



## Impact of Monitoring & Evaluation Training on the Performance of Infrastructural Projects at Dedan Kimathi University, Kenya

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### ABSTRACT

*Monitoring & Evaluation (M&E) have advanced over the period, reflecting shifts in perspective in administrative projects. Monitoring and evaluation aid in analyzing the progress of the program over time, offering reasons for venture status. The objective of the study was to examine the influence of Monitoring and evaluation factor, based on the performance whose indicators are delivered on time and within budget. The specific object of the study was to discern the impact of monitoring and evaluation training on the performance of infrastructural projects at Dedan Kimathi University, Kenya. Simple random sampling technique used to sample 157 applicants from a representative population of 265 persons by Morgan and Krejcie model. Data collected was correlated and examined for the purpose of cleaning, coding and getting frequency counts on replies condensation for a conclusion on common classifications. From the outcome, this monitoring and evaluation variable have a great influence on the program performance as elements of M & E activities have a sensible role to guide the program success. The researcher recommends, the monitoring and evaluation training should be carried out inclusively guide the implementation of the project and inform re-planning and review where necessary. A key successful administrative instrument when utilized influences the performance of project success.*

**Key words:** Monitoring, Evaluation, Training, Projects, Infrastructural performance, Influence.

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### 1. INTRODUCTION

Higher education institutions infrastructural projects are temporary initiatives undertaken to meet specific objectives on need demands within periods and budget estimates. This means the project must have a definite duration and scope with a practical budget approximate for express realistic achievement (Adam, Josephson, & Lindahi, 2017) All activities, whether substructure or community-based, start with addressing a specific issue: satisfying a household need, or capitalizing on economy potential. As maintained by (Wachaiyu, 2016). Projects in progress have underperformed status with a less developed industrial capacity, which face challenges such as, lack of capacity planning, communication breakdowns, weak game plans, low mastery, bad M&E, and so on.

In first-round, fist world countries (China, the USA and Russia), resource supervision has been outsourced to numerous different offices or agencies rather than a central one (decentralization). As a result, prior organizations that advocated for civil liberties and specifically for decentralization have reappeared. Several countries, particularly those in the first world, have tried to attain desired results by implementing more successful monitoring and evaluation drills. As part of a larger effort to control supervision for advanced outcomes, most countries, including Sri Lanka, Canada, and the United States, have discovered unique initiatives to maximize results Oriented checking and appraisal frameworks at the very general level (Shulha, Whitmore, Cousins, & Gilbert, 2016).

Observation has become a crucial tool in Spain's larger drive for normative, monetary, and social legitimacy (Muchelule, 2018). The testing procedure in France has been broken down up into multiple phases in order to show how ideas and preconceptions have changed through time (Atwa, 2019). In China, unique public authorities are in responsible for administering compliance obligations (Patrice, 2019). This was due to the guidelines of the benefactors, which required interactive inspection and evaluation in order to communicate results to beneficiaries, as well as a desire to be held accountable (Karanja, 2018).

According to the United States agency (2012), a venture entails the expenditure of few or no resources in the hopes of obtaining a few advantages over a couple of years due to careful monitoring. Monitoring activity includes both venture leaders and staff members, as well as sources of information, exercises, and deadlines, throughout the time spent determining if actions are completed on time or satisfy their objectives (Frantzen, 2018). As per a global poll, the concept of reviewing and assessing is widely used, and its monetary value and relevance are being recognized around the world. Donors have responded to the demands of the customer government by providing enormous sums of money. As a consequence, in order for initiatives to preserve their long-term benefits, effective M&E practices must be designed and implemented (Shafiei, 2021).

M & E activities in Ghana puts both administrative and non-administrative agencies to the test. Collaboration efforts to improve programs have grown so specific that they are now referred to as development partners, reflecting Ghana's reliance on donor aid for monitoring progress (Ofori-Kuragu, 2020). Furthermore, societal difficulties like suspension, the progressive system and other annoyances have a detrimental impact on project managers. The difficulty of inspecting projects in Ghana has a negative impact on overall project quality and completion. Ghana has made good advances in creating a public M&E framework effectively (Goldman & Rot-Munstermann, 2018).

The World Bank has named Rwanda as being one of the tops - performing countries in East Africa for integrating M&E into performance measurement across all sectors of the economy. The significance of monitoring and evaluation in the finalization on state projects in Kigali's medical sector, including the level of skill of personnel ability to handle infrastructure projects, personnel availability, project managers' experiences and behaviors, financial resources, and geographic area, all had impact (Oppong, 2017).

The presence of state-owned facilities in Kenya may be dated back to early days, when they were solely concerned with supporting the state; nonetheless, this quickly changed to involve political participation and support. State institutions have been awarded large amounts of money and have been compelled to account for their spending and explain the consequences of their activities from a variety of sources. As a result, a lot of firms have increased their investments in M&E technology development. Despite this ongoing effort, M&E has not been able to reach a satisfactory level. Inputs and outputs are more important to M&E systems than results and impacts. In general, these monitoring and assessment procedures are ineffective (Mutekhele, 2018).

Review of Checking and Appraisal was developed as a vital result of the transaction worldwide programs. M & E activities is aimed to frequently and on periodic sessions to apprise the program order of undertakings specifically to achieve the desired results as per activity schedule. Hence, the M & E training is crucial in preparation of the players to be properly equipped to realize the projects expected outcomes.

Besides a wide-ranging investment from the World Bank financing in major projects in developing countries, unsurmountable challenges have been encountered. Study by Independent Evaluation Group (IEG) results in 2014 particularly, at most 40% of launched World Bank projects failed, in Africa alone, the failure rate was above 50% in Kenya. Likewise, research by Mars Group 2017, informs that programs commenced amid 2009 and 2015 costing beyond 22 billion by World Bank in Kenya majority failed or stagnated. Therefore, associates intended necessities was not achieved. In Africa, Ghana ranking was 64.7% during the same period, World Bank records. Kenya being ranked below standard on World Bank funded projects accomplishment.

From the history, various studies have been undertaken on observation and assessment components that affects the success of infrastructure programs in public universities, which are important aspects in socio- economic development in a country. Hence, the study plans to invoke monitoring and evaluation to investigate the components that impact on the achievement of infrastructure projects at Dedan Kimathi University.

The objective of this study was to discern the impact of monitoring and evaluation training on the performance of infrastructural projects at Dedan Kimathi University in Nyeri County, Kenya. The research question being, what is the impact of M & E training on the performance of infrastructural projects?

As requirement on openness and accountability of project governance develops, a growing number of organizations will turn to project observation and appraisal to be able to attain those objectives. Checking and assessment will be a useful apparatus for enhancing an undertakings' execution, but very insignificant businesses believe in it. This study was crucial for institutions besides Dedan Kimathi University, NGOs, development partners and donors, especially those whose project failure rate is alarming, hence, the need to adopt the convenience of M & E for improved program implementation.

This study was to inspect, the components that impact the discerning evaluation assessment of higher institutions infrastructure projects specifically, observation and assessment tutelage, evaluation and facts control effects on project performance. Therefore, exploring the study in Dedan Kimathi University accorded a functional conclusion and encouragement for application of these monitoring and evaluation factor for achievement of university programs.

## 2. LITERATURE

This element denotes literature and empirical appraisal which highlights the study object and analysis of the importance of M & E training factor on the successful achievement. The core specific the university infrastructural undertakings. It concentrates on how M&E training factor was integrated into project management (Demirkesen, 2017). The first component includes an audit assessment of observational writing, as well as M&E training development in project supervision and an assessment of several components. The influence of M & E training factor among other activities on achievement on program implementation is expressed by two hypotheses. Theory of change, highlighting a set of essential espousing elements for the success of programs, as affirmed by (Beisser, 1970). Program theory, the utilization of M & E components series for success of programs objects, advocated by (Sidani, 1999,).

Regardless of how experienced individuals are, preparation and capacity empowerment for M&E announcements are critical when a group has been assigned to carry out an action. It has been noticed that this improves knowledge of the project's expectations, clarifies needs, and brings the team together (Phiri, 2015). Each person engaged in project execution is key to Checking and Appraisal application, inclusive of associate's partners and should get ready to be involved in project implementation, inclusive of development associates as well as beneficiaries. (Mohamednoor, 2017) Checking and Appraisal enabler tutelage is interactive so as to ensure that personnel at the helm of executing as well as utilizing the framework comprehends its plan, expectations, in addition to focus, alongside how to operate the M&E equipment.

An M&E asset and limit evaluation is conducted prior to project planning to identify beginning capacity deficiencies in checking and assessment alongside the assets expected to drive monitoring and evaluation planning. Following that, preparing needs assessments could be a more structured process or an ad hoc method based on information gleaned from staff interactions and execution. (Newell, 2018). The optimal course of action depends breadth and convolution of the project. Because there will be a limited number of freedoms to pull in specific employees while working on larger projects with a larger number of individuals, it is critical that the preparatory plan is completely suited to reduce limits. Following the assessment of training preparation needs, an M&E planning and institution-building strategy with points to consider and people to be preparation is required (Kinyanjui, 2020). It's key to keep in mind not every member of the administration or staff needs to be fully equipped in every field.

Conversely, some preparation will occasionally happen, including basic training for executives and personnel at the start of the M&E framework, as well as in-administration training to develop the practice system in the course of the project's life duration (Gray, 2009). The aforementioned viewpoint has an unmistakable effect on an undertakings' completion. Themes in observing and assessment planning are crucial for data collection. They do, however, include the M&E framework to be used, as well as important task execution points, data collection techniques and instruments, and data analysis procedure (UNDP, 2010). In essence, this prepared schedule binds the execution group on M&E data collecting that improves comprehension on the task of performing at any given time and may also be improved.

The subject matters of M&E preparatory work, as according (Trebilcock, 2015), assist integrators as well as other information foragers comprehending the query like "who the aforementioned is in supportive of – for who was the data being gathered for , in which way do we anticipate they will utilize this data, in addition to the reason as to why we have preferred to collect data for the M&E structure which they know the rationale supporting the structure as well as their role in it", (UPWARD) 2011. This is just one additional example of how checking and appraisal increases value to project accomplishment, thus the reason why this Investigation was started.

As earlier on stated, checking and assessment planning should include survey regarding essential execution measures that are to be achieved. The survey examines the significance of each marker, as well as the way the signal is calculated, in which way the details about the indicator be acquired, timeline for obtaining as well as disclosing the indicator in addition to the way the marker meets consumer desires (Wanjiku, 2015). In general, these kinds of statistics enable project implementers to focus on the way checking and appraisal will improve project accomplishment even more clearly.

Data collection tactics and tools are also crucial, according to the vast majority of M&E planning research (Wysocki, 2011); (Acharya, 2017). The audit addresses issues such as the rationale for each strategy and instrument, as well as the rationale for remembering a method or piece of equipment for a checking and appraisal structure (Rist, 2017). The manner the plan of action or apparatus meets participant facts expectations, the modus operandi or gadget's recommendations for particulars veracity, in addition to the challenges associated with plan of action or apparatus implementation are just a few of the others (Abdulrahman, 2017).

M&E planning, according to (Woodhill, 2012), should include points for responsibilities and obligations. Following the preparation, executives and workers should clearly understand: (1) their sole roles as well as obligations in seeing to it that the M&E framework's long-term viability; (2) how their job compliments the roles of other administrators and project staff.

It has been noticed on several times in M&E planning that it is typically suited to the task's requirements in terms of how complex it is, and that it will then change from one project to the next (Reviere, 2018). The entire generating of M&E devices from the task log outline structure, as stated on numerous studies have included potential clients, is the most significant aspect of the preparation. As M&E apparatuses are improved through a participative strategy, the comprehension of venture pointers and their usefulness in tracking project delivery during execution improves (Hobson, 2016).

This arrangement is essential since it increases the possibility of obtaining M&E data on time, as well as enabling for quick discovery of inaccuracies and, if necessary, correction (Mwinamo, 2015), resulting in better project execution. As a consequence of the foregoing, it can be clearly stated that M&E plan is prerequisite. Use of untrained employees to collect data from results and impacts results in genuine data integrity trade-offs, leading to outright repudiation of some cases. It normally starts with training on framework's checking elements, then move on to the assessment elements and group constraints.

This inquiry uncovered information in a variety of sectors, it specifically highlighted on M & E as a worldwide practice have been incorporated in Kenyan association, transformed, and utilized on the quest of universal administration delivery levels. Which focused at observing and appraisal as well as the ventures that blend with it, demonstrating in which way can every one of them have an effect on project achievements. This research suggests, the importance of fortified M & E announcements in programs. Availability of primary and secondary data gathering to aggregate information required for success of programs. Continuous assessment to scale up inputs and direct subsequent programs. Information partaking with beneficiaries to be undertaken for inputs and direct subsequent programs and accounts on program success produced for subsequent testimonials (Mwangi, 2019).

This research is done on university containments where an inclusive context of M & E should also be embraced. The universities teach this course, where now it should be mainstreamed in all the fields of study. This will bring out its application in all fields and inform on success of projects, as it's a key intervention. This enhances the input in regard to projects implementation especially application of best practices of M & E schedule and tools emanated from empirical review of M & E application in Dedan Kimathi University, Kenya. As this research is carried out on the influence of M & E in universities infrastructural projects performance.

The progress hypothesis is a paradigm that explains how a mediator is required to produce expected or observed outcomes (Hunter, 2015). According to the hypothesis of advancement, executives use it in crucial planning and dynamic as well a task of program development and progresses. It states what shall be evaluated, when and how, allowing program leaders to use results to improve activities and implementation in order to obtain the desired results. Hypothesis on progress technique can also assist in determining how individuals, institutions, in addition to circumstances change due to company's ventures or administrations, enabling for the development of good practice models (Clark, 2015).

According to, (Mantymaki, 2016) developed program theory, which consists of numerous clarifications that depict a certain program, expounds why, under what circumstances the project effects occur, anticipate the projects aftereffects, and point out the basics required to produce the best project impacts. Program hypothesis has been used in control evaluation frequently; as displays the program's potential to resolve problems by attending to appraisal demands. It also includes 3 methods for determining which sectors have an impact on assessments (Seth-Smith, 2019).

M&E training which is an organized activity for increasing the knowledge and skills of M&E unit in order to impact knowledge on how to handle projects. M&E training was measured using; relevance, level of training, trainers' knowledge, assessing training needs and managerial support. Other aspects included the current state of politics at the time of job completion which may not be guaranteed to be stable, Skills of the project staff is an essential component to a favorable outcome of a project hence it is crucial to distinguish ones with brilliant skills as well as level of involvement.

### **3. METHODOLOGY**

This investigation applied research design survey, a cross-sectional with a process that the researcher predetermines to explore the determined study aspects (MOUTON, 2015), conveys the procedure and summary of the regulations in investigating the study questions. As stated by, (Kohlman, 2013), cross-sectional research is an examination investigation that collates gathered facts from a specific population at a given site in a period, whilst, quantitative study is designed empirical research of the perceivable phenomena through analysis and figures. The elements of study was infrastructural programs at Dedan Kimathi University and elements of investigation was monitoring and evaluation sectional representatives of the program. The research used questionnaire and interview as the research tool. The qualitative facts were examined by further scrutiny of comparative fact analysis. The

design was appropriate as it enhanced the gathering of information required on perceived research questions at a fixed point and time from the monitoring and evaluation units. Besides, gathering information suitably which is both quantitative in essence and within original status.

A population, according to (Sekaran, 2016), is the total amount of the constituents out of which we hope to make inferences. A total of 265 members of the university infrastructural stakeholders were selected on simple random sampling. Where the representation pool was as follows; University representatives 42 members, contractors who were involved in construction 71 members and project management committee members 152. From the three categories a target population of 265 was obtained from which a sample size was extracted. A representative size of 157 respondents was chosen based on the (Krejcie, 1970) model for ensuring test size.

**Table 3.1 Representative tabulation**

<b>Categories</b>	<b>Frequency</b>	<b>Ratio of sample size of Sample</b>	
University representatives	42	0.59	25
Contractors	71	0.59	42
Project Management Committee members	152	0.59	90
<b>Total</b>	<b>265</b>		<b>157</b>

The research, facts assembling used, questionnaire, observation and interview (both schedules/ unstructured. It is only after getting the relevant requisite documents, consent forms, letters of authorization and license that this section will commence. The questionnaire (physical copy), was planned to collect particulars on particular targets and research model that had been put forward. The surveys were distributed to M&E representatives, project panel members, and project supervisors. Interview scheme applied was, structured or unstructured; structured interview was aligned to the research objectives in a detailed plan. Unstructured interview was applied based on observation and further probing for precision.

The term "authenticity validity" alludes to how competently an apparatus evaluates the activity that it is planned to compute (Lune, Parke, & Stone, 1998). As a consequence, the inferences directly relating to parameters under discussion are analyzed in the course of the comparison linking test queries as well as the subject matter on the topic matter of Monitoring and Evaluation in addition to project achievements. The extent under which an apparatus generates valid alongside predictable outcomes is also called dependableness (Cherry, 2015). It aids in the course of advancement of survey apparatuses. Uniformity is mandatory so as to draw conclusions a study's findings to a larger population.

The drop and pick method were used on administration of questionnaire in order to give participants enough time to make insightful comments. The survey instruments were given to participants directly by the researcher. This enables the researchers to establish relationship with the participants and introduced the purpose of the study as well as definition of any statement that was uncertain (Sekaran, 2016).

**4. Findings**

This object of the investigation was to establish the effects of M & E training influence on the accomplishment of the university infrastructural projects. The main factor to offer training to the relevant stakeholders was to form a commendable monitoring and evaluation team for the successful implementation of the project being undertaken. Among others to work within an effective budget estimate, timelines and fit to serve purpose of the project and ensuring the project value with sustainability. Meaning cost effective and quality is ensured through monitoring and evaluation of all activities.

The question posed by the researcher was, do you think multi-department & E unit received due training to undertake its mandate? The study applicants' response was illustrated in the table 4.1 below.

**Table 4.1 M & E training**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Yes	57	46.3
No	66	53.7
<b>Total</b>	<b>123</b>	<b>100</b>



From the study outcome 53.7% of the applicants’ response was that they did not participate in the M & E training, being a multi-department M & E unit, they felt that they were not key decision makers or did not belong to the management category and therefore, their involvement in the M & E training and schedule was minimal. Whereas 46.3% of the applicants’ response was they received adequate or participated in M & E training as their contribution was essential in M & E unit execution of mandate. Trainings are always the core universal of composing an effective team to implement a specific phenomenon, key to the training is the monitoring and evaluation that handles the M & E schedule with the appropriate tools for the success of the project.

The researcher inquired, "Did the M&E tutelage aid in comprehension of the spelled-out initiative expectations?" The applicants’ responses were analyzed as shown in table 4.7 below.

**Table 4.7 Effects of M & E training**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Yes	48	39
No	75	61
<b>Total</b>	<b>123</b>	<b>100</b>

The study outcome shows, 39% of applicants felt the M & E training was inclusive, impacted knowledge of duly crafted M & E schedule which helped them to understand the project and expected outcome, on verifiable indicators. Whereas 61% of the applicants’ majority being those who never participated on M & E training, therefore, were not privy of the project expectation. From the findings, the result shows that the trainings as a preparation of executing monitoring and evaluation schedule of activities as being a measure of key performance indicators of the project should include all the key stakeholders. When the majority 61% of those participating in the project didn’t receive or attend relevant training on monitoring and evaluation this automatically leads to project failure. Also, subsequent M & E factors are also not effectively or accordingly done due to the fore knowledge of implementation procedure.

The investigation posed the question, as per the training focus please rate the contribution of M & E training on project success. These study outcomes were exhibited in the table 4.8 below.

**Table 4.8 Rating of M & E training on projects**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid percent</b>	<b>Cumulative Percent</b>
Improved	42	34.2	34.2	34.2
Not improved	11	8.9	8.9	43.1
Delayed	23	18.7	18.7	61.8
Relevant	38	30.9	30.9	92.7
Not relevant	9	7.3	7.3	100
<b>Total</b>	<b>123</b>	<b>100</b>	<b>100</b>	

From the findings, 34.2% of the applicants’ response was that M & E training influenced the project performance positively when they returned that it improved the expected outcome. Whereas 30.9% of the applicants’ response was that the M & E training was relevant for the M & E staff unit as it influenced the project performance. While 18.7% of the applicants’ response returned that the M & E training delayed the project performance as it included other stakeholders outside the university namely the government agencies, line-ministries and development partners. At least 11% and 9% of the applicants’ response was that the M & E training did not improve or not relevant respectively as their role or participation on M & E unit was minimal i.e., drivers, construction handfals and other junior staffs.

**5. CONCLUSION**

The second object was to ascertain how M&E training affected project performance. According to the survey results, 53.7 percent of applicants stated that they did not attend M&E training because they believed that only key decision makers in the department were key members of the M&E unit. Whereas 46.3 percent of applicants stated that they had received adequate M&E training,

allowing them to understand their roles and responsibilities, implement the M&E schedule as a team, and use data collection tools and an information system to facilitate and exchange for project completion. From study outcomes, as per the respondents, it is deduced M & E training holds key components to conduct significant monitoring and evaluation process, i.e., M & E schedule, identified key performance indicators, roles and responsibilities, identified data collection methods and instruments, all instrumental in project performance. Fundamentally the implementation of monitoring and evaluation of university infrastructural projects in Dedan Kimathi University, Kenya is inadequate to influence the performance of projects. This is occasioned by elements like little or no involvement of pertinent monitoring and evaluation representatives, poor planning, training, baseline survey undertakings and substandard information management systems.

The principal players and inclusive stakeholders should propel the project with due diligence and determination to guarantee achievement of ascertained objectives. The researcher draws this subsequent advice highlighted as regards to effects of monitoring and evaluation to university infrastructural projects success, Dedan Kimathi University, Kenya.; From the outcome, flexibility should be encouraged on all the key M &E training to compliment planning, the university departments and relevant stakeholders should on combined front undertake training on monitoring and evaluation. In view of the fact that M & E trainings are critical in contributing to project attainments. All relevant stakeholders should play rightful role since they are the project beneficiaries. Hence, adequate involvement in M & E training.

A study to establish socio-political factors that would negatively affect M & E factors influence on project performance.

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