



INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON PERFORMANCE OF WORLD BANK FUNDED PROJECTS IN NAIROBI CITY COUNTY, KENYA

Mwangi, S. W., & Moronge, M.

INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON PERFORMANCE OF WORLD BANK FUNDED PROJECTS IN NAIROBI CITY COUNTY, KENYA

Mwangi, S. W.,^{1*} & Moronge, M.²

^{1*} Msc. Candidate, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

² Ph.D, Lecturer, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

Accepted: October 8, 2019

ABSTRACT

The aim of the study was to establish the influence of monitoring and evaluation practices on performance of World Bank projects in Nairobi County, Kenya. This study used a descriptive research design. The target population of this study was 51 World Bank projects in Nairobi County. The study adopted a census and semi structured questionnaires which were used to collect data primary data from the targeted respondents. Qualitative data was coded thematically and then analyzed by use of thematic content analysis. Quantitative data was analyzed by use of both inferential and descriptive statistics with the help of statistical software known as Statistical Package for Social Sciences (SPSS version 22). The results were presented using tables. The study concluded that monitoring and evaluation planning, training, tools and reporting have a positive and significant effect on performance of world banks in Nairobi City County, Kenya. The study established that monitoring and evaluation planning is recognized as one of the key apparatuses for the accomplishment of project goals. The study established that projects require distinctive monitoring and evaluation tools relying upon the working setting, executing office limit and prerequisites. The projects require many instruments and procedures to be used to help extend administration tools and systems; project initiation tools and strategies; project administration planning apparatuses and methods; project administration implementing tools and strategies; and project administration monitoring and controlling devices and strategies. The study recommended that the utilization of M&E reports is central to the performance and sustainability of a project. The study recommended that for effective utilization of monitoring and evaluation results for continuous improvement and quality of performance in projects. Monitoring and evaluation results can be used in ways such as involvement in decision making of the project, redesigning of the project, strengthening / improvement, advocacy for additional resources, program intervention of the project and project control.

Key Words: *planning, tools, training, reporting, monitoring and evaluation*

CITATION: 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.

INTRODUCTION

Monitoring is an ongoing function that employs the systematic collection of data related to specified indicators in projects. Evaluation is an organized and objective assessment of an ongoing or concluded policy, program/project, its design, execution and results (Bambarger, Rao & Woolrock, 2010). The aim is to provide timely assessments of the relevance, efficiency, effectiveness, impact and sustainability of interventions and overall progress against original objectives. Monitoring and assessment (M&E) is therefore defined as a method that helps project executives improve efficiency and achieve outcomes. M&E objectives is to enhance present and future output, output and effect management (United Nations Development Programme, 2012). The success of any project is critical in achieving development agenda in the communities across the globe. Monitoring and evaluation of projects is fundamental if the project objectives and success is to be achieved since it improves overall efficiency of project planning, management and implementation. Several projects could be initiated to transform social, political and economic well-being of citizens in a particular country (World Bank, 2013).

Formal monitoring systems as practiced in Kenya have not fully been incorporated in the Government projects control systems under M & E (Machelule & Mike, 2015). The many mainstream monitoring and evaluation practices tend to be isolated and disconnected from management and decision-making. Many programs and projects are driven by pre-set targets and actions, such that is an additional burden on application teams, and their monitoring practice is limited to the fulfillment of reporting requirements of governments (Gwadoya, 2012).

Foreign assistance was started after World War II to aid the war-affected countries for the purpose of reconstruction, extending political influence and altruism (Heyneman & Lee, 2013). It began when the U.S. transferred 2–3% of its national income to

restore the European economic system (Tarp, 2010). This Marshall Plan, also known as the European Recovery Programme, was considered the most successful aid program. Thereafter, the focus of foreign aid shifted to the newly independent and less industrialized countries in Africa, Asia and Latin America.

Statement of the Problem

World Bank Projects remain the instruments of choice for policy makers in international development (World Bank, 2015). These projects should, therefore deliver value to Kenyans as was initially intended, as well as meet the financier's expectations. Yet, paradoxically, the poor performance of the projects and the disappointment of project stakeholders and beneficiaries seem to have become the rule and not the exception in contemporary reality (World Bank, 2017; Ika, Dallo & Thuiller, 2012). It is worth noting that project performance is crucial for any future funding of projects by the World Bank (World Bank 2015).

Despite the enormous investment by the World Bank in financing projects in developing countries, a number of challenges are encountered. A study by Independent Evaluation Group (IEG) of the World Bank found out that in 2014 alone, nearly 40% of all World Bank projects were unsuccessful, and in Africa alone, the failure rate was over 50 % in Kenya (IEG, 2015). Similarly, a report by Mars Group 2017, reveals that projects that were initiated between 2009 and 2015 amounting to over 22 billion by World Bank in Kenya most of them collapsed or are yet to be completed. Consequently, the projects did not meet the stakeholders' needs.

Further, Kenya is reported to have attained an overall rating of 49% on performance of projects funded during the period 2009 to 2014 as compared to Uganda's and Tanzania's rating of 61% percent and 73 percent respectively. Beyond East Africa, Ghana was had a rating of 64.7% in the same period (World Bank,

2017). This shows that among the three East African countries rated by OED, Kenya was rated the poorest in World Bank funded project performance. The issues related to governance such as lack of monitoring and evaluation was highlighted as one of the main challenges associated with the collapse of the projects (World Bank, 2014; Sang, 2015).

The study postulates that improvements in development projects performance through adoption of monitoring and evaluation practices may directly improve performance of World Bank funded projects in Kenya. Since 35% to 45% of the World Bank projects operating budget is allocated to project management, improvements in monitoring and evaluation practices may provide significant impact on completion of the projects within time, cost and enhance stakeholders' satisfaction (Shi, Kim & Sohn, 2017; World Bank, 2015). The study therefore sought to examine the influence of monitoring and evaluation practices on performance of World Bank funded projects in Kenya.

Study Objectives

The aim of the study was to establish the influence of monitoring and evaluation practices on performance of World Bank projects in Nairobi City County, Kenya. The specific objectives;

- To determine the influence of monitoring and evaluation planning on performance of World Bank projects in Nairobi City County, Kenya.
- To assess the influence of monitoring and evaluation tools on performance of world bank projects in Nairobi City County, Kenya
- To evaluate the influence of monitoring and evaluation training on performance of World bank projects in Nairobi City County, Kenya
- To establish the influence of monitoring and evaluation reporting on performance of World Bank projects in Nairobi City County, Kenya.

LITERATURE REVIEW

Program Theory

The program theory was developed by Huey Chen, Peter Rossi, Michael Quinn Patton, and Carol Weiss (1195). The advocates of the theory Lipsey (1990) asserted that by identifying important program components and offering data on how these components relate to each other, it contributes to assessment practice. Information collection plans are then included in the framework to provide information to measure the extent, nature and occurrence of each aspects. It is evaluated within the structure once the information on the components is gathered. The theory of the program is a plausible and reasonable model of how a program should operate (Chen 2014). Haji, Morin and Parker (2013) indicated that this is a proposal regarding input conversion into output and how a poor situation can be transformed into a better one through outputs. It is also demonstrated as the method by which parts of the program are assumed to influence results.

Theory of Constraints

The theory of constraints was developed by Eliyahu Goldrat (1976) assumed that the ultimate goal of most organizations is to make a profit and other goals are derived from this goal. He indicated that it is especially the constraints that prevent organizations from generating maximum profits. Every organization has at least one constraint. The theory of constraints (TOC) can be used to demonstrate how managers can effectively manage organizations based on the assumption of system thinking and constraint management (Kohli & Gupta, 2010).

Participatory Theory

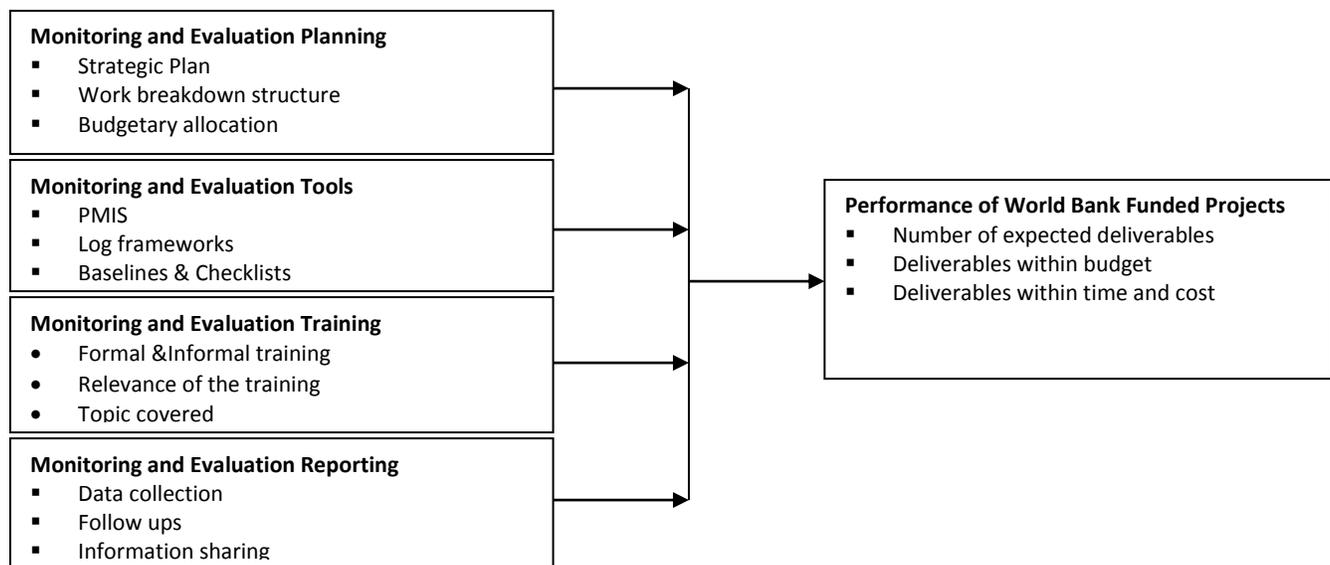
This theory was put forward by Midgley (1986) and suggested that the historical antecedents of community participation include: the legacy of western ideology, the influence of community development and the contribution of social work and community radicalism. This theory seeks to explain

the participation contribution to the final outcomes. Participatory theory is a development approach that has received quite impressive attention from researchers in development and development agencies. The participatory theory may have been conceptualized by Mahatma Gandhi's in his struggles for community inclusion in the development of their social life. The contemporary participatory theory, however, arose as a criticism of the traditional top-down growth methods that are generally Eurocentric, was advocated by Chambers (Squire, 2011)

Theory of Change

This is a monitoring and evaluation theory that was proposed by Weiss (1995) which emerged from program theory. The focus of this theory is on how to bring about change, and who is responsible for the change. Logical models often used to represent the

program theory shows how the overall logic is used in an intervention. The theory is in the body of theory of change and applied development evaluation field. Theory of Change is a method and an approach that, in recent years, has been increasingly used for designing and monitoring development interventions and also as a framework for use in evaluations. A Theory of Change (TOC) of a project intervention describes the processes of change by outlining the causal pathways from outputs (goods and services delivered by the project) through direct outcomes (changes resulting from the use of outputs by key stakeholders) through other 'intermediate states' towards impact, in World Bank Environment's case - long term changes that deliver (or lead to) environmental benefits and improved human living conditions.



Independent Variables

Dependent variable

Figure 1: Conceptual Framework

Empirical Review

Phiri (2008) set out to assess the influence of Monitoring and Evaluation (M&E) on project performance at African Virtual University (AVU). The objectives of the study were to establish how M&E plans influence project performance; to assess the influence of M&E training on project performance; to

determine how baseline surveys influence project performance; and establish the influence of information systems on project performance. Results show that monitoring and evaluation as a management function, indeed has influence on project performance.

Muchelule (2018) sought to establish the influence of monitoring practices on project performance of Kenya State Corporations. Specifically, seeking whether monitoring practices planning, tools, techniques and its adoption has an influence on project performance of Kenya state corporations. The study adopted descriptive research design method as well as positivism research philosophy; with a target population of 187 state corporations. Simple random sampling was used to select 65 state corporations who form the sample size which forms 30% of the population. The relationships between variables were determined using person correlation, multiple regressions, t-test and the analysis of variance (ANOVA). The study found out that monitoring and evaluation techniques and its adoption contributes to project performance significantly as well as monitoring planning and tools contributes to organization performance.

This is in line with Mugo (2014) findings on a study of monitoring and evaluation of development projects and economic growth in Kenya. The study revealed that the amount of budgetary allocation for monitoring and evaluation was also found to be a positively significant determinant of M&E system implementation in development projects. An additional amount of budgetary allocation on monitoring and evaluation in development project is likely to increase the probability of M&E system implementation significantly by 3% holding other factors constant. This implies that an extra amount of money allocated for project M&E leads to an increase in the likelihood of M&E system implementation in development projects

Shyheim (2016) study purposed to find out the influence of M&E tools on project performance of building and construction projects in Kenyan public universities: a case of the University of Nairobi. The study objectives included: to establish how budgetary allocation on monitoring and evaluation influence project performance of building and construction, to

determine how baseline surveys influence project performance of building and construction, to establish the influence of performance reviews on project performance of building and construction, and to assess the influence of capacity building in M&E on project performance of building and construction. The study utilized Yamane formula to arrive at a sample size of 98 respondents and purposeful sampling was used to sample 10 respondents from the university administration. Correlation and multiple regression analysis were also done to show the relationship between the study variables. The study concludes that there are budgets set to carry out M&E among construction projects in the University of Nairobi and that various activities included in M&E budget were scope of major M&E events and functions, key stakeholder informational needs and expectations, and M&E requirements. It was also concluded that baseline survey helps in understanding project expectation and that baseline surveys enhances the project performance of building and construction in the University of Nairobi to a large extent.

Waithera and Wanyoike (2015) sought to determine factors that influence the project monitoring and evaluation performance of youth funded agribusiness projects in Bahati Sub-County, Kenya. The specific objectives were: to assess the influence of training staff on monitoring and evaluation performance of youth funded agribusiness projects. To achieve the objectives, a descriptive survey was carried out in Bahati sub-county for six weeks. A census was then conducted on the target population of 50 agribusiness youth funded group projects. Findings showed that only the training of staff had a statistically significant influence on project monitoring and evaluation performance of youth funded agribusiness projects (p value of 0.01, <0.05). The study concluded that youth fund managers should consider offering short, formal

monitoring and evaluation training courses to all youth groups that apply for the funds.

Wachamba (2013) did a study on the determinants of the effectiveness of NGO M&E systems within Nairobi County, Kenya. The objectives included to establish M & E training among other factors, influenced the effectiveness of the M&E system. A population of 8,503 was taken from 200 Nairobi-based NGOs which had successfully implemented projects and were in the process of evaluating them. Sampling was done by stratified random sampling method. Data was analyzed by correlation coefficient and multivariate regression analysis. Among other results, training in M&E aspects was found to be fundamentally contributing to improving both the quality and quantity of the M&E personnel. The main drawback of this study was that it relied on self-reporting which is prone to bias.

Sang (2015) study investigated the determinants of sustainability of World Bank funded projects in Kenya, with the specific objectives being: to determine the institutional, technical, political and economic factors that influence sustainability of World Bank funded projects in Kenya. The study adopted both cross-sectional and explanatory research designs. The targeted projects were all projects funded between the years 2000 and 2012, the period was considered appropriate because, typically, international development projects last from three to ten years. The study targeted 65 respondents of which 51 successfully filled and returned the questionnaires. The respondents comprised of project managers and project monitoring and evaluation officials from implementing organization and officials from the National Treasury in charge of monitoring the donor funded projects in Kenya. Data was collected by use of structured and semi structured questionnaire then analyzed using both descriptive and inferential statistics to determine the effect of economic, institutional, technical and political factors on the sustainability of World Bank funded projects in Kenya.

The results of the study established that the coefficients of institutional and technical factors were significant and thus these factors determine project sustainability while the coefficients of economic and political factors were found not to be significant at 5 percent level.

METHODOLOGY

The study adopted descriptive research design in order to establish the influence of Monitoring and evaluation practices on performance of World Bank Projects in Nairobi County, Kenya. The population of the study was 51 World Bank projects within Nairobi County. The unit of analysis was World Bank funded project and unit of observation was Monitoring and Evaluation officers of the projects.

The study relied mainly on primary data. The researcher used a questionnaire as the research instrument. These respondents were specifically targeted for their ability to provide pertinent information to the study. The qualitative data was analyzed by the use of content analysis. Descriptive statistics were employed to analyze the quantitative data. The findings were presented by the use tables. Further, regression analysis was adopted to establish the relationship of the independent variables at 5% level of significance. The regression model equation was expressed as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon,$$

Where; Y= Performance of World Bank Projects

β_0 = constant (coefficient of intercept);

X_1 = M & E Planning

X_2 = M & E Tools

X_3 = M & E Training

X_4 = M & E Reporting

ϵ = Error term;

$\beta_1 \dots \beta_4$ = Regression coefficient of four variables.

RESULTS

Monitoring and Evaluation Planning

The first specific objective of this study was to determine the effect of M & E planning on the performance of World Bank projects in Nairobi City County, Kenya. The project managers were requested to point out their agreement level on various statements relating to the effect of M & E project planning on performance of World Bank projects in Nairobi County. A five point Likert scale was used during the study where 5 symbolized Strongly agree, 4 symbolized Agree, 3 symbolized Neutral, 2 symbolized Disagree and 1 symbolized Strongly disagree. The results were presented in Table 1. With a mean of 4.034 (std. dv= 0.392) the respondents agreed that strategic plan had been developed to enhance project mapping to conduct project outcomes. They also agreed that the strategic plan was well applicable in project activities as shown by a mean of 3.940 (std. dv = 0.529). In addition, they agreed that the plan has a list of partnerships and collaboration to achieve desired results as shown by a mean of 3.897 (std. dv = 0.498). The findings were in line with the findings of Ikejambaet *al* (2017) that the main factors affecting implementation of World Bank projects in Africa was M & E in project planning.

Besides that, they agreed that the work break down structure had been developed to achieve the desired

results as shown by a mean of 3.965 (std. dv = 0.507). With a mean of 3.316 (std. dv = 0.413) they agreed that the work plan structure had listed ways of dissemination and utilization of information gained as shown by a mean of 3.965 (std. dv = 0.413). This implied that M & planning affect performance of World Bank funded projects in the study area.

The findings were in agreement with the findings of Callistus and Clinton (2016) that effective allocation of resources and monitoring planning has significant effect on implementation of projects in developing nations. The findings were in line with the findings of Kamau and Mohammed (2015) that that project monitoring, assessment; follow up, evaluation and feedback provision play a significant role in implementation and implementation of projects in Kenya. Monitoring and evaluation planning can consequently be viewed as the way toward characterizing venture goals, deciding the system, strategies, methodologies, strategies, targets and due dates to accomplish the destinations and the procedures of conveying them to extend partners. The way towards monitoring and evaluation planning requires that customers' desires and accessible assets are characterized initially, coordinated to set venture targets, with the goal that accessible choices are distinguished and assessed and the most proper systems, techniques and strategies to accomplish the destinations are chosen (Muchelue & Mike, 2014).

Table 1: Monitoring and Evaluation Planning Statistics

	1	2	3	4	5	Mean	Std.
The strategic plan has been developed to enhance project mapping to conduct project outcomes	0.0	0.0	6.0	84.6	9.4	4.034	.392
The strategic plan is well applicable in project activities	0.0	4.3	4.3	84.6	6.8	3.940	.529
The plan has a list of partnerships and collaboration to achieve desired results	0.0	3.4	7.7	84.6	4.3	3.897	.498
The work break down structure has been developed to achieve the desired results	0.9	1.7	4.3	86.3	6.8	3.965	.507
The work plan structure has listed ways of dissemination and utilization of information gained.	0.0	0.0	88.9	8.5	2.6	3.136	.413

Monitoring and Evaluation Tools

The second specific objective of this study was to determine the effect of M & E tools on the performance of World Bank projects in Nairobi County. The respondents were requested to point out their agreement level on various statements relating to the effect of M & E tools on performance of World Bank projects in Nairobi County. A five point Likert scale was used during the study where 5 symbolized Strongly agree, 4 symbolized Agree, 3 symbolized Neutral, 2 symbolized Disagree and 1 symbolized Strongly disagree.

With a mean of 3.982 (std. dv = 0.414) the respondents agreed that the project had adopted PMIS to monitor project activities. The respondents also agreed that the project had logical frameworks clearly defined the planned outputs of the project as shown by a mean of 3.923 (std. dv = 0.457). Moreover, the respondents agreed that the study had network diagrams and Gantt charts for scheduling

project activities as shown by a mean of 2.974 (std. dv = 0.358). With a mean of 2.025 (std. dv = 0.403) they agreed that the projects had baselines for monitoring their project actions. Besides that, they agreed that the baselines and logical frameworks were used for change of requests and project mapping of project activities as shown by a mean of 3.974 (std. dv = 0.306). The study findings were in agreement with literature review by World Bank (2015) indicated that monitoring use different tools which are either corresponding or substitute to each other while others are either limited. An evaluator, however, may choose to use a combination of methods and sources of information in order to cross-validate data. The monitoring and evaluation devices incorporate performance markers, sensible system approach, and hypothesis based checking, set overviews, quick examination techniques, and participatory strategies, open use following reviews, affect observing, cost-benefit and cost-viability investigation.

Table 2: Monitoring and Evaluation Tools Descriptive Statistics

Statement	1	2	3	4	5	Mean	Std.
The project has adopted PMIS to monitor project activities	0.0	0.0	9.4	82.9	7.7	3.982	.414
The project has logical frameworks clearly defined the planned outputs of the project	0.0	2.6	6.8	86.3	4.3	3.923	.457
The study has network diagrams and Gantt charts for scheduling project activities	0.0	7.7	87.2	5.1	0.0	2.974	.358
The project has baselines for monitoring its project actions	4.3	91.5	1.7	2.6	0.0	2.025	.403
The baselines and logical frameworks are used for change of requests and project mapping of project activities	0.0	0.0	6.0	90.6	3.4	3.974	.306

Monitoring and Evaluation Training

The third specific objective of this study was to determine the effect of M & E training on the performance of World Bank projects in Nairobi County. The respondents were requested to point out their agreement level on various statements relating to the effect of M & E training on performance of World Bank projects in Nairobi County. A five point

Likert scale was used during the study where 5 symbolized Strongly agree, 4 symbolized Agree, 3 symbolized Neutral, 2 symbolized Disagree and 1 symbolized Strongly disagree.

The respondents were asked to specify their agreement level on various statements relating to the influence of M & E training on performance of World Bank projects in Nairobi County, Kenya. The results

were as shown in Table 3. With a mean of 2.000 (std. dv = 0.321) the respondents disagreed that the topics covered in the training enhance effectiveness of M & E systems in the project. Moreover, they also agreed that there was a continuous induction of local M & E experts in the project as shown by a mean of 4.017 (std. dv = 0.435).

In addition, they agreed that respondents ensured there were formal training courses on the M & E in the project as shown by a mean of 3.008 (std. dv = 0.293). However, they moderately agreed that the

content of the M & E training was approved by the relevant authority on management of the project as shown by a mean of 3.034 (std. dv = 0.369). The study results are in agreement with the findings by Hubert and Mulyungi, (2018), M&E training should include topics on roles and responsibilities. At the conclusion of the training, management and staff should have a clear understanding of: their individual role and responsibilities in ensuring the effective operation of the M&E system; and where their role fits in relation to the roles of other managers and staff members.

Table 3: Monitoring and Evaluation Training

	1	2	3	4	5	Mean	Std.
The topics covered in the training enhance effectiveness of M & E systems in the project	5.1	89.7	5.1	0.0	0.0	2.000	.321
There is continuous induction of local M & E experts in the project	0.0	1.7	3.4	86.3	8.5	4.017	.435
There are formal training courses on the M & E in the project	2.6	3.4	84.6	9.4	0.0	3.008	.482
There are short courses on the M & E in the project	0.0	4.3	91.5	4.3	0.0	3.000	.293
The content of the m & E training is approved by the relevant authority on management of the project	0.0	5.1	86.3	8.5	0.0	3.034	.369

Monitoring and Evaluation Reporting

The fourth specific objective of this study was to establish the influence of M & E reporting on the performance of World Bank projects in Nairobi County. The respondents were requested to point out their agreement level on various statements relating to the influence of M & E reporting on performance of World Bank projects in Nairobi County. A five point Likert scale was used during the study where 5 symbolized Strongly agree, 4 symbolized Agree, 3 symbolized Neutral, 2 symbolized Disagree and 1 symbolized Strongly disagree.

The results were as shown in Table 4. With a mean of 3.880 (std. dv = 0.527) the respondents agreed that data collection complement information needed for performance of the project. In addition, they agreed that the data collection enhance finalization of

project costs in time as shown by a mean of 3.914 (std. dv = 0.465). Moreover, they agreed that the follow ups enhanced interventions and control of future projects as shown by a mean of 3.940 (std. dv = 0.354). They also agreed that the information sharing enhanced interventions and control of future projects as shown by a mean of 4.017 (std. dv = 0.321). The respondent agreed that the information sharing on the project achievements were published as shown by a mean of 3.982 (std. dv = 0.556). The study results were in agreement with the findings by Waithera and Wanyoike (2015) established that training in M & E aspects was found to be fundamentally contributing to improving both the quality and quantity of the M & E personnel. The main drawback of this study was that it relied on self-reporting which is prone to bias

Table 4: Monitoring and Evaluation Reporting Descriptive Statistics

Statement	1	2	3	4	5	Mean	Std.
Data collection complement information needed for performance of the project	0.0	5.1	5.1	86.3	3.4	3.880	.527

Data collection enhance finalization of project costs in time	0.0	3.4	5.1	88.0	3.4	3.914	.465
The follow ups enhance interventions and control of future projects	0.0	0.0	9.4	87.2	3.4	3.940	.354
Information sharing strengthen/improve and advocacy for additional resources for future projects	0.0	0.0	4.3	89.7	6.0	4.017	.321
The information sharing on the project achievements are published	0.0	3.4	6.0	79.5	11.1	3.982	.556

Performance of World Bank Projects

The performance of the projects was measured in terms of duration of the project completion, meeting the stakeholder's expectations and achievement of the objectives in time, budget and scope. The deliverables were to meet the quality of the standards as expected by the stakeholders.

The respondents were requested to specify the duration of time it took to complete projects their organization. The results were as shown in Table 5. From the results, in the year 2014, 63.4% of the respondents specified that World Bank funded projects took more than six months to be accomplished, 21.4% indicated between 1 to 3

months and 15.2% specified between 4 and 6 months. With respect to the year 2015, 63.4% specified above six months, 23.5% specified between 1 to 3 months while 13.1% pointed out between 4 and 6 months. In the year 2016, 83.7% of the participants specified above 6 months, 15.3% pointed out between 4 and 6 months while 1% indicated between 1 and 3 months. Regarding the year 2017, 68% pointed out above 6 months, 21.3% specified between 1 and 3 months and 10.7% specified between four and six months. In 2018, 78.6% of project managers pointed out above six months, 16.4% specified between 4 and six months while 5% indicated between 1 and 3 months.

Table 5: Duration of Completing Projects Descriptive Statistics

	2014	2015	2016	2017	2018
1-3 months	21.4	23.5	1.0	21.3	5.0
4- 6months	15.2	13.1	15.3	10.7	16.4
Above 6 months	63.4	63.4	83.7	68.0	78.6
Total	100.0	100.0	100.0	100.0	100.0

Further, the project managers were asked to estimate the cost overruns of the projects and the results were as depicted in Table 6. According to the results, in the year 2014 the estimated cost overruns projects was Ksh.15.4390 million while the completion cost overruns was Ksh.17.0000 million. In 2015, the estimated cost was Ksh.18.7154 million and the completion costoverruns was Ksh.19.4530 million. With respect to the year 2016, the estimated

costoverruns was Ksh.21.0000 million while completion costoverruns of projects was Ksh.22.0000 million. In the year 2017, the estimated cost overruns was 23.0000 million while completion cost overruns was Ksh.23.5000 million. In relation to the year 2018, the estimated costoverruns was Ksh.25.0000 million and the completion cost overruns was 26.17300 million.

Table 6: Completion Cost Overruns Descriptive Statistics

	2014	2015	2016	2017	2018
Estimated cost overruns in millions (Ksh)	15.4390	18.7154	21.0000	23.0000	25.0000
Completion cost overruns in millions (Ksh)	17.0000	19.4530	22.0000	23.5000	26.1730

The project managers were requested to rate customer satisfaction level with respect to implementation of the World Bank projects in Nairobi County. According to the results, 47.9% of project managers specified that customers were moderately satisfied with implementation of world bank projects in Nairobi City County, 23.9% indicated satisfied, 14.5% pointed out very satisfied, 7.7% specified dissatisfied while 6% pointed out very dissatisfied. This implied that most of the stakeholders were moderately satisfied with implementation of World Bank projects in Nairobi County. The findings were in line with the findings of Sang (2015) that lack of funds, embezzlement of available funds and poor leadership tend to delay completion of photovoltaic projects on time, thus, minimize stakeholders' satisfaction index.

The respondents were asked to rate the achievement of World Bank projects implementation objectives in Nairobi County. With respect to achievement of implementation of project objectives, 70.1% of the project managers rated between 41% and 60%, 11.1% specified 61% and 80%, 7.7% pointed out between 81% and 100%, 6% specified below 20% while 5.1% indicated between 21% and 40%. This implied that the efficiency of project managers regarding achievement of implementation of project objectives was not excellent. The findings were in line with the findings of Callistus and Clinton *et al* (2016), that implementation of World Bank projects in Africa is not that effective due to shortage of lack of effective monitoring and evaluation.

Inferential Statistics

Table 7: Correlations Coefficients

		Performance of WB projects	M & E Planning	M & E Tools	M & E Training	M & E Reporting
Performance of WB projects	R Sig. (2-tailed) N	1				
M & E Planning	R Sig. (2-tailed)	R Sig. (2-tailed)	1 .000			

Correlation Analysis

According to the results, M & E planning has a strong and positive influence on implementation of World Bank projects in Nairobi City County ($r = 0.856$, $p\text{-value} = 0.000$). The relationship was significant because the $p\text{-value}$ (0.000) was less than (0.05) which was the significant level of this study. The findings were in line with the findings of Gwadoya (2012) that M & E planning has significant effect on implementation of projects. In addition, the results revealed that M & E tools has positive and significant effect on implementation of projects in Nairobi County ($r = 0.848$, $p\text{-value} = 0.000$). Since the $p\text{-value}$ (0.000) was less than significant level of 0.05, the association was regarded as significant. The findings were in agreement with the findings of Kamau and Mohammed (2014) that M & E tools has positive influence on performance of world projects in developing nations.

Further, the results revealed that M& E training has a positive and significant influence on the World Bank projects ($r = 0.805$, $p\text{-value} = 0.001$). The relationship was considered significant since the $p\text{-value}$ (0.001) was below the significant level of this study (0.05). Furthermore, the results revealed that M & E reporting has positive and significant effect on implementation of world bank projects in Nairobi County ($r = 0.796$, $p\text{-value} = 0.002$). Since the $p\text{-value}$ (0.002) was less than the significant level of 0.05, the association was considered as significant. The findings were in agreement with the findings of Phil (2015) that M E training and reporting plays a significant role on performance of projects.

	N	N	48				
	R	R	.848	1			
M & E Tools	Sig. (2-tailed)	Sig. (2-tailed)	.000	.000			
	N	N	48	48			
	R	R	.805	.394	1		
M & E Training	Sig. (2-tailed)	Sig. (2-tailed)	.001	.003	.004		
	N	N	48	48	48	1	
	R	R	.796	.776	.606		
M & E Reporting	Sig. (2-tailed)	Sig. (2-tailed)	.002	.004	.013		
	N	N	48	48	48		

Regression Analysis

The study established that the correlation coefficient was 0.838. This indicated that there existed a positive and significant relationship between the independent variables and dependent variable. The R square in this study was 0.702. This implied that 70.20% of the variation in the dependent variable could be accounted by the independent variables (M & E

planning, M & E tools, M & E training and M & E reporting). The remaining 29.80% were other factors the study recommended for further investigation which affect performance of World Bank funded projects in the study area. Therefore, the set of the independent variables need to be considered to enhance performance of World Bank funded projects in Nairobi City County, Kenya.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.838	.702	.672	.45513

The ANOVA was used to determine whether the model was a good fit for the data. As shown in Table 9, the F calculated (25.333) was greater than F critical (2.4472). This implied that the model was a good fit

for the data and it could be used to predict the influence of M & E planning, tools, training and reporting on performance of World Bank projects in Nairobi City County.

Table 9: Analysis of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	23.714	4	5.928	25.333	.000
1	Residual	10.067	43	0.234		
	Total	33.781	47			

As shown in Table 9, M & E planning has positive and significant effect on performance of world bank projects in Nairobi County ($\beta = 0.853$, p-value = 0.000). The association was significant since the p-value (0.000) was less than (0.05), which is the significant level of this study. This implied that a unit improvement in M & E planning leads to improvement in on performance of World Bank projects in Nairobi County. The findings were in line

with the findings of Hubert and Mulyungi (2015) that M & E planning has significant effect on performance of projects

Moreover, the results revealed that M & E tools has positive and significant effect on performance of world bank projects in Nairobi County ($\beta = 0.817$, p-value = 0.001). The relationship was considered

significant since the p value (0.001) was less than (0.05) which is the significant level of this study.

Further, the results revealed that M & E training has a positive and significant effect on performance of World Bank projects ($\beta = 0.785$, p-value = 0.003). Since the p-value (0.003) was less than the significant level of 0.05, the relationship was considered as significant. This implied that a unit improvement in M & E training lead to improvement on performance of World Bank projects. The findings are in agreement with the findings of Sang (2015) that M & E training

has positive and significant effect on performance of projects.

Furthermore, the study established that M & E reporting has positive and significant effect on performance of World Bank projects ($\beta = 0.752$, p-value = 0.004). Since the p-value was less than 0.05, the association was considered significant. This implied that a unit improvement in M & E reporting leads to improvement on performance of World Bank projects. The findings are in agreement with the findings of Mugo (2014) and Sang (2015) that M & E reporting plays a positive and significant role on performance of World Bank projects.

Table 10: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
	(Constant)	4.125	.546		7.554	.000
1	M & E planning	.853	.187	.844	4.561	.000
	M & E Tools	.817	.211	.810	3.872	.001
	M & E Training	.785	.203	.768	3.866	.003
	M & E Reporting	.752	.237	.737	3.172	.004

From the regression coefficients showed different magnitude as the M & E planning had the highest effect of 0.853 on performance followed by M & E tools and M & E training with beta values of 0.817 and 0.785 respectively whereas M & E reporting had the least beta values of 0.752 thus yielding a regression model where $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$ Where $Y =$ Performance of World Bank projects; $\beta_0 =$ Constant; $X_1 =$ M & E Planning; $X_2 =$ M & E Tools; $X_3 =$ M & E Training; $X_4 =$ M & E Reporting; $\varepsilon =$ Error term Therefore; $Y = 0.4.125 + 0.853 + 0.817 + 0.785 + 0.752X_4 + 0.546$

CONCLUSION

The study concluded that monitoring and evaluation planning has positive and significant effect on performance of World Bank projects in Nairobi City County, Kenya. The study also established that strategic plans, work break down structure and budgetary allocation have significant influence on

performance of World Bank projects in Nairobi City County, Kenya. Further, the study established that lack of monitoring and evaluation planning led to poor stakeholder satisfaction, cost and time overruns of the projects.

The study also concluded that M & E tools have positive and significant effect on performance of World Bank projects in Nairobi City County, Kenya. The results also revealed that PMIS, log frameworks, baselines and check lists have positive and significant influence on performance of World Bank projects in Nairobi City County, Kenya. However, the study established that there were inadequate M & E tools to monitor performance of World Bank projects

Further, the study concluded that M & E training has positive and significant effect on performance World Bank projects in Nairobi City County, Kenya. The results also revealed that formal and informal training, relevance and topics covered in the trainings

have positive and significant influence on performance of World Bank projects in Nairobi City County, Kenya. However, the study established that there were inadequate M & E formal and informal training in the projects

Furthermore, the study concluded that M & E training has positive and significant effect on performance of World Bank projects in Nairobi City County, Kenya. The results also revealed that data collection, performance reviews and use of lessons learned have positive and significant influence on performance of World Bank projects in Nairobi City County, Kenya. However, the study established that there were adequate M & E reporting in the projects.

Concerning World Bank funded projects, the study found that there was significant relationship between M & E practices and performance of projects. In addition, the study concluded that most projects employed only &E planning, tools, training and reporting. The study also concluded that the world bank funded projects did not have adequate planning, tools, training and reporting thus affecting performance of the projects.

RECOMMENDATION

The study established that monitoring and evaluation planning is recognized as one of the key apparatuses for the accomplishment of project goals. A well prepared and executed monitoring will contribute to both project outcomes and international standards of doing things. The project team should adopt monitoring and evaluation planning to enhance performance of the project

The study established that projects require distinctive monitoring and evaluation tools relying upon the working setting, executing office limit and prerequisites. The projects require many instruments and procedures to be used to help extend administration tools and systems; project initiation tools and strategies; project administration planning

apparatuses and methods; project administration implementing tools and strategies; and project administration monitoring and controlling devices and strategies.

The study established that project management and staff members need training in all the topics or at the same level of detail. The M & E training help implementers and other data collector responsible for collecting and sharing information for the M&E system that they understand the rationale behind the system and their role in it. M & E training should also include a review of key performance indicators to be collected. The study recommends for the M&E training should include topics on roles and responsibilities.

The study recommends that there is need to enhance M & E reporting in the projects. There should be adequate data collection to complement information needed for performance of the project. There should be the follow ups to enhance interventions and control of future projects. Information sharing with stakeholders should be conducted for interventions and control of future projects and reports on the project achievements should be published for future reference.

Recommendations for Further Studies

The current research focused on influence of M & E practices on the performance of World Bank funded projects in Nairobi City County, Kenya. Therefore, the study recommended that further studies to be carried out on the effects of M & E practices in projects in other counties in Kenya. Moreover, the study established that 70.20% of the variation in the dependent variable (performance of World Bank funded projects) could be explained by the independent variables (M & E planning, tools, training and reporting), thus, the study recommends that further studies should be conducted to assess other factors affecting performance of World Bank funded projects.

REFERENCES

- Amin, M. (2005). *Social science research; Conception, methodology and analysis*. Kampala: Makerere University Printery.
- Babbie, E. R. (2015). *The practice of social research*. Nelson Education.
- Bamberger, M., Rao, V., & Woolcock, M. (2010). Using mixed methods in monitoring and evaluation: experiences from international development.
- Bryman, A. (2016). *Social research methods*. Oxford university press.
- Callistus, T., & Clinton, A. (2016). Evaluating barriers to effective implementation of project monitoring and evaluation in the Ghanaian construction industry. *Procedia engineering*, 164, 389-394.
- Carstens, D. S., Richardson, G. L., & Smith, R. B. (2016). *Project management tools and techniques: A practical guide*. CRC Press.
- Chen, H. T. (2014). *Practical program evaluation*. Sage.
- Chin, C. M. M., Spowage, A. C., & Yap, E. H. (2012). Project management methodologies: A comparative analysis participation. *Journal for the Advancement of Performance Information & Value*, 4(1).
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Crowley, T. (2013). *Language in history: Theories and texts*. Routledge.
- Epstein, L. G., & Zin, S. E. (2013). Substitution, risk aversion and the temporal behavior of consumption and asset returns: A theoretical framework. In *Handbook of The Fundamentals of Financial Decision Making: Part I* (Pp. 207-239).
- Glaser, B. G., & Strauss, A. L. (2017). *Discovery of grounded theory: Strategies for qualitative research*. Routledge.
- Gwadoya, R. A. (2012). Factors influencing effective implementation of monitoring and evaluation practices in donor funded projects in Kenya: a case of Turkana District. *Kenyatta University, Nairobi, Kenya*.
- Goldratt, E. M., & Cox, J. (2016). *The goal: a process of ongoing improvement*. Routledge.
- Independent Evaluation Group. (2015). *Results and Performance of World Bank Group*. Washington DC: World Bank
- Haji, F., Morin, M. P., & Parker, K. (2013). Rethinking programme evaluation in health professions education: beyond 'did it work?' *Medical education*, 47(4), 342-351.
- Hubert, N., & Mulyungi, P. (2018). Influence of Monitoring and Evaluation Planning on Project Performance in Rwanda: A Case of Selected Non-Governmental Organizations in Gasabo District. *European Journal of Business and Strategic Management*, 3(8), 1-16.
- Ika, L. A., Diallo, A., & Thuillier, D. (2012). Critical success factors for World Bank projects: An empirical investigation. *International journal of project management*, 30(1), 105-116.
- Jacob, D. B., & McClelland Jr, W. T. (2001). Theory of Constraints Project Management. *The Goldratt Institute*.

- Jiang, C., Zhang, Z., Han, X., & Liu, J. (2013). A novel evidence-theory-based reliability analysis method for structures with epistemic uncertainty. *Computers & Structures*, 129, 1-12.
- Jin, X. H., Tan, H. C., Zuo, J., & Feng, Y. (2012). Exploring critical success factors for developing infrastructure projects in Malaysia—main contractors' perspective. *International Journal of Construction Management*, 12(3), 25-41.
- Kamau, C. G., & Mohamed, H. B. (2015). Efficacy of monitoring and evaluation function in achieving project success in Kenya: a conceptual framework. *Science Journal of business and Management*, 3(3), 82-94.
- Kamwana, W. C., & Muturi, W. (2014). Effects of Financial Management on Performance of World Bank Funded Projects in Kenya: A Case of KPLC Projects. *European Journal of Business Management*, 2(1), 370-384.
- Karanja, G. M. (2014). Influence of management practices on sustainability of youth income generating projects in Kangema District, Murang'a County, Kenya. *International Journal of Education and Research*, 2(2), 1-12.
- Kim, S., & Frangopol, D. M. (2011). Inspection and monitoring planning for RC structures based on minimization of expected damage detection delay. *Probabilistic Engineering Mechanics*, 26(2), 308-320.
- Lewis, S. (2015). Qualitative inquiry and research design: Choosing among five approaches. *Health promotion practice*, 16 (4), 473-475.
- Love, P. E., Davis, P. R., Chevis, R., & Edwards, D. J. (2010). Risk/reward compensation model for civil engineering infrastructure alliance projects. *Journal of Construction Engineering and Management*, 137(2), 127-136.
- Marshall, C., & Rossman, G. B. (2014). *Designing qualitative research*. Sage publications.
- Maxwell, J. A. (2012). *Qualitative research design: An interactive approach* (Vol. 41). Sage publications.
- Muchelule, Y. W., & Mike, A. I. (2015). *Influence of Monitoring Planning Practices on Projects Performance of Kenyan State Corporations*.
- Mugenda, O. Mugenda (2012). *Research Methods Dictionary*.
- Mugo, P. M. (2014). Monitoring and evaluation of development projects and economic policy development in Kenya. *Unpublished Thesis*.
- Naoum, S., Fong, D., & Walker, G. (2004). Critical success factors of project management. *Globalisation Constr*, 817-27.
- Neuman, W. L. (2013). *Social research methods: Qualitative and quantitative approaches*. Pearson education.
- Nwachukwu, C. C., & Emoh, F. I. (2011). Building construction project management success as a critical issue in real estate development and investment. *American Journal of Social and Management Sciences*, 2(1), 56-75.
- Ondari, P. O., & Gekara, J. M. (2013). Factors influencing successful completion of roads projects in Kenya. *International Journal of Social Sciences and Entrepreneurship*, 1(6), 26-48.
- Orogun, B. O. (2014). The Influence of Tools and Techniques Implementation on the Delivery and Optimization of TEPNG Projects.
- Osei-Tutu, E., Badu, E., & Owusu-Manu, D. (2010). Exploring corruption practices in public procurement of infrastructural projects in Ghana. *International Journal of Managing Projects in Business*, 3(2), 236-256.

- Phiri, Benard (2015). Influence of monitoring and evaluation on project performance: A Case of African Virtual University, Kenya. *University of Nairobi*.
- Rodríguez, P., Nussbaum, M., López, X., & Sepúlveda, M. (2010). A Monitoring and Evaluation Scheme for an ICT-Supported Education Program in Schools. *Educational Technology & Society, 13*(2), 166-179.
- Sang, P. K. (2015). *Sustainability of World Bank funded projects in Kenya* (Doctoral dissertation, Kenyatta University).
- Shin, W., Kim, Y., & Sohn, H. S. (2017). Do different implementing partnerships lead to different project outcomes? Evidence from the World Bank project-level evaluation data. *World Development, 95*, 268-284.
- Smail, R. (2007). Good Practice for Implementing Structural Funds Programmes and Projects. *EIPAScope, 2007*(3), 1-7.
- Squire, K. (2011). *Video Games and Learning: Teaching and Participatory Culture in the Digital Age. Technology, Education-Connections (the TEC Series)*. Teachers College Press. 1234 Amsterdam Avenue, New York, NY 10027.
- Stein, D., & Valters, C. (2012). Understanding theory of change in international development.
- Tengan, C., & Aigbavboa, C. (2017). Level of stakeholder engagement and participation in monitoring and evaluation of construction projects in Ghana. *Procedia engineering, 196*, 630-637.
- Trochim, W. M., & McLinden, D. (2017). Introduction to a special issue on concept mapping. *Evaluation and program planning, 60*, 166-175.
- Van Rooyen, E. J. (2013). Designing Project Monitoring Mechanisms for Improved Public Sector Governance and Accountability. *International Journal of Advanced Research in Business, 1*(1), 1-36.
- Valters, C. (2015). Theories of change. Time for a radical approach to learning in development.
- United Nation Environment Programme. (2012). *Finance, mining and sustainability*. UNEP.
- Waithera, S. L., & Wanyoike, D. M. (2015). Influence of project monitoring and evaluation on performance of youth funded agribusiness projects in Bahati sub-county, Nakuru, Kenya. *International Journal of Economics, Commerce and Management, 3*(2), 375-394.
- World Bank. (2015). *Implementation completion and results, Report number 39290*. Washington DC: World Bank.
- WorldBank. (2017, July). *Projects and operations*. Retrieved July 9, 2019, from World Bank: <http://web.worldbank.org>
- Yin, R. K. (2017). *Case study research and applications: Design and methods*. Sage publications.