents in favour of the targeted populace was either project manager, support personnel or an M&E personnel during project execution. They were tasked with quite a number of aspects related to projects and therefore, in ideal position to provide information being inquired by the current study. Sampling actually denote the process of selecting the group that shall be employed by the researcher to gather the relevant data for his or her research (Bryman & Bell, 2015). A census method of sampling was deemed appropriate to include all the 56 staffs participated in the 2 completed WASH projects; of whom served as key participants to the study. Subject to relative small number of the target population as demonstrated by Zhang (2011), a census was employed.

Table 1.1: Sample Size

No.	Category	No of respondents	Sample size
1.	Project managers	2	2
2.	Support staff	46	46
3.	M&E officers	8	8
TOTAL		56	56

3.5 Research instruments

The process of data collection in this study was aided by a tool for content analysis drafted to review project documents and semi-structured questionnaire that was developed using a Likert scale in order to collect primary data, and was used for project implementers. The questionnaire included 3 sections namely; background information, project performance and M&E practices. The section inclusive of M&E practices was further subdivided to another four sections that outlined and examined the study variables (planning, capacity building, shareholder participation and data dissemination and use in M&E). While the questionnaire consisted a large number of closed-ended questions. By using a questionnaire as research instrument, it was appropriate for the researcher since it was reliable and cheaper means enabling the researcher to collect the primary data as she administered them using a drop and pick method.

3.5.1 Piloting the instruments

Pilot testing evaluates and improve the study design prior to carrying out the actual study. A pilot test on selected participants apropos to the research was executed with the aim of ascertaining the validity and reliability of the research instrument (questionnaire) prior to being presented to the target population. The acceptable sample for analysis in the pilot test should be at least include 10% of the population Bajpai & Bajpai, 2014; (Mugenda & Mugenda, 2019). As such, to pre-test the survey questionnaire a sample of 4 participants who are working on projects were obtained from the AMREF Kenya which was not part of the main study. AMREF is involved in community development projects where they practice monitoring and evaluation and also have shared characteristics in terms of implementation of projects similar to WASH projects in Kenya Red Cross.

3.5.2 Validity of the Research Instruments

Validity is understood through a definition stated by Cooper and Schindler (2014): refers to correctness of an instrument extended to measure and correspond to pointers designed to measure. In other words, it is the correctness tied to the description, conclusion, and explanation. The literature explains that validity of research instruments can be examined using three main dimensions that consist of content, construct, and criterion validity as further explained by Mugenda and Mugenda (2019). Content validity in this study was made invulnerable by designing instrument in accordance with study variables and their corresponding project performance

indicators. The other important dimension which is construct validity was maintained by applying restrictions to the questions as far as conceptualizations was concerned.

3.5.3 Reliability of the Research Instruments

Reliability can be understood as the overall consistency of a measure to give homogeneous results subject to homogeneous conditions (Hair et al, 2013; Cooper & Schindler, 2014). Reliability is tied to the accuracy and consistency of the collected data when using the selected research instrument. The greater the ability to produce consistent results, the greater reliability of the instrument is. The study made use of an item analysis (Test-Retest Reliability) to determine reliability of each item of the research instrument as per the demonstration provided by Heale and Twycross (2015). That is, Cronbach's Alpha reliability coefficient whose magnitude is 0.7 and above tested the internal reliability of research instrument in this study.

3.6 Data Collection Procedure

The questionnaire collected the primary data and was administered by the researcher. It was shared and completed by project managers, support staff and M&E officers. Before the commencement of primary data collection, it was mandatory to acquire a research permit from NACOSTI. An introductory letter sourced from the university by the researcher was useful when distributing the questionnaire to the respondents. The data collection process was completed within 3 weeks period.

3.7 Data Analysis Method

Data analysis highlights and analyse useful information so that conclusion can be made, and then aid in decision making. Quantitative data in the current study used descriptive statistics for analysis. The data collected in this study was filtered, entered and coded with the help of statistical software SPSS. The collected data was presented and summarized by making use of descriptive statistics.

3.8 Ethical Considerations

The ethical considerations were maintained in the current study. The participants were taken through the objectives, the importance, nature and motivation behind the research aim without compromising the end goal to secure respondents' consent. Confidentiality of the data gathered from the respondents from KRCS were highly upheld by the researcher. The respondents deliberately agreed to take part in the study.

3.9 Operationalization of Variables

Table 3.2: Operationalization of Variables

Objectives	Type of Variable	Indicators	Measurement Scale	Research approach	Statistical Analysis	Analytical tool
Establish how planning process in M&E influence project performance	Independent	Financial planning M&E Planning	Likert	Quantitative	Descriptive analysis and Inferential analysis	-Percentages, means and standard deviation
Determine how capacity building in M&E influence project performance	Independent	Employee training and development Empowerment of employees	Likert	Quantitative	Descriptive analysis and Inferential analysis	-Percentages, means and standard deviation
Establish how stakeholder involvement in M&E	Independent	Communication strategy existence Analysis of roles and	Likert	Quantitative	Descriptive analysis and	-Percentages, means and standard deviation

influence project performance		responsibilities of stakeholders			Inferential analysis	
Examine the influence of data dissemination and use in M&E on project performance	Independent	Clarity of M&E reports Timely distribution of information to stakeholders	Likert	Quantitative	Descriptive analysis and Inferential analysis	-Percentages, means and standard deviation
Project performance	Dependent	Timely completion of the project Completion of the project as per agreed cost Number of activities implemented Client acceptance	Likert Nominal	Quantitative	Descriptive analysis and Inferential analysis	-Percentages, means and standard deviation

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presents results from respondents' questionnaires from the results examining M&E practices influence on performance of WASH projects in Kenya at the Kenya Red Cross Society. These questionnaires results are analysed in light of the data provided by the project staffs of the two projects regarding the M&E practices and performance of WASH projects. Data is analysed as per the desired methodology outlined in the previous chapter, that is, through descriptive and inferential tests in order to allow interpretation and discussion.

4.2 Questionnaires Return-Rate

From a target population of 56 respondents, a total of 52 complete responses were received. In terms of distribution, project managers and M&E officers attained 100% response rate while the support staff attained 91.3 percent response rate.

Such a response is rated as excellent and very suitable for analysis according to Mugenda and Mugenda (2019) assertion. In addition, the response rate was above the range of similar researches.

4.3 Demographic Data of Respondents

4.3.1 Gender of the Respondents

Respondents were required to indicate their gender in order allow analysis and discussion of their participation according to gender.

Figure 4.1: Respondents gender

	Frequency	Percentage
Male	36	69.2
Female	16	42.4
TOTAL	52	100

The gender of participants from KRCS was established as indicated in figure 4.1. 36 (69.2%) of the respondents were male and 16 (30.8%) were female, in effect representation of female emerged to be low in the KRCS WASH projects.

4.3.2 Respondents age bracket

Four age groups were considered in this research, from which, study participants were asked to classify their group. The groups under classification were: Below 30; between 31-40; between 41-50; and Above 51.

Table 4.2: Age bracket

	Frequency	Percentage
Below 30	13	25.0
31-40	22	42.4
41-50	15	28.8
Above 51	2	3.8
TOTAL	52	100

The findings reveal that a quarter of the participants from KRCS 13 (25%) were aged below 30 years, 22 (42.4%) aged 31-40 years, 15 (28.8%) aged 41-50 years and 2 (3.8%) were above 51 years of age. This shows all the relevant groups were covered in this study hence the data collected was more diverse.

4.3.3 Education of Respondents

The education level involving project participants was analysed and the outcome is as shown in Table 4.3.

Table 4.3: Education level

	Frequency	Percent
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Certificate	8	15.4
Diploma	10	19.3
Undergraduate	28	53.8
Post graduate	6	11.5
TOTAL	52	100

Academic levels attained by the respondents were: Certificate 15.4%; Diploma 19.3%; Undergraduate 53.8% and post graduate were featured at only 11.5%. The education level of participants from KRCS was utmost important. Indeed, their education level is very imperative towards grasping diverse aspects allied to project performance. For that reason, as respondents were found to possess the indispensable academic qualification, it means that they have ability to communicate effectively therefore undoubtedly designating that all levels of education had fair representation thus, validating the results of the study to be reasonably unbiased towards predicting project performance.

4.3.4 Length of continuous service with KRCS

Length of continuous service with KRCS was chosen as one of the staffs' individualities aspect to ascertain their experience with M&E practices.

Table 4.4: Length of continuous service with KRCS

	Frequency	Percent
Less than 5 years	14	26.9
5-10 years	17	32.7
Over 10 years	21	40.4
TOTAL	52	100

The findings as indicated by Table 4.4 shows that majority of participants had worked with Kenya Red Cross Society for over ten years (40.4%); 32.7% for between 5-10 years; 26.9% of them had worked for less than 5 years. Collectively, larger portion of the staff at KRCS had worked for more than five years and this was imperative in giving responses entrenched to a wider knowledge base on the KRCS wash projects. As per the results of the findings, most of the employees had worked above 5 years in KRCS, the results illuminates true position relating to WASH project performance in KRCS.

4.4. Findings on WASH Project performance at Kenya Red Cross Society

Project performance was the dependent variable of the study. It was indicated in terms of five dimensions: timely completion of project, completion of the project as per agreed cost, number of activities implemented, product acceptance and impact on the client and general level of satisfaction of project performance.

4.4.1 Descriptive Data for WASH Project performance at Kenya Red Cross Society

The study required respondents to rate the WASH project performance at KRCS based on five items. Table 4.5 summarizes the responses.

Table 4.5: Project performance

Statement	N	Success rating (1 least & 5 most)				
		Very poor	Poor	Average	Good	Very good
Timely completion of project	52	7.1%	6.7%	36.5%	17.4%	32.3%
Completion of the project as per agreed cost	52	16.8%	8.9%	32.3%	22%	20%
Number of activities implemented	52.	9.8%	4.9%	41.3%	23.6%	20.4%
Product acceptance and impact on client	52	4.4%	6.3%	29.1%	23%	37.2%

General satisfaction level of project performance	52	11.9%	19.5%	28.4%	24.6%	35.6%
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Table above shows that 49.7% of respondents rated that the WASH projects was completed as per projected timeline. This means project staff at KRCS rated the WASH projects as being 49.7% successful. Other indicators of project performance such as ‘level of satisfaction’ scored 60.2%. Number of activities implemented scored 44%. Product acceptance and impact on the client was 60.2% success. The projects were completed as per agreed budget as shown by 42 % of the respondents. Overall, it is evident from most of the respondents that the projects were successful. In a similar vein, besides the triple constraints, Sundström and Tollmar (2018) established that performance of engineering projects in Sweden were determined by key metrics categories for measuring project success: project functionality, project management and contractor’s profitmaking performance. From the context of project management, the researchers discussed overriding factors like time, budget, quality, quantity and technical specification.

4.5 Findings on Planning in M&E and performance of WASH projects at Kenya Red

Cross Society

Monitoring an Evaluation planning is described as process where a document is written down to track and access how project will be conducted through the life of a project (Sidani & Sechrest, 2013).

4.5.1 Descriptive on Planning in M&E and performance of WASH projects at Kenya Red

Cross Society

First objective of the study examined how planning in M&E influence project performance of WASH projects carried out by KRCS. The statements were presented by Strongly disagree, Disagree, Undecided Agree,) Agree, Strongly Agree. Table 4.5 illustrates the results.

Table 4.6: Distribution of planning in M&E

Statement	SA	A	UD	D	SD	Mean	Std
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											Deviation	
	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)		
During commencement stage, the project allocates funds for M&E	16	30.8	17	32.7	19	32.7	2	3.8	-	-	2.6515	.77179
The M&E planning process is initiated and incorporated by the project	12	23.2	15	28.5	13	25	7	13.6	5	9.7	2.4961	.90054
The planning process counts up to be well-utilised	14	27	16	30.8	18	34.6	2	3.8	2	3.8	1.9728	.93517
The M&E planning process improves cost effectiveness	13	25.0	13	25.0	14	27.0	5	9.7	7	13.4	2.4951	.93802
The M&E planning process improves timely delivery	18	34.6	19	36.5	8	15.4	5	9.7	2	3.8	2.4291	.78536
The M&E planning process improves client acceptance	15	28.8	13	25	13	25	6	11.5	5	9.6	2.3512	.63955
Feasibility of data collection improves overall project success	22	42.3	28	53.8	2	3.8	-	-	-	-	4.5841	1.15451
Composite mean and the Std. Dev											2.7114	.98719

Table 4.6 highlights that the combined mean and the Std. dev for the planning in M&E Influence project performance of WASH projects carried out by KRCS are 2.7114 and 0.98719. For the combined Std. Deviation of 0.98719, it meant that the variation of scores around the mean was low which contributed to greater stability of the findings. For the combined mean of 2.7114, it therefore meant that slightly more than half of project staff at KRCS strongly-agreed that M&E planning in project implementation led to improved performance of WASH projects carried by KRCS. The statements whose means exceeded the composite mean of 2.7114 were: The planning process is well- utilised, and feasibility of data collection improves overall project success. The statements with mean scores under the composite mean of 2.7114 were: During the

commencement stage the project allocates funds for M&E, the M&E planning process is initiated and incorporated by the project, the M&E planning process improves cost effectiveness, the M&E planning process contributes to timely delivery, the M&E planning process improves end-user acceptance. This imply that considerable number of the participants at KRCS were not privy to M&E plan.

4.5.2 Discussion on Planning in M&E and performance of WASH projects at Kenya Red Cross Society

In line with the first research question of the current research, it was revealed that engaging in planning process was crucial in improving cost effectiveness, timely delivery, client acceptance and overall project success. Majority of the respondents agreed to these statements. However, considerable number of the staff at Kenya Red Cross Society were not privy to M&E plan. This is because considerable number of the respondents were undecided whether during the commencement stage the project allocates funds for M&E, The M&E planning process is initiated and incorporated by the project and whether the planning process happens to be well- utilised as shown by a mean of 2.6515, 2.496 and 1.9728 respectively. Over all, the planning process in M&E made easier identification of objectives and indicators of WASH projects. To support the current findings, Kisimbili (2020) study findings revealed that work plan for M&E activities influenced project performance. The findings on the planning process in M&E are also echoed by Shulha, Caruthers and Hopson (2010) who stated that planning in M&E is synchronized to set venture targets, by also linking up the goal that is able to allow accessible choices to be distinguished and weighed up and the most appropriate tools and methodologies to contribute to the desired objectives and outcomes are settled on.

4.6 Findings on Capacity Building in M&E and performance of WASH projects at Kenya Red Cross Society

The second study objective was to establish whether there is statistical influence of capacity building on performance of WASH projects carried out by KRCS. The researcher sought to know how integration of capacity building influences performance of WASH projects carried out by KRCS.

4.6.1 Descriptive on Capacity Building in M&E and performance of WASH projects at Kenya Red Cross Society

Respondents were asked to rate eight items describing capacity building on performance of WASH projects carried out by KRCS. The responses are given per Table 4.7.

Table 4.7: Distribution of capacity building in M&E

Statement	SA		A		UD		D		SD		Mean	Std. Dev
	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)		
The capacity building focus on training and development	21	40.4	29	55.8	2	3.8	-	-	-	-	4.6041	1.32251
The capacity building focus on employee empowerment	15	28.8	33	63.5	3	7.7	-	-	-	-	4.5512	1.09355
The capacity building focus on employee motivation	18	34.6	31	59.6	3	5.8	-	-	-	-	4.0244	1.18086
Capacity building improves overall commitment to innovation	26	50.0	23	44.2	3	5.8	-	-	-	-	4.6535	1.17229
Training is regularly provided to the employees within organization	25	48.1	22	42.3	3	5.8	2	3.8	-	-	4.5461	1.11654
Extensive staff capacity building leads to time delivery	14	26.9	26	50.0	8	15.5	2	3.8	2	3.8	3.6728	1.63517
Extensive staff capacity building leads to client acceptance	13	25.0	33	63.5	4	7.7	-	-	2	3.8	4.5161	1.43802
Extensive staff capacity building	18	34.6	29	55.8	3	5.8	2	3.8	-	-	4.0591	1.32236

improves cost
effectiveness
Composite mean and the Std. Dev

4.3284 1.28516

Judging from the responses above, the composite mean and the standard deviation for the capacity building and performance of WASH projects carried out by KRCS are 4.3284 and 1.28516 correspondingly. For the combined standard deviation of 1.28516, it meant that the variation of scores around the mean was good leading to greater stability of the findings. For the composite mean of 4.3284, it therefore meant that most of the staff at KRCS strongly-agreed that integration of capacity building lead to better performance of WASH projects carried out by KRC. The items whose means exceeded the composite mean of 4.3284 were: the capacity building in the organization focus on training and development, capacity building improved overall commitment to innovation, training is regularly provided to the employees within organization and capacity building led to client acceptance. The items with mean score below 4.3284 were: the capacity building focus on employee motivation, extensive staff capacity building contributed to time delivery and improved cost effectiveness.

4.6.2 Discussion on Capacity Building in M&E and performance of WASH projects at Kenya Red Cross Society

As per the second research question of the study, the empirical research revealed that capacity building plays an important a role in M&E of WASH projects in Kenya. In their explanation, respondents indicated that capacity building in M&E, skills and capabilities of employees were developed through capacity building programmes which were critical in achieving concrete organizational goals, core skills and functions of the WASH projects. As per the study findings, overwhelming majority of the WASH project staff either strongly agreed or agreed that the capacity building focus on employee empowerment employee motivation and improves overall commitment to innovation. In response to whether training is regularly provided to the employees within organization, overwhelming majority of the staff at KRCS (as stated by a mean of 4.5461) either strongly agreed or agreed with the statement. The statistical results further show that through capacity building the projects were achieved through stipulated time, cost and client acceptance. Current findings support previous statistical results on project performance that shows the latter is very important for the project manager when dealing with complex projects in an effort to map out

new inventiveness and new ideas that are inconsumable so that it would be possible to contribute towards project success (Koonyo, 2017; Ooko, Rambo & Osogo, 2018; Njeri & Omwenga, 2019). The overall study respondent perceptions are also echoed by Pamela, Joe and Nay (2013) who emphasized that the developing of skills and capabilities of employees through capacity building programmes such as training and development are critical to concrete organizational goals, core skills and functions; that is, develop the capacity in an organization to improve its effectiveness in a sustainable manner along with improved expectations.

4.7 Findings on Stakeholder involvement in M&E and performance of WASH projects at Kenya Red Cross Society

The third objective of the study aimed to find out whether stakeholder involvement has a statistical influence on performance of WASH projects. The study intended to establish how their involvement influences performance of WASH projects carried out by KRCS.

4.7.1 Descriptive on Stakeholder involvement in M&E and performance of WASH projects at Kenya Red Cross Society

Respondents at KRCS were required to rate seven items describing contribution of stakeholders in performance of WASH projects carried out by KRCS. The findings are summarized in the table below.

Table 4.8: Distribution of stakeholder involvement in M&E

Statement	SA		A		UD		D		SD		M	STD. Dev
	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)		
Stakeholder analysis is carried out to ensure all the stakeholders play their designated role in project monitoring	20	38.5	20	38.5	8	15.4	2	3.8	2	3.8	3.7041	1.22031
Stakeholders feedback happens to be well captured to	15	28.8	23	44.3	10	19.2	3	5.8	1	1.9	3.5512	1.09035

assist in project implementation													
Communication strategy is technically mapped out to enable smooth information sharing	18	34.6	31	59.6	3	5.8	-	-	-	-	4.0244	1.33086	
Stakeholders contribution echoes the community needs during M & E implementation	30	57.7	19	36.5	3	5.8	-	-	-	-	4.6535	1.37229	
Participation consistently allows stakeholders to influence product acceptance as per the needs of the client	25	48.1	22	42.3	3	5.8	2	3.8	-	-	4.5462	1.51654	
Stakeholders involvement leads timely delivery	24	46.2	26	50.0	2	3.8	-	-	-	-	4.6621	1.03407	
Stakeholders involvement contributes to cost effective delivery	23	44.2	16	30.9	6	11.5	5	9.6	2	3.8	3.5188	1.33002	
Composite mean and the Std. Dev											4.0943	1.27063	

It is apparent from the table above that the composite mean and the Std. Dev for the stakeholders' contribution in M&E and performance of WASH projects carried out by KRCS are 4.0943 and 1.27063 correspondingly. For the combined standard deviation of 1.27063, it meant that the variation of scores around the mean were good. For the combined mean of 4.0943 it therefore meant that majority of staff at KRCS strongly-agreed that stakeholders' contribution in M&E led to improved performance of WASH projects carried out by KRCS. The items whose means exceeded the combined mean of 4.0943 were: participation of stakeholders reflects the community needs during M&E implementation, participation consistently allows stakeholders to influence the product acceptance as per the needs of the clients and comprehensive stakeholders' involvement creates timely delivery. The statements with mean score below 4.0943 were: stakeholder analysis is carried out to make certain all the stakeholders play their designated role in project monitoring,

communication strategy is mapped out to enable smooth flow of information, comprehensive stakeholders' involvement creates timely delivery and also leads to cost effective delivery.

4.7.2 Discussion on Stakeholder involvement in M&E and performance of WASH projects at Kenya Red Cross Society

In consideration of the third research question of the current study, the study revealed that stakeholders play a key role in M&E of WASH projects. In their explanation, respondents indicated that stakeholder participations in monitoring and evaluation reflected the community needs as agreed by 49 (94.2%) of the respondents. The respondents revealed that stakeholders' involvement in WASH projects from the beginning, that is, their participation in designing the tools, ensuring that project included all stakeholders needs such of users, acquirers, customers, and other stakeholders as they related to the problem and was more responsive to their expectations and ensuring that they had a set of a solution. Through stakeholder involvement the WASH projects were achieved through stipulated time, cost and client acceptance as indicated by considerable number of the respondents. The study concluded by Clarke (2011) complement above results as he contends that stakeholder project ownership is created and encouraged through the participatory methods. They are key determining factors of project performance and sustainability. On a similar vein, various studies (Njuki et. al., 2015; Guba & Lincoln, 2011; Karimi, Kyalo & Mulwa, 2020) revealed how the use of stakeholder involvement positively and significantly contribute to project performance.

4.8 Findings on data dissemination in M&E and performance of WASH projects at Kenya Red Cross Society

Lastly, the study aimed to investigate how data dissemination and use influence the performance of WASH projects carried out by KRCS.

4.8.1 Descriptive on data dissemination in M&E and performance of WASH projects at Kenya Red Cross Society

Respondents were asked to rate seven items describing data dissemination and use towards contribution of improved performance of WASH projects carried out by KRCS. The findings are summarized below.

Table 4.9: Distribution of data dissemination and use in M&E

Statement	SA		A		UD		D		SD		M	STD.
	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)
The act of sharing information about the project to stakeholders amplifies project ownership	30	57.7	19	36.5	3	5.8	-	-	-	-	4.6535	1.47229
Making project information public amplifies project accountability.	19	36.5	27	51.9	3	5.8	5.8	-	-	-	4.5332	1.30654
Timely sharing of information to relevant stakeholders enable them to manage project expectations.	24	46.2	26	50.0	2	3.8	-	-	-	-	4.6422	1.20407
Data dissemination and use enhances evaluation process credibility and ensures increased acceptance of the findings	20	38.5	20	38.5	8	15.4	2	3.8	2	3.8	3.2041	1.02031
Comprehensive data dissemination and use creates timely delivery	15	28.8	23	44.3	10	19.2	3	5.8	1	1.9	3.7512	1.54035
Comprehensive data dissemination and use leads to cost effective delivery	18	34.6	31	59.6	3	5.8	-	-	-	-	4.4244	1.48086
Composite mean and the standard deviation											4.2014	1.3374

Table 4.9 gives the composite mean and the Std. Dev to describe data dissemination and its application in performance of WASH projects carried out by KRCS as 4.2014 and 1.3374 correspondingly. For the composite std. deviation of 1.3374, the variation of scores around the

mean were deemed stable. For the composite mean of 4.2014, majority of respondents strongly-agreed that integration of data dissemination led to better performance of WASH projects carried out by KRCS. The statements whose means surpassed the combined mean of 4.2014 were: The act of sharing info to the relevant stakeholders regarding the project amplifies project ownership, making public project information increases project accountability, timely sharing of information to stakeholders enable them to manage project expectations and outcome and comprehensive data dissemination and use leads to cost effective delivery. The statements with mean score below 4.2014 were: data dissemination and use enhances the evaluation process credibility, and comprehensive data dissemination and use creates timely delivery.

4.8.2 Discussion on data dissemination in M&E and performance of WASH projects at Kenya Red Cross Society

The study findings reveal that data dissemination and use play a role on KRCS WASH projects performance. It was evident that making project information public increased accountability of WASH projects and timely information distribution to stakeholders helps them to manage their overall expectations towards the project. As a result, data dissemination and use enhanced the credibility of the evaluation process which leads to product acceptance by the end user, timely delivery, cost effective delivery of the WASH projects. In agreement of the current statistical findings, Yong and Mustaffa (2012) established that effective communication is produced when various stakeholders actively engage with each other. According to Wattoo et al. (2010) and Winiko, Mbugua and Kyalo (2018), smooth dissemination process is a key factor to ensure that access of quality products and services, building trust, maintaining strong working relationships, meeting the expectations of the beneficiaries and driving new initiatives that may lead towards achieving overall project goals.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings, conclusions, recommendations and suggestions of further research of this study on M&E practices influence on performance of WASH projects in Kenya at the Kenya Red Cross Society.

5.2 Summary of Findings

The main objective of the research was to examine the M&E practices influence on performance of WASH projects in Kenya at the Kenya Red Cross Society. Majority of staff at KRCS had worked for more than five years and this was helpful in giving responses entrenched a wider knowledge base on the NGO operations. The study findings reveal that KRCS is involved in making decisions related to M&E practices. The M&E practices mainly adopted by the NGO when implementing WASH projects were M&E planning, capacity building, stakeholder involvement and data dissemination and use and were involved in contributing to overall project performance.

5.2.1 Influence of Planning in M&E and performance of WASH projects at Kenya Red Cross Society

Study results showed planning process was crucial in improving cost effectiveness, timely delivery, client acceptance and overall project success. Slightly more than half of the project staff at KRCS strongly agreed or agreed to these statements. This is an assertion that it planning in M&E is viewed as the heart of a learning-based approach to management in order to characterize goals, decide the system, and also not forgetting to include the strategies, methodologies, targets and timelines to complete and connect programmatic activities to client or stakeholder outcomes. However, majority of the staff at KRCS were not privy to M&E plan. This is because considerable number of the respondents were undecided whether the project initial stage, the project allocates funds to conduct M&E process, M&E planning process is incorporated by the project planning function and whether the planning process happens to be well- utilised.

5.2.2 Influence of Capacity Building in M&E and performance of WASH projects at Kenya Red Cross Society

The study revealed that capacity building plays an important a role in M&E of WASH projects in Kenya. The statistical findings suggest that the developing of skills and capabilities of employees through capacity building programmes such as training and development are critical to concrete organizational goals, core skills and functions; that is, develop the capacity in an organization to improve its effectiveness in a sustainable manner along with improved expectations.

5.2.3 Influence of Stakeholder Involvement in M&E and performance of WASH projects at Kenya Red Cross Society

Stakeholder involvement on the other hand have influenced performance of WASH projects at KRCS as established through the study findings. Respondents perceived that performance of WASH projects was influenced by all the variables under stakeholder involvement. A such scenario can be demonstrated by the fact that, stakeholders assume an instrumental usefulness and relate a number of levels—from local-global, their usefulness along with the collaboration influence development intervention the effectiveness

5.2.4 Influence of Data Dissemination in M&E and performance of WASH projects at Kenya Red Cross Society

The study results show that data dissemination and use enhanced the credibility of the evaluation process while at the same time the acceptance of the findings were realized, timely delivery, cost effective delivery of the WASH projects. Thus, implementation of data dissemination and use influenced performance of WASH projects at KRCS. It was established that data dissemination in M&E happen to be some of the overriding factors that may determine the project performance as positive nexus linking M&E data management and project performance as established from the study findings.

5.3 Conclusion from the findings

The influence of M&E practices cannot be undermined due to their role in contributing to project performance. Project management practices that have proved to be key for improvement of project performance. Therefore, by verifying study research questions, it was concluded that:

M&E planning was eminent from the perspective of KRCS WASH projects M&E unit and then the project managers and staff were briefed in regards to its implementation in WASH projects. M&E plan was found to have a weak influence on performance of WASH projects at Kenya Red Cross Society.

As far as capacity building is concerned, the study concludes that the WASH project staff or rather the WASH projects at KRCS integrated activities in order to develop skills and capabilities of employees through capacity building programmes such as training and development, as a result, developing the capacity of the team to improve its effectiveness.

The study concludes that stakeholders executed their role of overseeing the implementation of WASH projects at KRCS. Stakeholder involvement highly contributed towards performance of WASH projects at Kenya Red Cross Society.

Finally, the study concludes that the smooth data dissemination and use was a key factor to build trust, maintaining strong working relationships among WASH project managers, M&E officers and support staff meeting the expectations of the beneficiaries and driving new initiatives that may lead towards achieving overall project performance.

5.4 Recommendations

The following recommendations has been considered in regards to the influence of M&E practices on performance of WASH projects at Kenya Red Cross Society.

5.4.1 Recommendation for further training and qualification

It has been noted from the findings of the current study that the influence of M&E practices on performance of WASH projects at Kenya Red Cross Society is slowed down by: lack of M&E trained personnel or inadequate M&E personnel to run specific types project of projects, as per the study results on the academic background it was established a great number of the staff did not have M&E expertise which in great extent is likely to put at risk the activities of the M&E units. It's recommended that M&E personnel should express higher qualification in order to guide the units in attaining its roles.

5.4.2 Recommendation for adequate funding

NGOs need to absolve adequate funds towards M&E practices and activities, by doing that the capacity building will be impacted positively during the implementation of a number of projects and determination of whether the anticipated goals were achieved.

5.4.3 Recommendation for community awareness and understanding

The two WASH projects at Kenya Red Cross Society were subjected to stakeholder scrutiny which is a key aspect in determining the level of project performance. It is therefore recommended by

this study that future projects should incorporate and educate the community on their role in WASH project implementations in their specific areas.

5.5 Suggestion for future research

The research findings indicate that all the four predictors (M&E planning, capacity building, stakeholder involvement and data dissemination and use) played a role on the WASH projects success. Future studies should investigate the other factors or M&E practices. Other variables or practices considered important to study are; human resource management, usage of baseline surveys, staff training, emerging trends in M&E practices among others that affect performance of WASH projects.

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APPENDICES

Appendix I: Introductory letter



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Our Ref: **L50/32661/2019**

April 14, 2022

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

RE: INTRODUCTION LETTER: TERESIA NAIRUKO MARIMPET

The above named is a registered Master of Project Planning candidate at the University of Nairobi, Faculty of Business and Management Sciences. She is conducting research on "**Monitoring and Evaluation Practices and Project Performance of Water, Sanitation and Hygiene Projects in Kenya: A Case of Kenya Red Cross Society.**".

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.


PROF. JAMES NJIHIA
DEAN, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

Appendix III: Letter of transmittal

Marimpet Teresia Nairuko

University of Nairobi

Tel: +254702255879

Dear respondent,

I am a Master's student at the University of Nairobi. I am conducting a study on **Monitoring and Evaluation practices and project performance of water, sanitation and hygiene projects in Kenya: A case of the Kenya Red Cross Society.**

You have been selected to take part in this study. I would be grateful if you would assist me by responding to all items in the attached questionnaire. Your name does not need to appear anywhere in the questionnaire. The information will be kept confidential and will be used for academic research purpose only. Your co-operation will be greatly appreciated.

Thanks in advance.

Yours sincerely,

Teresia

Appendix IV: Research Questionnaire

Section II: Monitoring and Evaluation Practices

A: Planning Process

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
At the project initial stage, the project allocates funds for M&E					
The project plans usually incorporate the M&E planning process					
The planning process is well- utilised					
The M&E planning process improves cost effectiveness					
The M&E planning process improves timely delivery					
The M&E planning process improves client acceptance					
Feasibility of data collection improves overall project success					

B: Capacity building

Does capacity building defined by the following in your organization projects?	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
The capacity building focus on training and development					
The capacity building focus on employee empowerment					

The capacity building focus on employee motivation					
Capacity building improves overall commitment to innovation					
training is regularly provided to the employees within organization					
Extensive staff capacity building leads to time delivery					
Extensive staff capacity building improves cost effectiveness					
Extensive staff capacity building improves cost effectiveness					
Extensive staff capacity building improves client acceptance					

C: Stakeholder Involvement

Does stakeholder involvement defined by the following in your organization projects?	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Stakeholder analysis is carried out to ensure all the stakeholders are involved in project monitoring					
Stakeholders feedback is well captured and analysed for implementation					
Communication strategy is developed to address the flow of information					
Participation of stakeholders reflects the community needs and stimulate people's interest in the implementation of M & E					
Participation enables the stakeholders to influence the product acceptance based on their needs					
Comprehensive stakeholders involvement creates timely delivery					
Comprehensive stakeholders involvement leads to cost effective delivery					

D: Data dissemination and use

Does data dissemination in your organization defined by the following?	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
The act of sharing information about the project to stakeholders increases their ownership and appreciation of the project					
Making public project information increases transparency and accountability in a project					
Timely distribution of information to stakeholders helps in managing their expectations towards the project					
Stakeholder data dissemination and validation workshop should not be held during implementation					
Data dissemination and use enhances the credibility of the evaluation process and ensures increased acceptance of the findings					
Comprehensive data dissemination and use creates timely delivery					
Comprehensive data dissemination and use leads to cost effective delivery					

Section III: Project performance

10. On a scale of 1-5 (5 being the most effective/successful and 1 least), what was the rating for project performance in the following?

1 - (Very poor), 2 - (Poor), 3- (Average) , 4 - (Good), 5-(Very Good).

Item	1	2	3	4	5
Timely completion of project					
Completion of the project as per agreed cost					
Product acceptance and impact on the client					
General level of satisfaction of project performance					

Thank you for your cooperation