International Research Journal Of Business and Strategic Management

Vol 6, Issue 2, pp 283-294, Sep 30, 2024, © International Research Journal Publishers, ISSN 2710-2742 (online) www.irjp.org

MONITORING AND EVALUATION AND PROJECT PERFORMANCE IN KENYA URBAN ROADS AUTHORITY (KURA) NAIROBI COUNTY, KENYA

[1*]Dolphine Nyanchama Oroko & [2]Dr. Millicent Mboya

[1]Masters Student, Jomo Kenyatta University of Agriculture and Technology

[2]Lecturer, Jomo Kenyatta University of Agriculture and Technology

Accepted, Sep 27th, 2024

Abstract

Almost 80% of all road projects done in Kenya have experienced the delay factor, most projects have either been substandard when it comes to the quality aspect, abandoned due to financial issues or have taken too long to be completed. The general objective of this study was to examine the influence of Monitoring and Evaluation on project performance in Kenya Urban Roads Authority, Nairobi County, Kenya. Specifically, the study sought to determine the influence of effectiveness indicators and process indicators on project performance in KURA, Nairobi County, Kenya. The study adopted a descriptive research design. The target population in this study entailed the Finance department, Legal, Procurement, IT, Monitoring and Evaluation department, HR and Planning departments totalling to 110. Due to the number of the population, the study employed census. The study relied on primary data which was collected through the use of questionnaires. A pilot study was conducted to test validity and reliability of the data collection instrument. The study used both descriptive and inferential statistics for data analysis with the aid of Statistical Package for Social Sciences (SPSS version 25). The study concludes effectiveness indicators have a positive and significant effect on project performance in KURA, Nairobi County, Kenya. The study also concludes that process indicators have a positive and significant effect on project performance in KURA, Nairobi County, Kenya. The study recommends that the management of KURA in Kenya should focus on Project Monitoring and Reporting Frequency. This indicator tracks how often project progress is reviewed and reported against established benchmarks and milestones. Regular and systematic monitoring ensures that potential issues are identified and addressed promptly, enabling timely adjustments and resource allocation.

Keywords: *Monitoring and Evaluation, Effectiveness Indicators, Process Indicators and Project Performance*

INTRODUCTION

Monitoring and Evaluation is defined as the systematic process or procedure of reviewing the progress of any project being undertaken by ensuring the objectives set initially have been met (UNDP, 2019). It helps the ones in charge of the projects to be able to adjust and find ways to influence the results, and improve inputs invested in the projects so as to get the desired impact or outcome of a project. Monitoring and evaluation has been introduced through performance contracts so as to improve performance by introducing ways that people

could conduct themselves and adopting positive work ethics that will help in delivering services to the public (Kissi *et al*., 2019).

In reference to the United Nations Development Programme (2016), Monitoring and Evaluation has a goal to provide a ground for accountability and improve the management of the outputs, the outcomes and both short- and long-term impact. M&E creates the opportunity of assessing how projects perform and be able to identify any issues and how they can be resolved easily by all those that are involved. When it comes to how projects perform, Monitoring and Evaluation has been considered a very crucial tool since it helps in making very informed decisions in regards to all the operations, (Naidoo, 2019).

Project performance is defined as the general depiction of whether a project has met its requirements and the objectives that it had set earlier on. Muchelule (2018) measured project performance in terms of timeliness, expense, scope, and service quality. When monitoring and evaluation have been deemed to be successful, then it means that the project has performed well. According to Franz and Messner (2019), project performance denotes how much outcomes have been accomplished, comprises of practicality, number of expectations accomplished, number of exercises, fulfilled clients and expenditure of plan.

The touching stone for gauging the performance of projects is normally determined at the beginning stage of a project so as to ensure that everyone involved in the project is steered towards the same direction. A project's performance will only be deemed successful if there are no differences when it comes to the opinions surrounding it and that the objectives are followed through (Baccarini, 2019).

A study carried in Germany by Panda, Jurko, & Pandová (2016) stated that monitoring and evaluation is viewed as a process or procedure that uses empirical data to make informed decisions on matters concerning effectiveness, efficacy, delivery and program activities. Goyder (2019) carried a research in England and posits that monitoring and evaluation creates room for one to confirm if resources and the capacity is enough and whether parties involved are doing things as planned. He further states that the evaluation aspect of it is more concerned with the predetermined results and the type of impact the project will have.

A study by Muzondo and McCutcheon (2018) in South Africa shows that the success of projects was evident when it came to the quality of service delivery and this was all attributed to the implementation of monitoring and evaluation of projects. South Africa has placed very heavy importance on the need for periodical assessments of projects undertaken. On the other hand, countries like Libya, as stated by Fonbeyin (2020), effective M&E has contributed to improved government policies, more donors investing, more stakeholders' involvement and more sessions of training to the employers.

Githinji, Ogolla, and Kitheka, (2020) stated that political influence, stakeholder participation and management of M&E systems are among the factors that affect monitoring and evaluation and project performance. Demirkesen, and Reinhardt (2021) found that there were M&E factors such as inadequate stakeholders' participation and management of information system that were hardly considered when it came to project performance.

Statement of the Problem

Project performance has been unsuccessful in the country due to some challenges faced despite the efforts taken by the Kenyan government to rehabilitate the infrastructure sector of the country. Many road construction projects have either been unfinished, had defects, way behind the schedules set or not completed on time, RoK (2017). Project performance however had its own relations to monitoring and evaluation since a positive relationship between the two showed a significant increase in the success rates of how the projects

performed (Ika *et al*., 2019). Project performance has been linked to economy growth and job prospects World Bank, (2018).

An unpredictability aspect of the projects undertaken is also one among the factors that needed to be considered when figuring out how projects perform. Project managers have been required to undergo training that focuses on evaluation of projects, guidelines and frameworks for the sole purpose of measuring impact of the activities done in the project Kahilu, (2018). With this in consideration, most projects would achieve huge value to all the stakeholders involved directly or indirectly. Positive project performance has also been one aspect that has led to the growth of the economy and notable reputations of organizations.

Almost 80% of all road projects done in Kenya have experienced the delay factor, most projects have either substandard when it comes to the quality aspect, abandoned due to financial issues or have taken too long to be completed. For instance, the initial budget for Thika Superhighway was 26.44 billion which was later revised to 34.45 billion, it was to be completed in July 2011 but instead it was completed in July 2013. According to a KURA report (2020), it was noted, 17% road connecting Nairobi in 2010 were closed for expansion; in 2015 majority 13% were still not in operation and as of 2019, only 15% of the roads were paved.

Nyonje, Ndunge, &Mulwa, (2019) also notes that very few organizations rarely use M&E and this is attributed to the fact that they do not fully understand the influence M&E has when it comes to the performance of projects despite the researches that have been done. The success of the projects is vital to economic growth; reduction of road related accidents and also increased client satisfaction.

Output indicators assess direct results which will focus on the quantity of roads, client satisfaction and beneficiaries. The effectiveness indicators on the study will be more of the quality of service provided by KURA and the extent of the reach they have. Sustainability indicators on the other hand will be based on community development, policy and regulatory support and the environmental sustainability of projects done by KURA. Lastly, process indicators monitor and evaluate various phases therefore it will be important when it comes to the timelines of implementation, capacity building and stakeholder involvement.

This study sought to fill in the research gap by establishing output indicators, effectiveness indicators, sustainability indicators and process indicators as monitoring and evaluation variables and the performance of projects in KURA, Nairobi County.

General Objective

The general objective of this study was to examine the influence of Monitoring and Evaluation on project performance in Kenya Urban Roads Authority, Nairobi County, Kenya.

Specific Objectives

i. To determine the influence of effectiveness indicators on project performance in KURA, Nairobi County, Kenya.
ii. To establish the influence of process indicators on project performance in KURA, Nairobi County, Kenya.

Theoretical Review

Theory of Change

The theory of change, first published by Carol Weiss in 1995, is characterized just and exquisitely as a hypothesis of how and why an activity functions the way it does. TOC provides a guideline of how an intervention is intended to work. In more elaborate terms, the Theory of Change helps every stakeholder recognize the project goals as a way of measuring and monitoring outcomes. It centers on creating learning about project effectiveness, yet in addition on clarifying strategies is effective (Cox, 2019). The theory allows the parties

involved to categorize expected outcomes by showing how effective it is to have a connection between the efforts, actions and productivity.

In the conceptualization of a Theory of Change, the first component involves identifying the inputs or resources invested in the program. These inputs encompass crucial elements like funding, staff, and materials, providing the foundation for executing program activities. Moving along the causal pathway, the activities or processes represent the specific actions undertaken by the program to bring about change. These activities directly lead to the creation of outputs, which are the immediate and tangible results of the program's efforts. Outputs signify the products or services delivered as a direct consequence of the program's actions (Mutsune, & Ngugi, 2023). This study used the Theory of Change to assess the influence of effectiveness indicators on project performance in KURA, Nairobi County, Kenya.

Continuous Improvement Theory

Continuous Improvement Theory according to Locke, 1995, is any efforts designed to foster continual learning and innovation throughout the processes. This is a theory that is based on the idea that positive ongoing changes no matter how minute they are can bring about significant improvements in processes. Guided by key principles for example; continuous learning, which comes under capacity building, iterative progress which mainly focuses on the timeliness of implementing activities in projects and also employee involvement which is one principle that creates room for stakeholders to contribute ideas used for improvement purposes.

Derived from lean manufacturing principles, Lean Thinking is another integral component of CI. It aims to eliminate waste, optimize processes, and improve efficiency. By emphasizing delivering value to customers with the least possible resources and reducing unnecessary steps in workflows, Lean Thinking contributes to the overarching goals of CI. Six Sigma, a data-driven methodology within CI, focuses on reducing defects and variations in processes. Utilizing statistical analysis and measurement, Six Sigma identifies and eliminates errors, striving for a high level of process consistency and quality. This methodology is particularly relevant for organizations seeking precision and reliability in their operations (Niwagaba, & Mulyungi, 2018). Continuous Improvement Theory was used to establish the influence of process indicators on project performance in KURA, Nairobi County, Kenya.

Conceptual Framework

Conceptual Framework is a reflection of the objectives being studied; it is simply an outline of concepts and their relationship (Miles, Huberman, & Saldaña, 2014). The dependent variable is project performance while the independent variables in this study are the indicators of monitoring and evaluation.

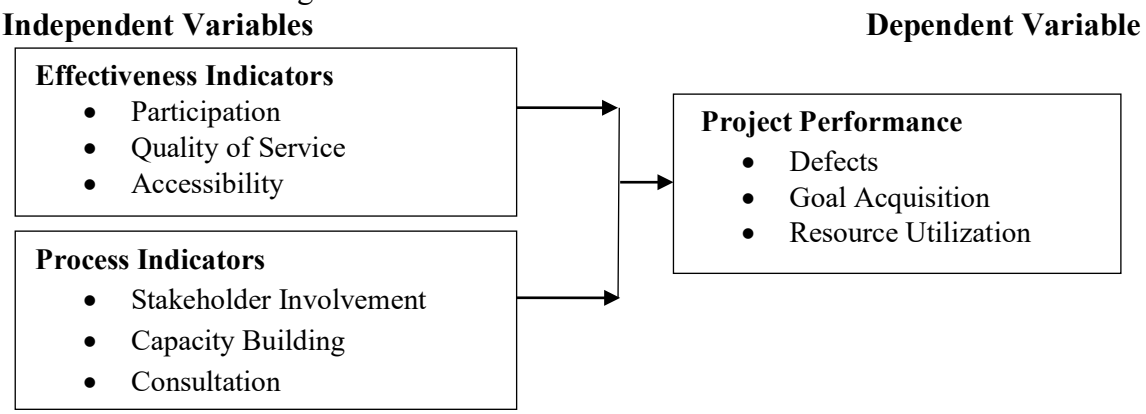

Figure 1: Conceptual Framework

Effectiveness Indicators

Effective indicators are quantifiable metrics used to make assessments on how successful goals and objectives are being achieved. The indicators used follow the SMART criteria for easy quantifying for example how productive is the participation of all who are involved, how is the quality of the services provided during the time the project is being implemented and how extensive is the reach. From this, entire one can determine if the performance of the project is efficient enough. Data for this variable would heavily rely on surveys and analytics done (Nchiko & Safari, 2023).

Process Indicators

They are indicators that are both qualitative and quantitative used to monitor and evaluate various processes by making sure everything is operating as it should be. Metrics chosen are supposed to align with the objectives. Sub-variables under this indicator will include, the number of stakeholders involved in each stage, the frequency of capacity building activities being performed, how timely is the implementation of the different phases of the project. This will mostly establish if the project performs within the stipulated timelines. Data for this type of indicator mostly lies in making observations, surveys and system logs (Githinji, Ogolla & Kitheka, 2020).

Empirical Review

Effectiveness indicators and project performance

Magassouba, *et al* (2019) investigated the influence of stakeholders' involvement on development project performance in Guinea. This study examines the literature around the stakeholders' involvement concepts to address their influence in project identification, planning, implementation and monitoring on development project performance within organizations in Guinea. Stakeholder involvement in project identification, planning. Data collection was done by use of questionnaires. The study concluded that implementation and monitoring enhances the chance of project success and it is an appropriate way to achieve an organization goals.

Demirkesen and Reinhardt (2021) studied the effect of stakeholder involvement on performance of the government projects in Poland. The study examined the effect of stakeholder involvement on the performance of government projects in Poland. The target population included 13 government projects. The unit of observation was managers of the projects and also other support staff within the projects. Questionnaires were used as the research instruments. The results of the study indicated that stakeholder involvement is a key segment that influences the performance of the projects. The study concluded that stakeholder involvement is positively and significantly associated with performance.

Xue, *et al* (2020) studied the influence of formal and informal stakeholder relationship on megaproject performance: a case of China. The purpose of this research was to seek better relational strategies between formal and informal stakeholder relationships to improve megaproject performance. Data collection was done via questionnaires. The research finding revealed that formal relationship plays a dominating role in cost, quality, and labor protection; meanwhile, it is still more reliable in improving coordination, safety and environmental protection. Both formal and informal relationship is equally important towards collaboration and scheduling while the informal relationship is more effective in communication and project transparency.

Process Indicators and Project Performance

Onwujekwe, *et al* (2020) studied the impact of capacity building interventions on individual and organizational competency for HPSR in endemic disease control in Nigeria: a qualitative study. This implementation research project was undertaken in Southeast Nigeria to evaluate

whether the capacity-building intervention improves the capacity to produce and use research evidence for decision making in endemic disease control.Three training workshops were organized for purposively selected participants comprising "producers of evidence" such as health research scientists in three universities and "users of evidence" such as policy makers, program managers, and implementers in the public health sector. Participants also held step-down workshops in their organizations. The findings indicated that capacity-building interventions contributed to the development of a critical mass of research scientists, policy makers, and practitioners who have varying levels of competencies in HPSR for endemic disease control and would require further support in carrying out their medium and long-term goals.

Athieno, Aseey and Rugendo (2021) conducted research on the influence of farmer capacity building in institutional linkages on performance of smallholder irrigation projects in Migori County, Kenya. The study investigated influence of farmer capacity building in institutional linkages on performance of smallholder irrigation projects in Migori County, Kenya. The target population comprised of farmers drawn from fifteen smallholder irrigation projects that receive water from River Kuja through Lower Kuja Project. The sample size was 341. Data was collected using questionnaire. The study established that farmer capacity building in institutional linkages has a significant influence on performance of smallholder irrigation projects.

METHODOLOGY

Research Design

A descriptive research design is considered appropriate since it provides a qualitative and quantitative data collection method when it comes to determining events (Oso & Onen, 2019).

Target Population

For the purpose of this study, the people who were chosen included the Finance department, Legal, Procurement, IT, Monitoring and Evaluation department, HR and Planning departments totaling to 110**.** Due to the number of the population, the study employed census. The target was as presented in Table 1.

Table 1: Target Population

Departments	Number	Percentage
Finance	21	19.09%
Technology (IT)	15	13.64%
Legal Team	10	09.09%
M&E	04	03.64%
Procurement	40	36.36%
Human Resource	10	09.09%
Planning	10	09.09%
Total	110	

Data Collection Tool

Questionnaires were used as a data collecting tool which is a method where respondents are asked to answer a set of related written questions in a pre-determined sequence (Saunders et al., 2009).

Data Collection

This study collected both primary and secondary data. Primary data is data generated by the researcher personally through a questionnaire. Secondary data is data generated from existing data.

Pilot Study

A pilot study is a small-scale version of the study used to establish procedures, materials and parameters to be used in the full study. It is usually used to assist in planning and modifying the main study. A pilot test is conducted to detect weaknesses in design and instrumentation and to provide proxy data for the selection of a probability sample (Kothari & Garg, 2014).

Data analysis and Presentation

Before the data could be analysed, the researcher ensured the data was checked for completeness, followed by data editing, data coding, data entry, and data cleaning. Inferential and descriptive statistics was employed for analysis of quantitative data with the assistance of Statistical Package for Social Sciences (SPSS version 25). Descriptive statistics such as frequency distribution, mean (measure of dispersion), standard deviation, and percentages were used. Inferential data analysis was conducted by use of Pearson correlation coefficient, and multiple regression analysis. The inferential statistic was used to make judgments about the probability that an observation is dependable or one that happened by chance in the study. The relationship between the study variables was tested using multivariate regression models.

$\gamma = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon,$

Where; Y= Project Performance

β0= Constant

X_1= Effectiveness Indicators

X_2= Process Indicators

ε=error term

FINDINGS AND DISCUSSIONS

Descriptive Statistics

Effectiveness Indicators and Project Performance

The first specific objective of the study was to determine the influence of effectiveness indicators on project performance in KURA, Nairobi County, Kenya. The respondents were requested to indicate their level of agreement on the statements relating to effectiveness indicators and project performance in KURA, Nairobi County, Kenya. The results were as shown in Table 1.

From the results, the respondents agreed that their organization ensures adequate stakeholder participation during project implementation (M-3.902, SD= 0.897). In addition, the respondents agreed that participation in the community is done so through effective focus groups (M=3.884, SD= 0.731). Further, the respondents agreed that there is frequent market research done to ensure maximum awareness and competency (M=3.843, SD= 0.763). The respondents also agreed that there is general positive satisfaction when it comes to the feedback related to the aspect of quality of service provided (M=3.816, SD=0.641). In addition, the respondents agreed that there are outreach and communication strategies put in place before, during and after project implementation (M=3.736, SD= 0.675).

The respondents agreed that they are satisfied with the level of stakeholder participation in their organization (M=3.721, SD=0.866). The respondents also agreed that the views of stakeholders are put into consideration during project implementation (M=3.688, SD=0.741). In addition, the respondents agreed that they are satisfied with the quality of services offered during project implementation (M=3.644, SD=0.888).

Table 1: Effectiveness Indicators and Project Performance

	Mean	Std. Deviation
Our organization ensures adequate stakeholder participation during project implementation	3.902	0.897

	Mean	Std. Deviation
Participation of the community is done so through effective focus groups	3.884	0.731
There is frequent market research done to ensure maximum awareness and competency	3.843	0.763
There is general positive satisfaction when it comes to the feedback related to the aspect of quality of service provided	3.816	0.641
There are outreach and communication strategies put in place before, during and after project implementation	3.736	0.675
Am satisfied with the level of stakeholder participation in our organization	3.721	0.866
The views of stakeholders are put into consideration during project implementation	3.688	0.741
Am satisfied with the quality of services offered during project implementation	3.644	0.888
Aggregate	**3.779**	**0.775**

Process Indicators and Project Performance

The second specific objective of the study was to establish the influence of process indicators on project performance in KURA, Nairobi County, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to process indicators and project performance in KURA, Nairobi County, Kenya. The results were as presented in Table 2.

From the results, the respondents agreed that stakeholder involvement involve project beneficiary, staff, donors and community in the design and implementation of the M&E in a project (M=3.931, SD= 0.891). In addition, the respondents agreed that it is important to identify all project stakeholders through stakeholder analysis for positive influence on the project through the activities done (M=3.855, SD= 0.857). Further, the respondents agreed that there is continuous training and development of the project implementation staff (M=3.720, SD= 0.714). The respondents also agreed that their organization has adequate staff to ensure effective project implementation (M=3.685, SD= 0.677). Further, the respondents agreed that the road projects are implemented within the set period of time (M=3.678, SD= 0.656).

The respondents agreed that there are few cases of time overrun during project implementation (M=3.658, SD=0.759). In addition, the respondents agreed that they are satisfied with the level of stakeholder involvement during project implementation (M=3.649, SD=0.898).

Table 2: Process Indicators and Project Performance

	Mean	Std. Deviation
Stakeholder involvement involve project beneficiary, staff, donors and community in the design and implementation of the M&E in a project	3.931	0.891
It is important to identify all project stakeholders through stakeholder analysis for positive influence on the project through the activities done	3.855	0.857
There is continuous training and development of the project	3.720	0.714

implementation staff		
Our organization has adequate staff to ensure effective project implementation	3.685	0.677
The road projects are implemented within the set period of time	3.678	0.656
There are few cases of time overrun during project implementation	3.658	0.759
Am satisfied with the level of stakeholder involvement during project implementation	3.649	0.898
Aggregate	**3.739**	**0.779**

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (effectiveness indicators and process indicators) and the dependent variable (project performance in KURA, Nairobi County, Kenya). Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients.

Table 3: Correlation Coefficients

		Project Performance	Effectiveness Indicators	Process Indicators
Project Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	90		
Effectiveness Indicators	Pearson Correlation	.827**	1	
	Sig. (2-tailed)	.003		
	N	90	90	
Process Indicators	Pearson Correlation	.895**	.119	1
	Sig. (2-tailed)	.000	.067	
	N	90	90	90

From the results, there was a very strong relationship between effectiveness indicators and project performance in KURA, Nairobi County, Kenya (r = 0.827, p-value =0.003). The relationship was significant since the p-value 0.003 was less than 0.05 (significant level). The findings conform to the findings of Demirkesen and Reinhardt (2021) that there is a very strong relationship between effectiveness indicators and project performance.

The results also revealed that there was a very strong relationship between process indicators and project performance in KURA, Nairobi County, Kenya (r = 0.895, p-value =0.000). The relationship was significant since the p-value 0.000 was less than 0.05 (significant level). The findings are in line with the results of Muriithi, Ndung'u and Kidombo (2021) who revealed that there is a very strong relationship between process indicators and project performance.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (effectiveness indicators and process indicators) and the dependent variable (project performance in KURA, Nairobi County, Kenya)

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.883	.780	.781	.10129

a. Predictors: (Constant), effectiveness indicators and process indicators

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.780. This implied that 78% of the variation in the dependent variable (project performance in KURA, Nairobi County, Kenya) could be explained by independent variables (effectiveness indicators and process indicators).

Table 5: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.027	2	4.014	53.52	.000[b]
	Residual	6.555	87	.075		
	Total	14.582	89			

a. Dependent Variable: project performance in KURA, Nairobi County, Kenya
b. Predictors: (Constant), effectiveness indicators and process indicators

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 53.52 while the F critical was 2.479. The p-value was 0.000. Since the F-calculated was greater than the F-critical and the p-value 0.000 was less than 0.05, the model was considered a good fit for the data. Therefore, the model can be used to predict the influence of effectiveness indicators and process indicators on project performance in KURA, Nairobi County, Kenya.

Table 6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.202	0.055		3.673	0.003
	effectiveness indicators	0.481	0.123	0.480	3.911	0.003
	process indicators	0.425	0.107	0.424	3.972	0.001

a Dependent Variable: project performance in KURA, Nairobi County, Kenya

The regression model was as follows:

$$\mathbf{Y = 0.202 + 0.481X_1 + 0.425X_2 + \varepsilon}$$

According to the results, effectiveness indicators have a significant effect on project performance in KURA, Nairobi County, Kenya, β1=0.481, p value= 0.003). The relationship was considered significant since the p-value of 0.003 was less than the significant level of 0.05. The findings conform to the findings of Demirkesen and Reinhardt (2021) that there is a very strong relationship between effectiveness indicators and project performance

In addition, the results revealed that process indicators has a significant effect on project performance in KURA, Nairobi County, Kenya β1=0.425, p value= 0.001). The relationship was considered significant since the p-value of 0.001 was less than the significant level of 0.05. The findings are in line with the results of Muriithi, Ndung'u and Kidombo (2021) who revealed that there is a very strong relationship between process indicators and project performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The study concludes that effectiveness indicators have a positive and significant effect on project performance in KURA, Nairobi County, Kenya. Findings revealed that participation, quality of service and reach influence project performance in KURA, Nairobi County, Kenya. The study also concludes that process indicators have a positive and significant effect on project performance in KURA, Nairobi County, Kenya. Findings revealed that stakeholder

involvement, capacity building and timeliness of implementation influences project performance in KURA, Nairobi County, Kenya.

Recommendations

The study recommends that the management of KURA in Kenya should focus on the Stakeholder Satisfaction Index. This index measures the degree of satisfaction among key stakeholders, including local communities, business owners, and government officials, with the outcomes of road projects. High levels of stakeholder satisfaction often reflect successful project implementation, addressing community needs, and effective communication.

The study also recommends that the management of KURA in Kenya should focus on Project Monitoring and Reporting Frequency. This indicator tracks how often project progress is reviewed and reported against established benchmarks and milestones. Regular and systematic monitoring ensures that potential issues are identified and addressed promptly, enabling timely adjustments and resource allocation.

REFERENCES

Cooper, D. R. & Schindler, P. S. (2018). *Qualitative research: business research methods*, Boston, MA: McGraw-Hill.

Cronbach, L. J. (2017). *Test Validation. In R. L. Thorndike (Ed).Educational Measurement (2nd Ed.)* Washington, DC: American Council on Education.

Cronbach, L. J. (2018). *My Current Thoughts on Coefficient Alpha and Successor Procedures.* Washington, D: Educational and Psychological Measurement.

Crowther, D. & Lancaster, G. (2018). *Research Methods: A Concise Introduction to Research in Management and Business Consultancy*. New York: Butterworth-Heinemann.

Demirkesen, G. K., & Reinhardt, G. M. (2021). Effect of Stakeholder Involvement on Performance of The Government Projects in Poland. *Journal of Entrepreneurship & Project Management*, *5*(1), 129–137.

Githinji, C. N., Ogolla, P., & Kitheka, S. (2020). Influence of stakeholder's involvement on project performance. A case study of Kenya Ferry Services. *The Strategic Journal of Business & Change Management, 7*(3), 738 – 756.

Magassouba, S. M., Tambi, A. M. B. A., Alkhlaifat, B. I., & Abdullah, A. A. Bin. (2019). Influence of Stakeholders Involvement on Development Project Performance in Guinea. *International Journal of Academic Research in Business and Social Sciences, 9*(1), 1111–1120.

Mugenda A. &Mugenda O. (2017).Research Methods: Quantitative & Qualitative approaches. African Centre for Technology Studies (ACTS), Nairobi, Kenya.

Muriithi, C., Ndung'u, A., & Kidombo, H. (2021). N/A Influence of capacity building practices on performance of Self-Help groups, projects in Nyeri County, Kenya: Influence of capacity building practices on performance of Self-Help groups, projects in Nyeri County, Kenya. *IJRDO - Journal of Social Science and Humanities Research*, *6*(5), 16-25.

Mutsune, S.L. & Ngugi, L. (2023).Influence of Monitoring and Evaluation Planning on Project Implementation by National Lands Commission in Nairobi City County, Kenya. *International Journal of Social Science and Humanities Research 11*(2), 387-393.

Mwangi, S. W., & Moronge, M. (2019). Influence of monitoring and evaluation practices on performance of World Bank funded projects in Nairobi City County, Kenya. *The Strategic Journal of Business & Change Management, 6* (4), 377 – 393.

Mwelu, N., Davis, P., Ke, Y. & Watundu, S. (2018). Compliance within a Regulatory Framework in Implementing Public Road Construction Projects. *Construction Economics and Building, 18*(4) 1-23.

Nchiko E., M. & Safari, E. (2023). Monitoring and Evaluation Practices and Project Performance in International Organizations: A Case of PRISM Implemented by Heifer International Rwanda, Musanze District. *Journal of Entrepreneurship & Project Management, 7*(6), 69-82.

Ochola, O.W., Cheruiyot, C. & Winja, M.M.O. (2022).Impact of Regulatory Framework on Performance of Building Construction Processes In Kenya. A Case Study of Murang'a County. *International Journal Of Engineering Research & Technology (IJERT) 11*(9), 336-348.

Omondi, S.O. (2016). *Influence of Capacity Building Programs on Project Performance in Non-Governmental Organizations in Kenya: A Case of the Danish Refugee Council*. Retrieved From: http://erepository.uonbi.ac.ke/bitstream/handle/11295/97358/

Onwujekwe, O., Mbachu, C., Etiaba, E., & Ezumah, N.(2020). Impact of capacity building interventions on individual and organizational competency for HPSR in endemic disease control in Nigeria: a qualitative study. *Implementation Science Journal 15*(22), 1-13.

Othieno, A., Aseey, A. & Rugendo, C. (2021) Influence of Farmer Capacity Building in Institutional Linkages on Performance of Smallholder Irrigation Projects in Migori County, Kenya. *Agricultural Sciences Journal 12*(1), 726-737

Pedo, M.O., Kabare, K. & Makori, M. (2017).Effect of Regulatory Framework on the Performance of Public Private Partnerships Road Projects in Kenya. *The Strategic Journal of Business & Change Management 5*(2), 850-868.

Sekaran, U., & Bougie, R., (2019). *Research methods for business:* A skill building approach (5th ed.). Chichester, West Sussex.

Usman, N.D., Kamau, P.K., & Mireri, C. (2016).The Impact of Policy and Procedural Framework on Project Performance Within the Building Industry in Abuja, Nigeria. *International Journal of Engineering Research & Technology (IJERT) 3*(5), 2086-2091.

Xue, J., Shen, G.Q., Yang, R.J., Zafar, I., Ekanayake, E.M.A.C., Lin, X. & Darko, A. (2020). Influence of formal and informal stakeholder relationship on megaproject performance: a case of China. *Engineering, Construction and Architectural Management, 27*(7), 1505-1531.