

Influence of Monitoring Systems on The Performance of Non-Governmental Organization Projects: A Case Study of Plan International Health Projects, Kenya

TRACEY CLEMENTINE KUCHIO

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Abstract: Monitoring and evaluation (M&E) systems play a pivotal role in ensuring the success of global projects undertaken by private and non-governmental organizations. The utilization of M&E systems is vital for project accomplishment and the adherence to predefined scopes. Nevertheless, organizations frequently encounter challenges in this regard, as exemplified by the case of Plan International Kenya. This organization faced issues related to stakeholder engagement and project implementation costs due to initial shortcomings in their M&E systems. This study aims to address the existing research gaps, particularly concerning key variables such as competency levels within M&E systems, stakeholder participation, and the costs associated with monitoring and evaluation. This research delves into the intricate relationships between monitoring resources, the competence levels associated with M&E systems, stakeholder involvement, and the overall performance of Plan International's health projects in Nairobi County. The theoretical underpinnings of this study draw upon the Theory of Change, the Resource-Based View Theory, and the Results Theory. The research methodology incorporated a purposive sampling approach, targeting a population of 45 staff members actively engaged in Plan International's health projects within Nairobi County. Data collection methods included both questionnaires and interviews, each subjected to rigorous reliability assessments. Quantitative data were analyzed using SPSS software version 24, with results being presented through descriptive statistical methods. Qualitative data was thematically analyzed, aligning with the study's defined objectives and thematic areas. The findings of this research reveal concerns regarding the adequacy of resources, with 57% of respondents perceiving available resources as insufficient, underscoring the need for optimization. Competency levels within monitoring and evaluation systems exhibit room for improvement, with 53% indicating they are well-trained, 27% maintaining a neutral stance, and 27% expressing disagreement. Stakeholder participation is widely regarded as highly important, with 62% in agreement, though there is consensus that active engagement of all stakeholders requires enhancement, as indicated by 40% agreement. The study further underscores the significant impact of stakeholder attitudes on project success, with 62% in agreement. The study yields valuable insights for organizational decision-making, emphasizing the imperative of resource optimization, enhanced training initiatives, and elevated stakeholder engagement to enhance project outcomes. It contributes to an enhanced understanding of the intricate relationship between M&E systems and project success, offering a valuable framework to optimize project management practices. In conclusion, this research significantly advances our comprehension of how M&E systems, competency levels, and stakeholder participation collectively influence project performance. It stands as a pivotal resource for organizations seeking to enhance project effectiveness not only within Nairobi County but also on a broader scale.

Keywords: Monitoring and Evaluation, Competency Levels, Stakeholder Participation, Project Success

1.0 INTRODUCTION

1.1 Background to the Study

Monitoring and Evaluation (M&E) systems are essential for the functioning of private and non-governmental organizations on a global scale. Monitoring involves tracking project-related activities to ensure project success, adherence to scope, and timely completion, as

noted by the World Bank (2016). It entails assessing project team performance, task durations, and identifying potential risks. Evaluation, as emphasized by Rio et al. (2018), focuses on appraising the final outcomes of completed projects to determine their relevance, efficiency, and sustainability. These processes are integral for assessing efficiency and performance levels within project execution.

In Canada, strategic plans have been recognized as vital tools for improving project monitoring and execution. Organizations have found that implementing M&E systems enables them to effectively oversee ongoing activities. In Austria, a study by Simister and Smith (2019) revealed the positive impact of M&E systems on project management, including resource allocation and change management. Africa, too, has embraced M&E systems. Nigeria, as found by Abba (2017), places a high value on competence in relation to M&E and organizational performance. Competency levels significantly influence project outcomes. Ghana recognizes the effectiveness of M&E systems in managing projects and evaluating performance, according to Agutu (2018). Uganda's experience, as indicated by Eben (2018), demonstrates that the adoption of M&E systems leads to observable improvements in project performance and assists project managers in decision-making.

Non-Governmental Organizations (NGOs) play a crucial role in Kenya's development projects. The growth of NGOs in Kenya has contributed significantly to the development of projects in the country. They often provide more favorable working conditions and better value for money, reaching marginalized populations effectively. Effective monitoring and evaluation are vital for project development and execution in Kenya, and the government acknowledges their importance in promoting national development. These processes require knowledge, skills, and discipline. M&E systems should be comprehensive, adhering to relevant standards and strategies for planning and accountability, as highlighted by Nuguti (2017). Effective M&E systems contribute to better project management and evaluation, leading to improved organizational performance.

While there are no strict regulations governing NGO operations in Kenya, NGOs have developed strategies for sustainable monitoring and evaluation of projects. Financial constraints, however, have posed significant challenges. To ensure the adoption of effective M&E systems, NGOs should provide detailed reports, but financial limitations can hinder this process. Overcoming these challenges may involve methodological and theoretical adjustments. Technology adoption is a critical aspect of monitoring and evaluating projects in Kenya. NGOs have introduced website-based and mobile M&E systems that streamline the process, making it more efficient. Technology-based systems have simplified project monitoring and evaluation, leading to increased efficiency in project implementation.

Monitoring and evaluation are ongoing processes that play a significant role in project management. Monitoring helps project managers stay on track, ensuring that project activities align with objectives, while evaluation focuses on assessing the final project outcomes. These processes are fundamental for effective project management, resource allocation, and decision-making. M&E systems also play a crucial role in accountability, policy-making, and ensuring the efficiency and effectiveness of project implementation. Involving

communities in the identification of project needs is vital for success. M&E contributes to logical reporting, linking expected results to accountability, and efficient resource distribution.

In conclusion, M&E systems are essential for the continuous review of project effectiveness, and various factors influence project performance. Plan International-Kenya, a key player in the field, has implemented numerous projects to improve healthcare, water, sanitation, hygiene, and child health. These projects are governed by comprehensive M&E systems, reflecting the organization's commitment to project success.

1.2 Statement of the Problem

Effective project monitoring and evaluation are crucial for enhancing the successful implementation of organizational projects. Failure to establish robust evaluation and monitoring systems can result in suboptimal project management and execution. Many of the challenges organizations encounter during project implementation can be attributed to the absence of these systems. Despite the significant impact of evaluation and monitoring on project success, most project managers have yet to fully grasp the implications of factors such as the cost of implementation, project timeline, and the competence of project managers.

In particular, Plan International Kenya, known for its extensive portfolio of projects, is grappling with challenges related to stakeholder participation and the effective control of project implementation costs. These issues stem from the organization's initial failure to implement comprehensive monitoring and evaluation systems at the outset of their project activities. Existing research on the relationship between monitoring and evaluation systems and project performance has provided limited insights. Little attention has been given to the specific interplay between monitoring and evaluation systems, the competency levels within these systems, stakeholder participation in the monitoring and evaluation processes, and the associated costs. This study aims to bridge this research gap by examining the influence of monitoring and evaluation systems on the performance of Plan International's health projects in Nairobi.

1.3 Objectives of the Study

- i. To examine the effects of monitoring resources on the performance of Plan International's health projects in Nairobi County.
- ii. To establish how the levels of competency in M & E systems influence the performance of Plan International's health projects in Nairobi County.
- iii. To determine how participation of stakeholders in M & E process influence the performance of Plan International's health projects in Nairobi County.

1.4 Significance of the Study

This study holds significant value in addressing a notable gap in the existing body of literature on monitoring and evaluation (M&E) systems, while also paving the way for future research endeavors. A scarcity of literature focuses on the impact of M&E on the

performance of Non-Governmental Organizations (NGOs) in Kenya. Furthermore, prior research predominantly examined M&E variables such as organizational structure, human capacity, work plans, and information systems, assessing their link with NGO performance. However, this study goes beyond these parameters by introducing novel variables that provide a more comprehensive assessment of the influence of M&E on project performance within NGOs. Consequently, the outcomes of this study will enrich the M&E literature and offer a valuable foundation for future research in this field. Researchers will benefit from these findings, using them to expand and advance the field of Monitoring and Evaluation. Moreover, M&E scholars will find valuable insights in this study, assisting them in the development of more effective M&E strategies for project delivery.

2.0 LITERATURE REVIEW

This section presents a comprehensive literature review that focuses on relevant studies related to monitoring resources, competency levels and participation of stakeholders on Non-Governmental Organization project performance at Plan International in Kenya.

2.1 Monitoring Resources on NGOs Project Performance

Project monitoring plays a pivotal role in the context of NGOs, primarily in assessing the effective and efficient utilization of donor-provided resources, ensuring projects remain on schedule, and addressing challenges that may arise during implementation. Efficient resource management is a fundamental aspect of project monitoring (Nisa et al., 2015). The evaluation of resources encompasses various measures, including cost versus budget comparisons, often referred to as budget versus actual analysis. These measures can be assessed through utilization, technical aspects, and quality considerations. Resource utilization measures include factors such as staffing levels and the experience of the personnel involved. Progress measures focus on the development progress and milestone completion, while technical measures involve evaluating the suitability of the project's design. Quality measures, on the other hand, pertain to the identification of errors and the extent to which project outputs and deliverables meet the needs and expectations of beneficiaries (Obegi & Kimutai, 2017).

In the context of NGOs, several critical monitoring resources significantly influence project performance. These resources primarily encompass human resources, financial assets, and physical assets. Human resources, in particular, play a strategic and indispensable role within project-oriented organizations. When embarking on a new project or program, NGOs undergo a transformation in their human resource configuration. In this dynamic environment, unconventional practices are often required compared to traditionally managed organizations (Abuhantash et al., 2019). The project manager assumes a pivotal role in resource estimation and allocation, thereby becoming integral to the project's success. As stated by Nair et al. (2014), the effectiveness of a project manager's resource estimation and allocation skills significantly impacts project success. Managers must possess specific organizational knowledge to execute their responsibilities competently. These skills are typically honed through experiential learning and are embedded within the framework of teamwork, requiring a complementary blend of organizational abilities, encompassing human and technical competencies, particularly crucial in a competitive market environment. This collaborative approach enables teams to fulfill the prerequisites for realizing and asserting a competitive advantage.

Kiruja (2015) findings emphasize that many organizations encounter project failures due to ineffective monitoring practices. Furthermore, the researcher underscores that effective monitoring necessitates advanced skills and knowledge, including data analytics and qualitative measures, to monitor resources. Kamau & Mohamed (2015) extend this argument by emphasizing that the success of projects employing Monitoring and Evaluation (M&E) is not solely dependent on individual skills and expertise. Rather, it thrives when

a cohesive team comprising diverse stakeholders is in place. The researchers emphasize the importance of proper stakeholder representation within an effective team, which enhances shared understanding of M&E practices, subsequently boosting productivity. Past research consistently underscores the importance of training in planning, monitoring, reviewing, and assessing the impact of NGO projects on stakeholders (Njiiri, 2015). Additionally, skills related to numeracy, education, meetings, and qualitative and quantitative data collection techniques are deemed essential for participatory M&E. Consequently, staff should receive training not only in collecting descriptive data about programs, products, or other entities but also in using these data to make informed assessments of the project's value (Njiiri, 2015).

2.2 Competency Levels on Monitoring and Evaluation Systems

Scriven (2019) conducted a three-year study in Norway from 2017 to 2020 to assess the impact of Monitoring and Evaluation (M&E) Systems on government organizations' project performance. The study employed a descriptive research design and stratified sampling, involving 50 government organizations. Data analysis included percentages and frequencies, with inferential statistics using regression and correlations. The findings revealed that implementing M&E systems in organizational projects leads to improved project performance. Moreover, the study emphasized the importance of involving various stakeholders in the monitoring and evaluation process, highlighting the need for knowledge and skills necessary to complete M&E systems. Competent personnel significantly contribute to the effectiveness of evaluation and monitoring systems. The study concluded that competency levels in handling evaluation and monitoring systems are pivotal in determining the performance of organizational projects. Nevertheless, the study did not address the effects of stakeholders' participation and the cost of acquiring monitoring and evaluation systems on project performance.

Mbiti and Kiruja (2015) conducted a critical review of competency levels in monitoring and evaluation systems in project management in Ukraine. Their one-year study employed a descriptive research design and stratified sampling with a selection of 10 project management organizations. Data analysis involved percentages and frequencies, supplemented by inferential statistics utilizing regression and correlations. The study emphasized the importance of training personnel interacting with evaluation and monitoring systems to enhance competency levels. It stressed that project personnel should possess the relevant knowledge and skills for evaluation and monitoring processes. The study concluded that the efficiency of projects depends on the training provided to employees, which subsequently determines their competency levels. However, the study did not investigate the impact of consistent training on evaluation and monitoring systems on the successful performance of projects, leaving a gap in the research.

In Kenya, Agutu (2018) conducted a survey to assess the impact of competency levels in evaluation and monitoring systems on the project achievements of non-governmental organizations. The study employed a descriptive research design and stratified sampling to select five non-governmental organizations. Data analysis included descriptive statistics with percentages and frequencies, and

inferential statistics employing regression models and analysis of variance. The study revealed that building competency in personnel for monitoring and evaluation involved various activities, including ongoing coaching, in-service training, internships, and mentorships. Organizations need to be meticulous in their recruitment process to ensure that personnel involved in project execution and handling evaluation and monitoring systems possess the necessary skills. The study highlighted the limited number of individuals in the health sector who actively engage in training for evaluation and monitoring systems. Kyalo et al. (2018) found that inadequate training restricts project personnel from contributing effectively to organizational development and project performance. The study concluded that organizations can enhance their performance by increasing personnel skills through training, leading to more successful project execution when personnel involved in evaluation and monitoring systems have the required competencies to complete projects successfully.

2.3 Participation of Stakeholders

Wanjiku (2015) conducted a survey to explore the impact of stakeholder participation in evaluation and monitoring systems on project performance in research sectors in Bahrain. The study employed a descriptive survey design and used random sampling to select research-based organizations. Data analysis included descriptive statistics with percentages and frequencies, and inferential statistics utilizing regression and correlations. The results of the study demonstrated a positive linear relationship between stakeholder participation in evaluation and monitoring and the successful completion of projects within research organizations. The study highlighted the evolving concept of stakeholder participation in project development and implementation, which has been promoted by research organizations. The failure to involve stakeholders in evaluation and monitoring systems is often attributed to the unsuccessful achievement of organizational goals. However, the study did not specify the minimum level of stakeholder participation required to successfully accomplish the goals and objectives of organizational projects.

Bruno (2017) conducted a four-year study to investigate the link between stakeholder efforts in evaluation and monitoring and the successful completion of projects in bilateral aid sectors in South Africa. The study employed a descriptive design and stratified sampling to select bilateral aid agencies in South Africa. Data analysis involved descriptive statistics with percentages and frequencies, and inferential statistics using regression and correlations. The study revealed that many bilateral aid agencies regularly utilize monitoring and evaluation systems to measure development and transparency levels. By involving stakeholders such as beneficiaries, donors, the community, and all those involved in project planning and implementation, the study found that all project phases within the desired duration could be achieved. Stakeholder participation determined what to monitor, what to assess, and how the monitoring and evaluation process should be implemented, including the identification of indicators. Stakeholder involvement was crucial in data analysis, performance evaluation, and project guidance, making the monitoring and evaluation system an integral part of daily project

management, including the planning and design phases. The study, however, did not specify the specific stakeholders whose participation in monitoring and evaluation systems could contribute significantly to organizational project performance.

Nyakundi (2017) found from her study in Kenya that the primary interests of most stakeholders revolved around managerial decisions, which are essential for evaluating and monitoring project progress initiated and implemented by the organization. Kimonyi (2018) and Wanjiku (2015) stressed the importance of paying attention to stakeholders by managers. The adoption of evaluation and monitoring systems has a long history in various non-governmental organizations. The investigation revealed a current high demand for monitoring and evaluation systems as management tools to measure performance and implementation, providing valuable information for the initiation of such systems in non-governmental organizations and other independent institutions. Institutionalization of these systems is essential for achieving successful project program initiation. Proper measures should be implemented to facilitate stakeholder participation in organizational project activities. Johnson (2016) pointed out that Corporate Social Responsibility (CSR) and stakeholder interests complement each other, and Hiram (2019) concluded that project and program performance in organizations heavily relies on the level of stakeholder participation.

2.3 Theoretical Review

2.3.1. Theory of Change

The Theory of Change, formulated by Stein and Valters in the 20th century, is instrumental in addressing complex issues related to project management. This theory offers a comprehensive framework for understanding the historical and recent changes necessary to achieve long-term goals (Shapiro, 2017). It outlines the changes required for planning, executing, and assessing project activities. As noted by Agutu (2018), the Theory of Change is accompanied by specific conditions for project success, including data quality, effective project management leadership, and proper project management planning. When these conditions are met, the Theory of Change posits that project activities can progress with fewer obstacles.

In practice, changes in competency levels related to the adoption of monitoring and evaluation systems play a significant role in enhancing organizational performance. The Theory of Change can be a valuable tool for predicting how monitoring and evaluation can address complex problems during the project execution process. It provides a clear picture of the changes occurring at each project level and what is necessary to achieve long-term project goals. This theory is particularly relevant during project planning and execution, offering guidance on how project activities function and what measures are needed to fulfill the objectives.

The Theory of Change is highly pertinent when assessing monitoring and evaluation systems and their impact on project performance. Organizations that embrace change in the form of improved competency levels, as facilitated by the adoption of monitoring and

evaluation systems, often experience positive progress in project execution. This theory serves as a critical resource for developing comprehensive guidelines for monitoring and evaluation activities following organizational change. It has been widely utilized by various non-governmental organizations to provide direction for project execution, making it a suitable framework for linking dependent and independent variables in this study.

2.3.2. Resource-Based View Theory

The Resource-Based View Theory is a management theory established to emphasize the identification and allocation of resources necessary for organizations to achieve superior outcomes. This theory has been in use since 1956 and focuses on assessing an organization's potential for long-term success. As explained by Barney (1991), the Resource-Based View Theory is a fundamental driver for creating a competitive advantage, especially when organizations are engaged in various projects within defined timeframes. This theory underscores the relationship between the knowledge possessed by human resources, including the project management committee, and the services offered within an organization, which in turn can determine organizational performance. Lee (2013) emphasizes the pivotal role of human resources in enhancing organizational performance, underlining the importance of motivation. Resource-Based View Theory concentrates on enhancing the efficiency of internal resources and capabilities to boost profitability and financial performance. In the past, this theory has been employed in strategic planning to enhance the performance of systems adopted by organizations (Barney, 1991).

In the context of this research, the Resource-Based View Theory will contribute significantly to Plan International by guiding strategic plans through the adoption of monitoring and evaluation systems to improve overall performance. The implementation of monitoring and evaluation systems necessitates the attention of management to enhance performance, aligning with the principles of the Resource-Based View Theory. Overall, this theory plays a vital role in developing tools for monitoring the performance of organizational projects. Furthermore, human resources within an organization play a crucial role in improving project performance by applying lessons learned from the outcomes.

2.3.3. Results Theory

The Results Theory, introduced by Gibson (1996), encourages a results-oriented approach in project management and implementation. This theory emphasizes the importance of focusing on the final outcomes following the completion of ongoing activities. It posits that project leaders within NGOs should prioritize the measurement of project results since the end result justifies the means. The Results Theory serves as a valuable tool for generating positive outcomes at the conclusion of project operations.

In many organizations, improved results can be achieved when operations are conducted with a focus on achieving better outcomes. Numerous organizations have adopted the Results Theory as a guiding tool for executing their project activities, with a strong emphasis

on achieving favorable results. This theory is highly relevant in developing comprehensive guidelines for monitoring and evaluation within project activities. Many diverse non-governmental organizations have successfully employed the Results Theory to provide guidance for achieving more effective project results. Consequently, the Results Theory is highly pertinent in formulating plans and approaches for executing monitoring and evaluation systems to enhance project performance at Plan International and produce superior results.

2.4 Conceptual Framework

The conceptual framework introduces independent variables and their relationships with the dependent variable. This study's conceptual framework outlines the interconnections between the independent variable, monitoring systems, which comprises three key indicators (Monitoring Resources, Competency Level in M&E System, and Stakeholder Participation in M&E System), the intervening variable, Organizational Policies, and the dependent variable, the Performance of Plan International Health Projects. The study aims to elucidate how these variables interact and mutually influence each other within the context of health projects.

Monitoring Resources encompass Financial Resources, Technical Resources, and Human Resources, serving as critical inputs into the monitoring systems. Financial Resources facilitate the allocation of funds for data collection and analysis, Technical Resources provide the essential tools and technology for effective monitoring, and Human Resources represent the skilled workforce required to manage monitoring processes. These resources have a direct impact on the Competency Level in the M&E System, as the availability of adequate resources can support training programs and skill development, which are assessed through indicators such as Need for Training, Level of Training, and Frequency of Training.

Stakeholder Participation in the M&E System, along with its specific indicators—frequency of participation and attitude and competence of stakeholders—plays a pivotal role in shaping the performance of Plan International Health Projects. Effective stakeholder engagement can lead to improved data collection, more informed decision-making, and, consequently, enhanced project performance. Organizational policies function as an intervening variable, influencing the relationships between monitoring systems, competency levels, stakeholder participation, and project performance. These policies may guide resource allocation, training initiatives, and strategies for stakeholder engagement, thus impacting how each variable contributes to project outcomes. The performance of Plan International Health Projects is evaluated based on criteria such as cost effectiveness, customer satisfaction, timeliness, efficient time management, and the effectiveness of key roles. All these aspects are influenced by the complex interplay of the aforementioned variables within the conceptual framework. The relationship between these variables is illustrated in Figure 2.1 below.

Independent Variable

Intervening Variable

Dependent variables

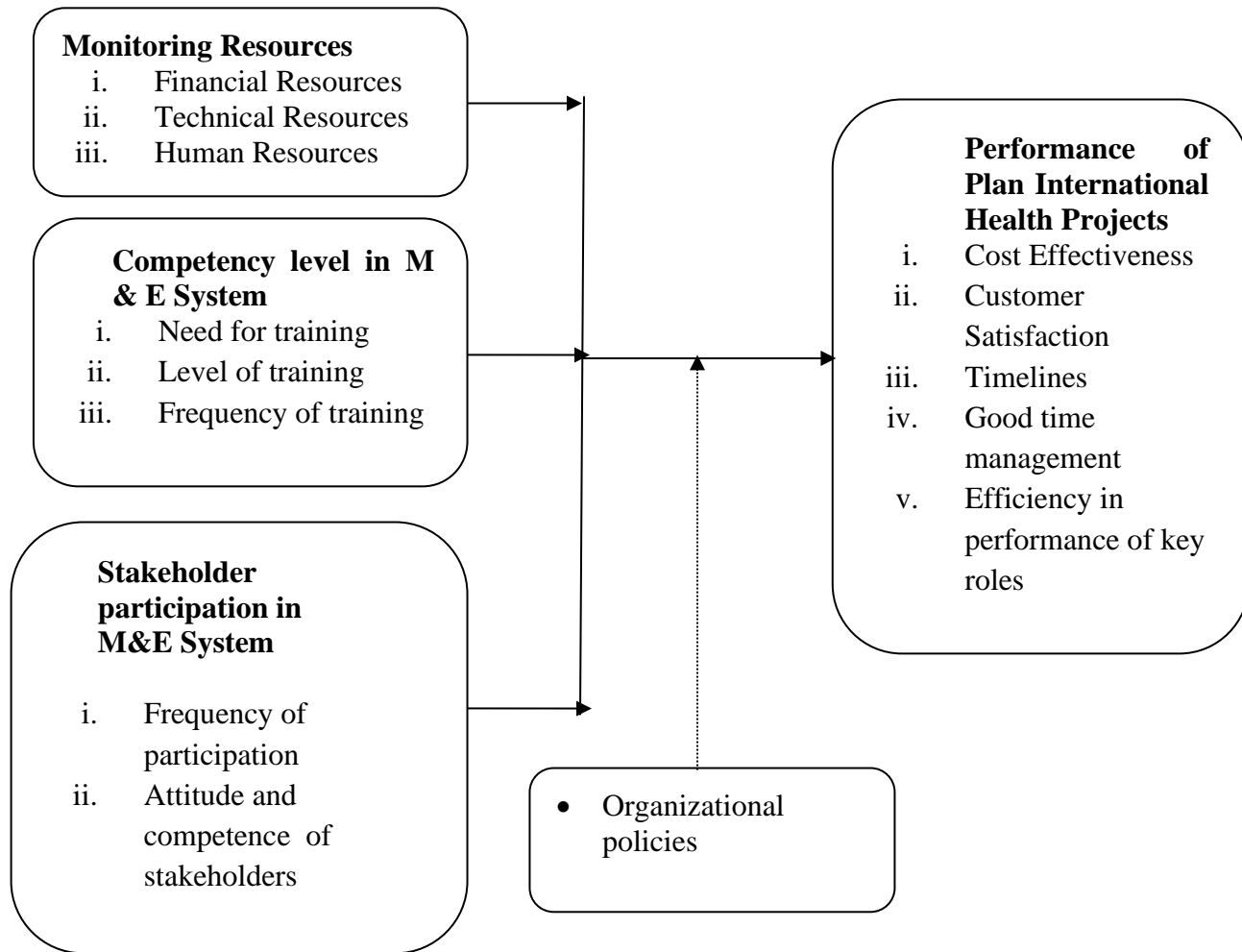


Figure 2. 1: Conceptual Framework showing the study variables and their relationship

Sources: Researcher (2023)

2.5 Gaps in the literature

This chapter has conducted a thorough examination of the existing literature related to the dynamic relationships among monitoring resources, competency levels, and stakeholder participation in the context of NGO project performance. Additionally, the chapter has delved into the exploration of three specific theories concerning the performance of Monitoring and Evaluation (M&E) systems: the theory of change, resource-based view theory, and results theory. The theoretical evaluation of these theories has been thoughtfully aligned with the study's research questions and objectives, serving as a foundational framework for subsequent analysis following data collection. Furthermore, the chapter has assessed the applicability of these three theories within the realm of Plan International's health programs, demonstrating their relevance and integration within the M&E systems of the program. The chapter culminates in the presentation of a conceptual framework that visually depicts the interconnected nature of the identified variables, with monitoring resources, competency levels, and stakeholder participation as independent variables, and NGO performance as the dependent variable.

The literature review has revealed several invaluable insights into the relationship between project performance or success and monitoring and evaluation practices. Predominantly, these studies concur on the central role of monitoring and evaluation in achieving project success (Kefa & Iravo, 2018; Njiiri, 2015; Nisa et al., 2015). Nevertheless, while some studies have explored key success factors, few have comprehensively examined monitoring systems in isolation. Furthermore, only a limited number of studies have explored the nuanced connection between monitoring systems and project success within the unique context of NGOs. It is noteworthy that NGOs operate under distinctive systems of funding and management, setting them apart from both private and public institutions. This research addresses this primary gap by investigating the relationship between monitoring systems and project success within the distinctive NGO landscape.

Additionally, although various studies in the reviewed literature have identified factors that impact monitoring systems in project performance, such as monitoring resources, indicators, and planning, a comprehensive examination that integrates all these factors and scrutinizes their relationship with project performance remains limited. This study, therefore, addresses this secondary gap by dissecting each factor according to its manifest variables and investigating its individual correlation with project performance.

Lastly, despite the existing literature on the subject matter, the number of research studies conducted in Kenya remains limited. As a result, insights into the effects of monitoring systems on NGO project performance from a Kenyan perspective are notably scarce. This knowledge gap is particularly significant and warrants attention, as it motivates this study to contribute to the body of literature with a distinctive Kenyan viewpoint.

3.0 RESEARCH METHODOLOGY

This section focuses on the research design, target population, sample size, sampling procedure, pilot testing, data collection, data presentation and analysis and ethical consideration. Research methods enable the researcher to arrive at logical conclusions in the subject under study systematically. It informs how data will be collected, presented and analysed.

3.1 Research Design

According to Creswell (2018), the research design serves as the blueprint or methodology that researchers select to effectively address research problems, providing a framework for connecting research objectives, study questions, empirical investigations, recommendations, and conclusions. It aims to chart a clear path for presenting findings based on the study's target population (Bryman, 2012). For this study, a descriptive survey approach was chosen as a key component of the research methodology. This approach was selected to ensure the provision of precise and accurate details (Mugenda, 2013). The researcher considered this approach well-suited for examining the impacts of Monitoring and Evaluation (M&E) systems on the performance of Plan International's health projects, with participants being invited to provide responses relevant to the study.

The choice of this research design was motivated by its ability to address both 'why' and 'how' questions, thereby facilitating a comprehensive exploration of the research subject. By offering explanations for 'what' questions, this design effectively allowed for the collection of both quantitative and qualitative research data using the chosen research instrument. On the other hand, the descriptive research design primarily focuses on discernible relationships, structures, processes, alternatives, and conditions. In the context of this study, this design was particularly well-suited to conduct a thorough examination of variables related to the success of non-governmental organization (NGO) projects in the context of evaluation and monitoring systems. The descriptive research design provided a solid framework for conducting investigations that could substantiate claims regarding the impact of evaluation and monitoring systems on the achievement of success in NGO projects.

3.2 Sample Size and Sampling Procedure

Considering the limited size of the study population, the sample size encompassed the entire population, comprising a total of 45 individuals. As described by Creswell (2018), total population sampling is the choice when researchers decide to investigate the entire population due to the relatively small size of the subset displaying the specific characteristics of interest. In this scenario, omitting even a few units, such as the Plan International staff, from the research could lead to a significant gap in comprehending the intricate puzzle that the study seeks to unravel.

In accordance with the research objectives, the sampling strategy employed for this study was a stratified random sampling technique. This approach was influenced by Creswell's (2018) recommendations on research design and aligned with the principles outlined by Bryman (2012). The target population was systematically divided into three distinct groups, as detailed earlier. Within each of these

defined groups, a purposive approach was implemented, ensuring that every individual within the group had an equal opportunity to be selected for inclusion in the study. This sampling technique was adopted to enhance the representativeness of the study's findings by effectively capturing insights from various strata within the target population. The stratified random sampling technique, as advocated by Creswell (2018) and supported by Bryman (2012), was considered particularly suitable for this study's context. By categorizing the target population and then applying a purposive sampling approach within these subgroups, the study aimed to achieve a balanced representation of perspectives and experiences, thereby enhancing the robustness of the research outcomes.

3.3 Data Collection Methods

In accordance with the research objectives and guided by the research design principles outlined by Creswell (2018) and Bryman (2012), the primary data collection process relied on the utilization of questionnaires and interview guides. The questionnaire, a widely recognized research instrument, was selected due to its structured format, efficiency in swiftly gathering data, and suitability for capturing responses within a concise timeframe. This instrument also provided respondents with ample time to articulate their thoughts and opinions, while simultaneously affording them a sense of anonymity. Moreover, the cost-effectiveness associated with administering questionnaires, allowing for the interview of a substantial number of respondents across a diverse geographical expanse, was a notable factor in its selection (Babbie & Mouton, 2018).

Simultaneously, recognizing the adaptability inherent in interviews and their capacity to foster rapport, the study found it appropriate to engage Plan International staff through this medium for data collection. Interviews were chosen as the mode for engaging with the staff due to their conducive nature for building relationships and eliciting in-depth insights. Thus, the study integrated both questionnaires and Key Informant Interviews (KIIs) as the primary modes of data collection, reflecting a comprehensive approach in alignment with the study's objectives and methodological framework.

3.7 Data analysis techniques

Upon the completion of the fieldwork phase, the collected data from the administered questionnaires was methodically entered into the SPSS software for analysis. The quantitative data underwent analysis utilizing SPSS software version 24, a systematic tool recommended for its capacity to encompass prevalent statistical data analysis techniques, as highlighted by Kumar (2019) and Gall & Borg (2013). This analytical approach ensured a streamlined presentation of results that were readily comprehensible. The analysis predominantly employed descriptive statistics, encompassing parameters such as frequency, mean, standard deviation, and percentages. These numerical representations were organized into tabular formats, facilitating clarity and ease of interpretation. To enhance the

interpretability and reporting efficiency, the data was thematically organized, aligning with key themes relevant to answering the research questions. Similarly, the analysis of qualitative data was approached in a thematic manner, ensuring that the outcomes were aligned with the overarching objectives of the study.

The selection of SPSS for quantitative data analysis, in accordance with the insights shared by Kumar (2019) and Gall & Borg (2013), contributed to the methodological rigor of the research. The systematic nature of the software enabled a comprehensive exploration of the quantitative data, facilitating insightful conclusions. The thematic organization of both quantitative and qualitative data analysis not only bolstered the clarity of the findings but also provided a structured framework for addressing the research questions. Through this meticulous approach to data analysis, the research aimed to extract meaningful insights, ensuring that the outcomes were both credible and relevant to the study's objectives.

4.0 FINDINGS AND DISCUSSIONS

The subsequent segment unveils the study's outcomes encompassing the response rate and socio-demographic attributes of the research contributors. Additionally, a comprehensive descriptive analysis is furnished for each of the research objectives.

4.1 Effects of Monitoring Resources on the Performance of Plan International's Health Projects

The main objective of this study was to investigate the consequences of allocating monitoring resources on the operational efficiency of Plan International's health projects in Nairobi County. To achieve this objective, a comprehensive dataset was collected, focusing on the sufficiency of monitoring resources and their perceived effects on the performance of Plan International's Health Projects. This section presents the culmination of these endeavors, unveiling the results and insights obtained from this research journey.

4.1.1 Adequacy of Monitoring Resources

The majority of participants (57%) indicated that they believed there were insufficient resources allocated for monitoring activities, while the remaining 43% felt that resources were adequate as presented in figure 4.1.

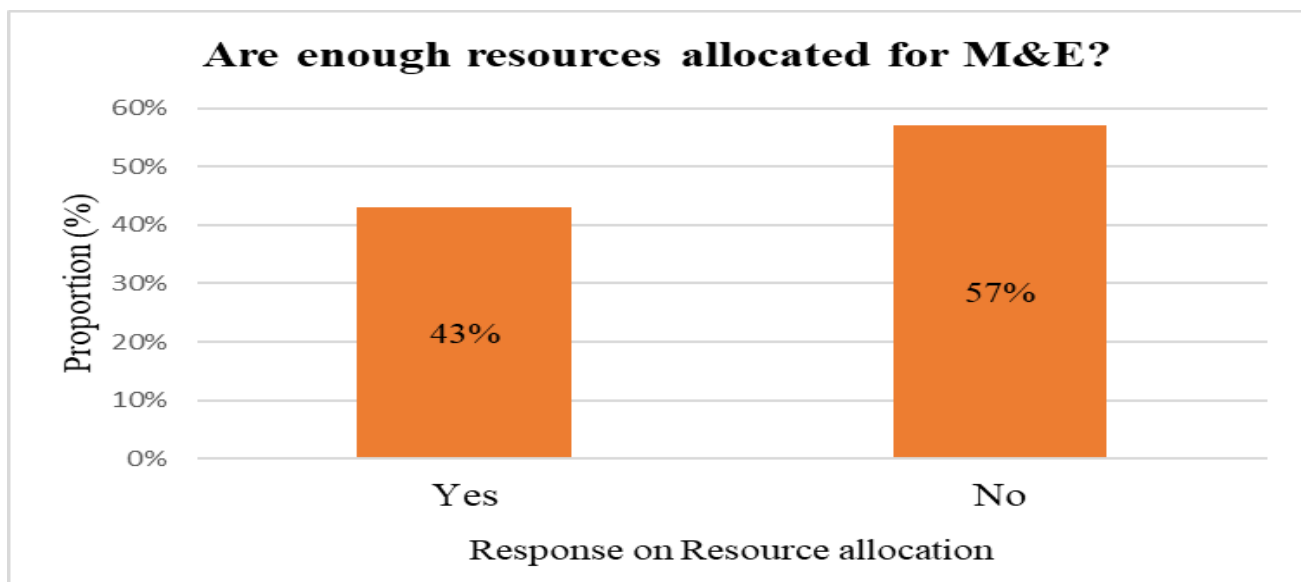


Figure 4. 1: Adequacy of Monitoring Resources

This divergence in perspectives underscores a significant concern regarding the sufficiency of resources to support effective monitoring systems within the organization. The results of this study mirror some of the insights and concerns raised in the literature review. Obegi & Kimutai (2017) underscored the significance of allocating adequate resources to monitoring systems to ensure successful project implementation and outcomes. The substantial percentage of respondents (57%) expressing dissatisfaction with resource allocation aligns with the idea that limitations in resources can impede effective monitoring. Abuhantash et al. (2019) pointed out that insufficient resources can result in incomplete and inaccurate data collection, potentially undermining the reliability of monitoring systems. The

views of those participants who responded negatively regarding resource adequacy may reflect their concerns about the potential repercussions of such constraints on the quality of monitoring data and subsequent decision-making processes.

Additionally, Nair et al. (2014) emphasized that resource availability directly impacts the frequency and comprehensiveness of monitoring activities. The divergent responses in this study suggest potential disparities in the availability of monitoring resources, which could affect the consistency and thoroughness of monitoring efforts across different projects. Kiruja (2015) stressed the importance of appropriately allocating financial and human resources to support monitoring and evaluation endeavors. The participants' apprehensions about inadequate resources can be seen as a reinforcement of Kiruja's argument, underscoring the critical role of resource allocation in ensuring the efficacy of monitoring systems.

The analysis of responses regarding resource allocation for monitoring activities reveals a significant portion of participants expressing concerns about resource adequacy. This finding echoes the literature's emphasis on the importance of allocating sufficient resources to support effective monitoring systems. The divergence in opinions draws attention to potential discrepancies in resource availability and their potential ramifications for project monitoring. To enhance project outcomes and data quality, it is imperative for organizations like Plan International Kenya to address challenges related to resources and ensure appropriate allocation that aligns with the monitoring needs of their projects.

4.4.2 Perceived Effects of Monitoring Resources on the Performance of Plan International's Health Projects

To elucidate participants' viewpoints concerning the influence of monitoring resources on the performance of Plan International's health projects in Nairobi County, a targeted exploration was conducted. Respondents were presented with a series of five Likert-scale questions, inviting them to express their degrees of concurrence or divergence. Subsequently, the collected responses underwent a comprehensive frequency analysis, culminating in the outcomes depicted in Figure 4.2. This methodological approach aimed to unveil an understanding of the perceived effects of monitoring resources on project performance within the context of Plan International's health initiatives.

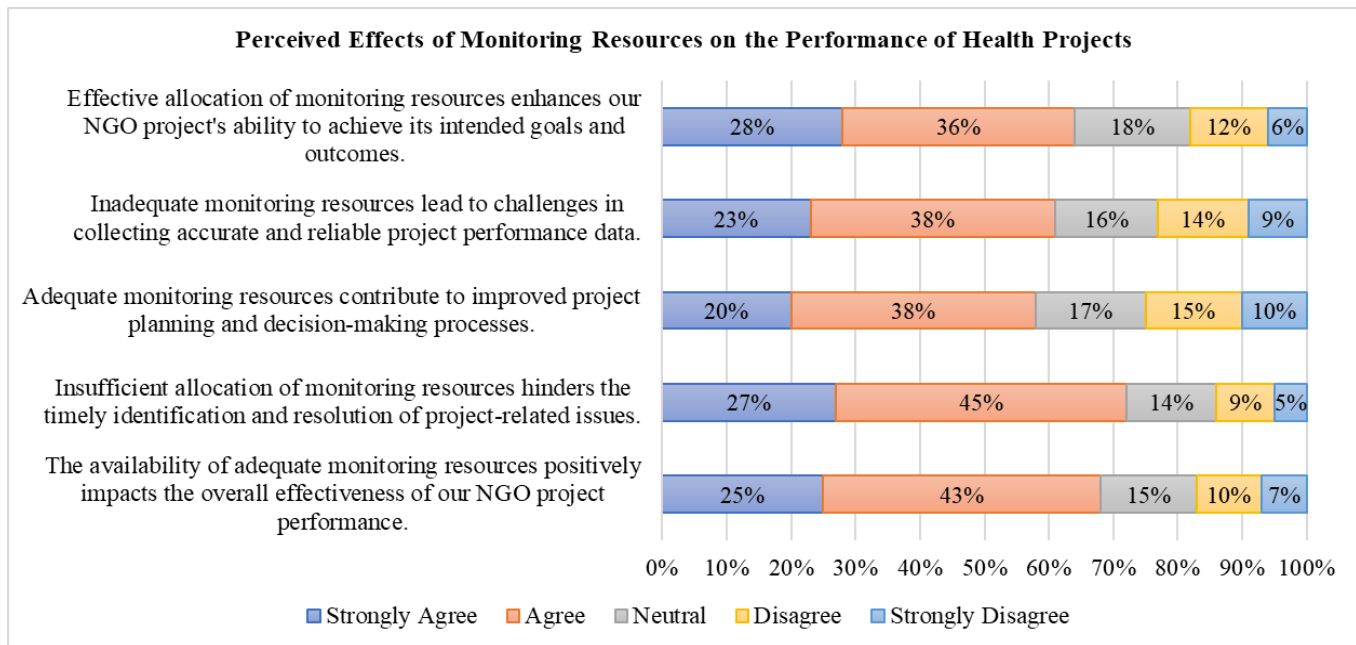


Figure 4. 2: Perceived Effects of Monitoring Resources on the Performance of Plan International’s Health Projects

The analysis of responses to the statement "The availability of adequate monitoring resources positively impacts the overall effectiveness of our NGO project performance" reveals that the majority of participants (68%) agree with the positive impact of monitoring resource availability on project performance. This aligns with the emphasis placed by Obegi & Kimutai (2017) on the importance of resource allocation for successful project implementation. The relatively low proportion of disagreement suggests that most participants perceive a significant relationship between monitoring resources and project effectiveness.

Regarding the statement "Insufficient allocation of monitoring resources hinders the timely identification and resolution of project-related issues," there is a notable consensus (72%) that inadequate monitoring resource allocation indeed affects the timely resolution of issues. This finding corroborates the research by Abuhantash et al. (2019) regarding the potential impact of resource constraints on data collection and problem-solving.

In terms of the impact on project planning and decision-making, the results suggest a more varied perspective, with 58% expressing agreement. This aligns with Nair et al.'s (2014) assertion that resource availability plays a role in effective planning and decision-making processes. Responses to the statement about data accuracy and reliability indicate a significant concern (61%) that inadequate monitoring resources may lead to challenges in collecting accurate and reliable project performance data. This is in line with Kamau & Mohamed's (2015) emphasis on resource implications for data quality.

For the statement "Effective allocation of monitoring resources enhances our NGO project's ability to achieve its intended goals and outcomes," the majority (64%) recognized the link between effective resource allocation and project goal achievement, in alignment with Kiruja's (2015) argument about proper resource allocation's role in project success. The qualitative analysis revealed that monitoring

resources not only catalyze efficient data collection and reporting but also act as catalysts for fostering a culture of accountability within the project teams. Participants highlighted the role of monitoring resources in facilitating more informed decision-making, enabling swift course corrections, and ultimately enhancing project adaptability in the face of evolving dynamics. Furthermore, the interviews underscored how adequate monitoring resources could empower project personnel, boosting their morale and fostering a sense of ownership and dedication. This sentiment resonates with the literature, aligning with the works of Obegi & Kimutai (2017), Abuhantash et al. (2019), and Kiruja (2015), which emphasize the multifaceted influence of monitoring resources on project success.

The analysis highlights a consistent pattern of participants perceiving a significant impact of monitoring resource availability on NGO project performance. The majority agree that adequate monitoring resources positively influence effectiveness, timely issue resolution, data accuracy, decision-making, and the attainment of project goals. These findings align with the literature, reinforcing the critical role of resource allocation in successful project outcomes. The study's findings strongly emphasize the integral role of monitoring resource availability in influencing the performance of Plan International's Health Projects. The alignment of participant perceptions with existing literature underscores the importance of effective resource allocation for enhancing project effectiveness, data quality, and goal achievement. Addressing resource challenges is imperative for ensuring the continued success of NGO projects and their contribution to the broader development goals.

4.5 Influence of Levels of Competency in Monitoring & Evaluation Systems on the Performance of Plan International's Health Projects

The second aim of this study was to understand how different levels of skill in Monitoring and Evaluation (M&E) systems affect the performance of Plan International's health projects in Nairobi County. Respondents were given statements about competency levels in monitoring and evaluation systems as factors influencing project performance at Plan International Kenya. Responses were analysed using frequencies and percentages, as shown in Figure 4.3. This section presents the findings of this investigation, shedding light on the results of our analysis.

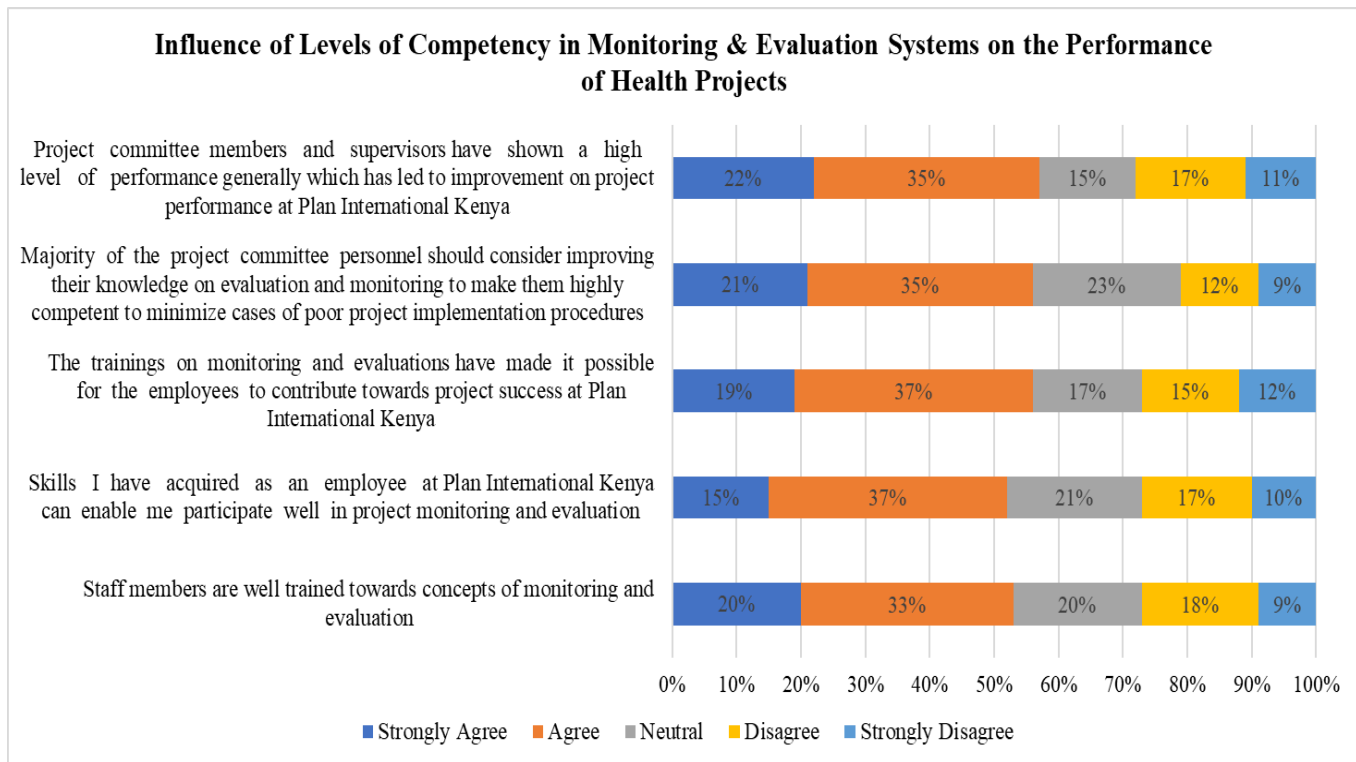


Figure 4. 3: Influence of Levels of Competency in Monitoring & Evaluation Systems on the Performance of Health Projects

In response to the statement "Staff members are well trained in monitoring and evaluation concepts," the findings indicate a diverse perspective among participants regarding staff training in monitoring and evaluation concepts. While 53% of respondents acknowledge being well-trained in these domains, 27% express neutrality, and an additional 27% indicate disagreement. This points to a potential gap in training effectiveness, with a significant portion of the workforce not fully confident in their conceptual grasp of monitoring and evaluation. Such a divergence echoes Scriven (2019), who emphasizes the need for comprehensive training to ensure a knowledgeable and proficient workforce. To address this, targeted training interventions focusing on clarifying monitoring and evaluation concepts could bridge this gap and foster a shared understanding, potentially leading to more effective project oversight.

Similarly, for the statement "Skills I have acquired as an employee at Plan International Kenya can enable me to participate well in project monitoring and evaluation," the findings accentuate a moderate level of confidence in employees' acquired skills for active engagement in project monitoring and evaluation activities. While 52% of participants perceive their skills as conducive to participation, 27% remain neutral, and another 27% express reservations. This finding highlights an opportunity for Plan International Kenya to enhance employees' self-efficacy through skill development initiatives. Mbiti & Kiruja (2015) and Agutu (2018) underscore the importance of employee competence for project success, emphasizing the need for continuous skill enhancement. Fostering a culture of ongoing learning and skill-building could empower employees, instilling greater confidence in their contributions to monitoring and evaluation processes.

The statement "The trainings on monitoring and evaluations have made it possible for the employees to contribute towards project success at Plan International Kenya" yielded a relatively positive sentiment regarding the impact of training on project success, with 56% of respondents acknowledging its positive influence. However, 32% express neutral or negative views. This suggests a need for more effective alignment between training outcomes and project outcomes. Kyalo et al. (2018) advocate for training that directly contributes to project success, emphasizing its pivotal role. To capitalize on this finding, Plan International Kenya could focus on designing training programs that seamlessly integrate the skills acquired into the specific demands of project monitoring and evaluation. This targeted approach could enhance the perceived link between training and project success, promoting a more positive perception among employees.

Regarding the necessity for project committee personnel to enhance their knowledge in monitoring and evaluation, the findings highlight a majority consensus (56%) regarding the necessity for project committee personnel to improve their knowledge of monitoring and evaluation. This underscores the importance of competent personnel in minimizing shortcomings in project implementation. This aligns with the literature, particularly Scriven (2019), who advocates for knowledgeable individuals to ensure effective evaluation. To address this, Plan International Kenya could invest in targeted training programs for project committee members, enhancing their understanding of monitoring and evaluation principles. By doing so, the organization can further strengthen its project oversight capabilities and potentially mitigate project implementation challenges.

Furthermore, responses to the statement "Project committee members and supervisors have shown a high level of performance generally which has led to improvement in project performance at Plan International Kenya" elucidate a predominantly positive perception (57%) of project committee members and supervisors exhibiting high performance, which contributes to project improvement. However, 28% remain neutral or dissenting. This finding resonates with the literature, as discussed by Mbiti & Kiruja (2015), Agutu (2018), and Kyalo et al. (2018), emphasizing the pivotal role of skilled personnel in project success. To leverage this finding, Plan International Kenya could consider knowledge-sharing mechanisms and mentorship programs between high-performing members and those in need of guidance. This would foster a culture of continuous improvement, potentially elevating overall project performance.

In summary, the analysis of skills and training in monitoring and evaluation reveals a nuanced picture. While training is seen as helpful, there are areas where improvements are needed. This aligns with previous research, emphasizing the importance of having competent staff for successful project outcomes. To harness these findings, Plan International Kenya could tailor training programs to address specific skill gaps and continue to promote ongoing learning and skill development among its employees. Additionally, efforts to align training outcomes with project success could enhance employees' confidence and contributions to monitoring and evaluation processes,

ultimately benefiting project outcomes. Lastly, investing in training for project committee personnel and promoting knowledge-sharing mechanisms can further strengthen project oversight and contribute to improved project performance.

4.6 Influence of Stakeholders Participation in Monitoring & Evaluation Process on the Performance of Health Projects

The third focus of this investigation aimed to discern the impact of stakeholder participation within the Monitoring and Evaluation (M&E) process on the performance of Plan International's health projects within Nairobi County. To achieve this objective, respondents were presented with a set of five Likert-scale questions specifically tailored to gauge the extent of stakeholders' involvement in M&E systems and its correlation with the overall performance of health projects. The ensuing results have been analyzed and are presented in Figure 4.4, providing a comprehensive view of the study's findings in this critical domain.

Undoubtedly, stakeholders' active participation in the Monitoring and Evaluation (M&E) process plays a paramount role in shaping the performance of Plan International's health projects. The findings derived from the responses of the study participants underscore the significance of stakeholder engagement in project monitoring and its potential impact on overall success. The first statement, "Participation of stakeholders in monitoring and implementation is of high importance toward project performance," reveals a prevailing positive sentiment among respondents, with 62% expressing agreement or strong agreement. This echoes the insights put forth by Bruno (2017) and Nyakundi (2017), who emphasize the pivotal role of stakeholder involvement in driving project outcomes. The alignment between the findings and the literature underscores the crucial nature of stakeholder engagement as a driver of project success.

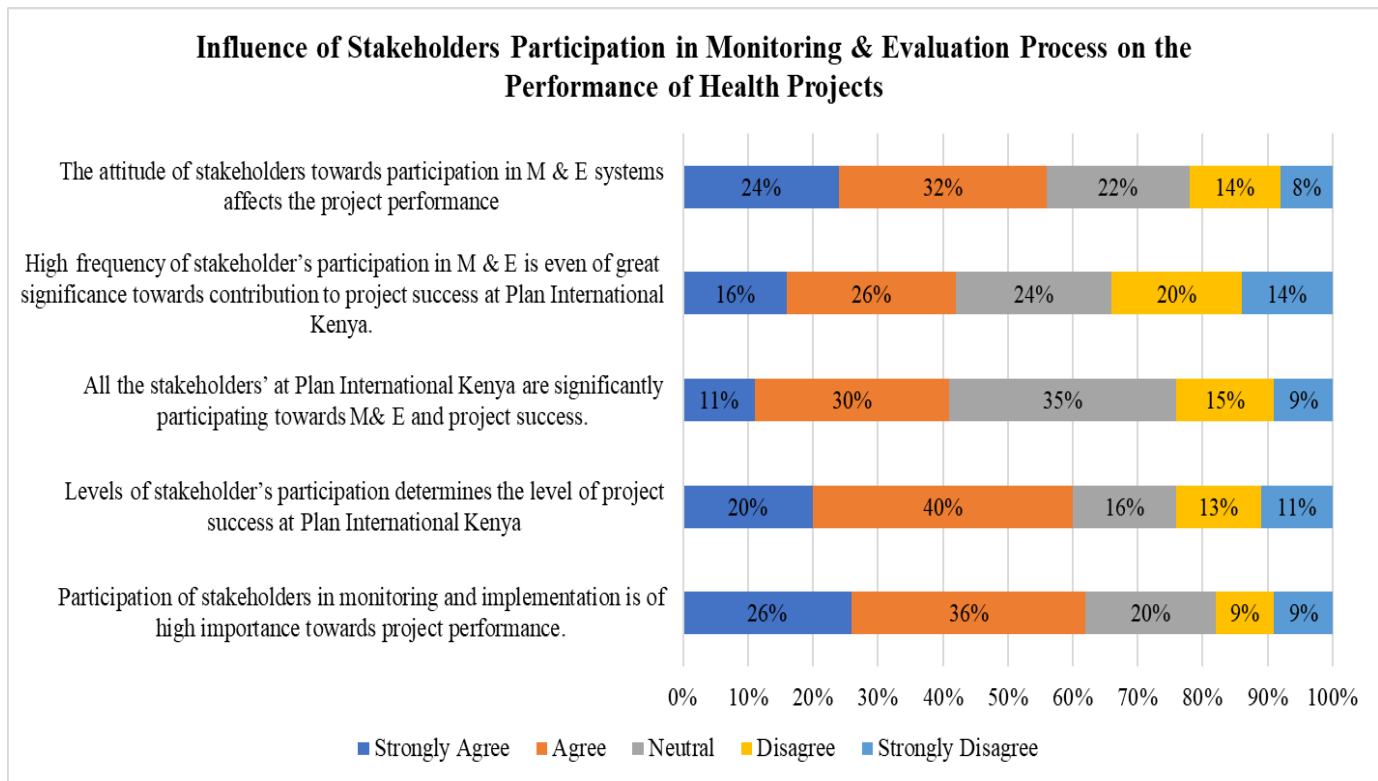


Figure 4. 4: Influence of Stakeholders Participation in Monitoring & Evaluation Systems on the Performance of Health Projects

The second statement, "Levels of stakeholder participation determine the level of project success at Plan International Kenya," reinforces the notion of stakeholder participation as a determinant of project success. A notable 60% of participants affirm the positive relationship between stakeholder involvement and project outcomes. This concurs with the perspectives offered by Wanjiku (2015) and Johnson (2016), who highlight the strong linkage between stakeholder participation and project effectiveness. The alignment of the findings with established literature reaffirms the importance of strategic stakeholder engagement for achieving favorable project results.

In contrast, the third statement, "All the stakeholders at Plan International Kenya are significantly participating towards M&E and project success," yields a more reserved response, with only 40% acknowledging stakeholder involvement. This variation from the previous statements could indicate a potential gap in stakeholders' perceived contributions. It is worth noting that Wanjiku (2015) stresses the necessity of comprehensive and inclusive stakeholder engagement. The divergence between this finding and the literature suggests a potential area of improvement for Plan International Kenya – ensuring that all stakeholders are actively and significantly engaged in the M&E process.

The fourth statement, "High frequency of stakeholder participation in M&E is even of great significance towards the contribution to project success at Plan International Kenya," reveals a mixed perspective, with 42% expressing agreement or strong agreement. This finding resonates with Kimonyi's (2018) emphasis on the frequency of stakeholder interactions and their role in project performance.

The responses suggest that while stakeholders recognize the significance of their participation, the frequency of such engagement could be further optimized to enhance project outcomes.

Lastly, the statement "The attitude of stakeholders towards participation in M&E systems affects the project performance" garners a relatively positive acknowledgment, with 62% agreeing or strongly agreeing. This sentiment aligns with existing literature, notably the insights of Nyakundi (2017) and Johnson (2016), who highlight the influence of stakeholders' attitudes on project outcomes. The alignment between the findings and the reviewed literature underscores the multifaceted impact of stakeholder attitudes on project success.

In conclusion, the study's findings closely resonate with the reviewed literature, underscoring the pivotal role of stakeholder participation in shaping the performance of health projects. The findings highlight areas of alignment, such as the significance of stakeholder engagement and attitudes, while also pinpointing potential gaps in stakeholder involvement. These insights provide valuable groundwork for Plan International Kenya to refine its stakeholder engagement strategies, ensuring comprehensive and impactful participation in the M&E process, thereby optimizing project performance and success.

5.0 CONCLUSIONS AND RECOMMENDATIONS

This section of the study culminates in presenting conclusions and recommendations that stem from the exploration of research objectives elucidated in preceding chapters. The analytical synthesis of the data findings lends itself to a comprehensive understanding of the research inquiries and objectives. Furthermore, this chapter extends its purview to delineate potential avenues for future research endeavors, aligning with the inherent constraints of the present study. The cardinal intention of this section resides in furnishing a succinct panoramic view of pivotal discoveries, delineating appropriate deductions, and propounding pragmatic implications and trajectories for the purview of inquiry. The bedrock of the conclusions and recommendations is securely rooted in the outcomes of data analysis and the pertinent scholarly corpus adroitly reviewed in antecedent chapters.

5.1 Conclusions

5.1.1 Effects of Monitoring Resources on the Performance of Plan International's Health Projects

In conclusion, this study has illuminated the critical relationship between monitoring resources and the performance of Plan International's Health Projects. The findings revealed a significant divergence of opinions among participants regarding the adequacy of monitoring resource allocation. A substantial portion expressed concerns over insufficient resources, aligning with prior research that emphasizes the pivotal role of adequate resource provision for project success. This highlights the detrimental impact of resource constraints on data collection and the reliability of monitoring systems. Conversely, a substantial minority considered resource allocation adequate, emphasizing the complexity of resource distribution in supporting effective monitoring practices.

Furthermore, the study's comprehensive examination of participants' perspectives through Likert-scale questions has provided valuable insights into the influence of monitoring resources on various dimensions of project performance. The majority of respondents recognized the positive impact of adequate monitoring resources on overall project effectiveness, reinforcing the existing literature's emphasis on resource allocation in successful project implementation. Additionally, a noteworthy consensus underscored the hindrance posed by insufficient resource allocation in timely issue resolution, aligning with previous insights on resource-related challenges in data collection and problem-solving.

Qualitative interviews further enriched our understanding by unveiling how monitoring resources catalyze data collection, foster a culture of accountability, enable informed decision-making, and enhance project adaptability. These qualitative insights, in harmony with existing literature, reinforced the multifaceted influence of monitoring resources on project success. In summary, this study underscores the significance of resource allocation in the context of project management and emphasizes the need for organizations like Plan International Kenya to address resource-related challenges comprehensively. By doing so, they can optimize project outcomes and contribute effectively to broader development goals.

5.1.2 Influence of Levels of Competency in Monitoring & Evaluation Systems on the Performance of Plan International's Health Projects

In conclusion, this study has provided valuable insights into the relationship between competency levels in Monitoring and Evaluation (M&E) systems and the performance of Plan International's health projects in Nairobi County. The findings reveal a diverse range of perspectives among participants regarding the training and skills necessary for effective project monitoring and evaluation. While a substantial proportion of respondents acknowledge robust training in M&E concepts, a significant number express uncertainty or disagreement, suggesting a need for further reinforcement in training efficacy. This underscores the importance of comprehensive training programs to cultivate a knowledgeable and skilled workforce, essential for successful project oversight.

The study also highlights the need for Plan International Kenya to enhance employees' confidence in their ability to contribute to project monitoring and evaluation. While a moderate level of confidence exists among participants, a substantial percentage remains neutral or expresses reservations. Strategic skill development initiatives are recommended to bolster employees' self-assuredness and empower them to participate more substantively in M&E processes. Moreover, the study emphasizes the significance of aligning training outcomes with project objectives to create a seamless integration of acquired skills into project monitoring and evaluation, ultimately fostering a more affirmative sentiment among employees.

Additionally, the consensus regarding the necessity for project committee personnel to augment their knowledge in monitoring and evaluation underscores the pivotal role of competent individuals in effective project implementation. Investing in targeted training initiatives for project committee members to enhance their understanding of monitoring and evaluation concepts is recommended. This strategic move can strengthen the organization's project oversight capabilities and potentially mitigate project implementation challenges. Furthermore, the study highlights the importance of proficient personnel in project success, indicating the potential benefits of knowledge-sharing mechanisms and mentorship programs to foster a culture of continual enhancement within Plan International Kenya, ultimately elevating overall project performance.

5.1.3 Influence of Stakeholders Participation in Monitoring & Evaluation Process on the Performance of Health Projects

In conclusion, this study sheds light on the critical role of stakeholder participation in the Monitoring and Evaluation (M&E) process and its profound impact on the effectiveness of Plan International's health projects in Nairobi County. The findings unequivocally affirm that active engagement of stakeholders is a pivotal force in shaping project performance. The high level of agreement among respondents regarding the importance of stakeholder involvement underscores the indispensable nature of their contributions in steering project outcomes. This aligns with existing literature and reinforces the notion that robust stakeholder participation is a key driver of project success.

Moreover, the study highlights the positive correlation between the extent of stakeholder participation and the level of project success. A significant percentage of participants endorse the idea that levels of stakeholder engagement determine the overall achievement of projects, aligning with scholarly discourse that emphasizes the symbiotic relationship between stakeholder participation and project efficacy. However, it is noteworthy that there is room for improvement in achieving comprehensive and inclusive stakeholder engagement, as indicated by the relatively modest percentage of respondents who acknowledge significant stakeholder participation. This suggests an opportunity for Plan International Kenya to enhance its strategies for fostering substantive stakeholder involvement in the M&E process.

Lastly, the study emphasizes the importance of not only stakeholder participation but also the frequency of such engagement in contributing to project success. While a mixed perspective exists on the significance of high-frequency stakeholder participation, the nuanced responses underscore the potential benefits of optimizing the frequency of stakeholder interactions to further enhance project outcomes. The endorsement of the statement regarding the influence of stakeholder attitudes on project performance further reinforces the intricate web of stakeholder dynamics and their consequential impact on project success. In light of these findings, Plan International Kenya can refine its approaches to stakeholder engagement to ensure comprehensive involvement and, ultimately, maximize the effectiveness of its health projects.

5.2 Recommendations

This study has provided valuable insights into the relationship between competency levels in Monitoring and Evaluation (M&E) systems and the performance of Plan International's health projects in Nairobi County. The findings reveal a diverse range of perspectives among participants regarding the training and skills necessary for effective project monitoring and evaluation. While a substantial proportion of respondents acknowledge robust training in M&E concepts, a significant number express uncertainty or disagreement, suggesting a need for further reinforcement in training efficacy. This underscores the importance of comprehensive training programs to cultivate a knowledgeable and skilled workforce, essential for successful project oversight.

The study also highlights the need for Plan International Kenya to enhance employees' confidence in their ability to contribute to project monitoring and evaluation. While a moderate level of confidence exists among participants, a substantial percentage remains neutral or expresses reservations. Strategic skill development initiatives are recommended to bolster employees' self-assuredness and empower them to participate more substantively in M&E processes. Moreover, the study emphasizes the significance of aligning training outcomes with project objectives to create a seamless integration of acquired skills into project monitoring and evaluation, ultimately fostering a more affirmative sentiment among employees.

Recognizing the consensus on the necessity for project committee personnel to augment their knowledge in monitoring and evaluation, Plan International Kenya should invest in targeted training initiatives for these key individuals. Specialized training programs can enhance their understanding of M&E concepts, strengthening the organization's project oversight capabilities and reducing project implementation challenges. Additionally, to capitalize on the pivotal role of proficient personnel in project success, the organization should institute knowledge-sharing mechanisms and mentorship programs. These programs will cultivate a culture of continual enhancement within Plan International Kenya, elevating overall project performance by leveraging the expertise of experienced staff members to mentor and guide their colleagues.

By implementing these recommendations, Plan International Kenya or any similar organization can enhance its workforce's competency in M&E systems, improve employee confidence, and strengthen project oversight. These measures will contribute to more effective project monitoring and evaluation, ultimately leading to improved project performance and the realization of the organization's health project objectives in Nairobi County. Based on the findings and conclusions drawn from the study on the effects of monitoring resources on the performance of Plan International's Health Projects, several recommendations can be made to enhance project outcomes:

- i. **Resource Allocation Optimization:** Plan International Kenya should critically assess and recalibrate its resource allocation strategies for health projects. It's imperative to address the concerns expressed by a significant portion of participants regarding insufficient resource allocation. This could involve conducting a thorough resource needs assessment at the outset of each project to ensure that adequate resources, both financial and human, are allocated. Furthermore, the organization should explore opportunities for diversifying funding sources to bolster resource availability.
- ii. **Continuous Monitoring and Evaluation Training:** To bridge the gap in employees' competency levels, Plan International Kenya should institute a continuous training program focused on monitoring and evaluation concepts. This program should target both new and existing staff members to ensure a shared understanding of M&E principles. Tailored interventions can be designed to enhance the conceptual acumen of the workforce, thereby improving their effectiveness in project oversight.
- iii. **Enhanced Integration of Training Outcomes:** The organization should strategically align its training outcomes with project objectives. This entails designing training programs that seamlessly integrate the acquired skills into the specific requirements of project monitoring and evaluation. Such targeted synergy would foster a heightened perception of the link between training and project success, motivating employees to actively apply their knowledge and skills in M&E activities.
- iv. **Comprehensive Stakeholder Engagement:** Plan International Kenya should foster an environment that encourages the comprehensive and inclusive participation of all stakeholders in the M&E process. This recommendation is based on the responses regarding the extent of stakeholder involvement. By implementing strategies to ensure that all stakeholders are substantively and actively engaged, the organization can enhance the effectiveness of its health projects.

- v. **Optimizing Stakeholder Engagement Frequency:** Recognizing the mixed perspective on the frequency of stakeholder participation, Plan International Kenya should explore opportunities to optimize the frequency of stakeholder interactions. This can be achieved by implementing mechanisms for more regular engagement, especially during critical phases of project implementation. By doing so, the organization can harness the full potential of stakeholder contributions to project success.

By incorporating these recommendations into its project management practices, Plan International Kenya or any other similar organization can enhance the allocation of monitoring resources, empower its workforce with the requisite skills, and optimize stakeholder engagement. These measures will contribute to improved project outcomes and align the organization more effectively with its broader development goals.

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