



**MONITORING AND EVALUATION PRACTICES AND PERFORMANCE OF CHILD PROTECTION PROJECT IN PLAN INTERNATIONAL, KENYA**

**Linda Mutindi Mutua & Dr. Lydia Gachengo, PhD**

## MONITORING AND EVALUATION PRACTICES AND PERFORMANCE OF CHILD PROTECTION PROJECT IN PLAN INTERNATIONAL, KENYA

<sup>1</sup> Linda Mutindi Mutua & <sup>2</sup> Dr. Lydia Gachengo, PhD

<sup>1\*</sup> MBA Student, School of Business, Economics & Tourism, Kenyatta University, Kenya

<sup>2</sup> Lecturer, Department of Management Science, Kenyatta University, Kenya

Accepted: April 23, 2024

DOI: <http://dx.doi.org/10.61426/sjbcm.v11i2.2933>

### ABSTRACT

*The main objective of this research was to find out the effects of the methods used by Plan International, Machakos County, Kenya, to track and evaluate its successful child protection projects. The study's objectives included assessing the effectiveness of Plan International Kenya's child protection programs as a whole, as well as individually: M&E design and planning; staff capacity development; stakeholder participation; and baseline surveys. The study assessed the theories of change, resource base management, and program theory, as well as the empirical reviews relevant to this topic. To avoid missing any important details about the issue at hand, this study adopted a mixed-method research design. Participants in Plan International Kenya's child protection endeavor were the focus of this research. The research utilized a simple random sampling method to ensure that it is reflective of the population as a whole. The validity and reliability of the questionnaire were evaluated using Cronbach's Alpha. Regression analysis was done using the analysis of variance technique (ANOVA). The results revealed that M&E planning and design had positive and substantial regression coefficient values of (0.486), stakeholder's inclusion had (0.412), M&E capacity building (0.353) and M&E baseline surveys (0.427). Diagnostic test including multi-collinearity were conducted and this study found the data had no collinearity as shown by (VIF<10) for all variables. Based on the study's findings and conclusion, this study recommends that that the management of the plan international child's protection programs in liaison with other key policy stakeholders should ensure that work breakdown structure is followed based on the budgetary allocations in order to ensured timely completion of the projects. In addition, M&E Policy should be implemented by ensuring policies on ethical values are upheld and new policies developed by the expenditure management officers which helps to enhance expenditure management. Lastly, future study should concentrate on other M&E methods not included in this study including project progress monitoring, quality monitoring, risk monitoring, and cost monitoring.*

**Key Words:** Monitoring and evaluation practices, Project Performance

**CITATION:** Mutua, L. M., & Gachengo, L. (2024). Monitoring and evaluation practices and performance of child protection project in Plan International, Kenya. *The Strategic Journal of Business & Change Management*, 11 (2), 642 – 660. <http://dx.doi.org/10.61426/sjbcm.v11i2.2933>

## INTRODUCTION

Various schemes are started with the primary aim of altering the socio-economic and socio-political status of the people in a specific region, and as a result, monitoring and evaluation of project increases the overall efficiency of project design, management, and execution (Estrella, 2017). Evaluation and monitoring are two distinct yet intertwined processes. A program's success in achieving its goals may be measured by monitoring, which is the systematic collection, analysis, and use of data for that purpose. Evaluation is the process of objectively figuring out how valuable a project is. Effectiveness, sustainability, relevance, efficiency, and impact of intervention are some of the measures for assessment. Modifying the project's implementation plan requires corrective measures. Results from monitoring and analysis should be used to justify spending on projects. Monitoring and evaluation now concentrate on following results rather than first observing execution. Tracking input mobilization and more broad assessment and evaluation techniques were also applied.

Many programs in industrialized countries have been monitored and assessed for at least 20 years, in contrast, many developing countries have started to use this essential instrument for public administration. Crawford and Bryce (2015) observed that the success of any development or humanitarian organization is vested upon monitoring and evaluation. Measurement and evaluation (M&E) guarantees that a project achieves its intended outcome. Government agencies in China have designated personnel in charge of monitoring and evaluating programs (Angus and Mohammed, 2014). The importance of the function of observer and supervisor has grown in recent years. It helps management compensate for the decline in command that comes with a more complex organization.

In most African countries, including Lesotho, Swaziland, and Sudan, customary law (Araf) or Sharia law in Islam plays an important role in

communities and does not take precedence over constitutional law. Although unwritten, it is widely understood by those who are familiar with it and forms a deep bond between them. When the two laws are consistent with one another, it strengthens the system for protecting children, but when they conflict, it may have a negative impact on their well-being. However, the "*African Charter and the Convention on the Rights of the Child*" consider a wide range of customary practices to be abusive to children (Fenrich, Galizzi, and Higgins 2011; Ndulo 2011). Most youngsters in Rwanda have been negatively affected by the country's history of enormous genocide. There was evidence of psychological damage and desertion; however various international organizations stepped in to provide aid (UNICEF, 2010).

Approximately 2.4 million children in Kenya are orphans who are supported by Charitable Children's Institutions (CCI), out of a total of six million children in need of protection in the country. There is a lack of comprehensive national data on child protection concerns, despite reports from the media and findings from a number of studies documenting the alarming increase in child abuse. According to Amsha Africa, the success of the initiative has been hampered by the incomplete implementation of child safety measures. The Department of Children's Affairs is another major government organization whose mission is to ensure the safety and security of children. The Children's Act is the legal basis for its mission to promote children's rights via service delivery (Amsha Africa, 2013). The state imposes severe punishments on those who commit crimes. Although the potential for a life sentence is made clear in the Sexual Offence Act, conviction rates remain low despite this shining statute (Omondi, 2014). Gaventa and Blauert (2016) argue that marginalized groups are treated with contempt because of their socioeconomic status. Orphans, kids living on the streets, kids who have been neglected, and kids with special needs are all examples of vulnerable children (VC).

According to Ober (2017), the process displays responsibility, measures efficiency and effectiveness, facilitates resource allocation, encourages ongoing education and training, and enhances decision making. Managers of projects may improve their chances of success by incorporating crucial factors like budget, schedule, and staffing levels into their work via monitoring and assessment techniques (Khan, 2016). Ndungu, Gakuu, & Kidombo (2019) stress the need of management and donor organizations fully grasping and committing to implementing monitoring and evaluation suggestions. The people in charge of carrying out the project should be familiar with the theory and practice behind the checks and balances that were put in place. People working on the project should feel responsible for the processes they are putting in place and enthusiastic about convincing others of the initiative's long-term benefits.

The availability of funding is a crucial aspect to think about and evaluate all the way through the planning process. To ensure that crucial monitoring and evaluation activities get funding, experts in charge of monitoring and evaluation should offer information on learning and assessment budget demands early on in the project design process. Lack of financial management in the execution of monitoring and evaluation creates several challenges for countries in constructing a sustainable system. Donors should prioritize the development of robust monitoring and evaluation frameworks. To monitor the implementation of policies, plans, and programs intended to achieve Kenya Vision 2030, the government manifesto, the sustainable development objectives, and other international obligations, the Kenyan government uses a nationally integrated monitoring and evaluation system. Development occurs as a result of regular checks on project status made possible by monitoring and assessment procedures. Processes for monitoring and evaluating a project's progress are necessary at any level to ensure the project is being managed effectively.

Machakos, Kisumu, Tharaka, Bondo, Kilifi, Homa Bay, Kwale, and Nairobi, are only some of the eight locations in Kenya where Plan International runs programs. Things like health care, schooling, protecting children, expanding the economy, and managing the country's affairs are all discussed. More than 70 initiatives are now being carried out by Plan International Kenya. The inspection and interpretation procedures in all of these applications are governed by a conceptual framework. The welfare and independence of children are PIK's primary concerns. Because of the wealth of knowledge gained via official work, the organization has promoted community-level, national, and worldwide improvements (White, 2013). Performance on a project may be evaluated in a number of ways (Cheung et al., 2014) including in terms of customer approval and revisions, corporate performance, time, cost, health, safety, and quality.

Standards for tracking the project's progress are established at the outset to guide operations and make sure everyone is rowing in the same direction. Quality, process efficiency, time efficiency, and cost are all part of the very first dimension. Caution should be used by organizations when relying on efficiency indicators as the only basis for evaluating employee performance. This is due to the fact that measuring success at implementation alone is not indicative of a project's overall success. The client's influence is also a cause for worry. Finally, how will the updated version aid in the development and structure of the business in the future? The success of a project and the happiness of its customers are dependent on meeting technical standards.

#### **Statement of the problem**

Plan International Kenya, concerned about the rising incidence of child maltreatment, has decided to implement monitoring and assessment techniques to attempt to stem the tide. Child maltreatment was reported at 54.8%, child abandonment at 4.2%, male child labor at 49%, female child labor at 78%, male child trafficking at 10%, and female child trafficking at 50% in Kenya in

2016/2017. Example statistics include 40% of all incidents of child abuse, 65% of all cases of defilement or attempted defilement, 13.72% of all cases of rape, and 7.8% of all cases of indecent conduct with kid. The Gender Violence Recovery Centre reported 4,088 new cases and 1,985 sexual violence cases in 2019/2020. The phases of a project's life cycle that deal with evaluation and monitoring are among the most important. It is difficult for project managers to monitor the success of an executed project due to a lack of efficient and effective monitoring and evaluation methods inside a company, which in turn leads to poor decision-making and an increase in budget. The rights of children are among the most basic of human rights.

The issue of child abuse, assault, and extortion, however, remains despite the existence of several programs, rules, and laws aimed at safeguarding children. Due to the high rates of child abuse and exploitation, Plan International Kenya has put significant resources towards child welfare concerns, particularly child protection initiatives. Constraints imposed by the project or the external environment are often to blame for poor results. Donors, beneficiaries, and other stakeholders will want to see proof that the initiative achieved its objectives. There has been a wide range of performance because of the variety of approaches used to monitoring and assessing projects. Plan International Kenya (2018) found that weak partner participation was a major contributor to the failure of child protection efforts. Plan International Kenya admits that attempts have been made to determine the partners' level of involvement using ad hoc methods, but that these efforts have been mostly unsuccessful. In addition, the Kenyan Government's Children's Department, together with other government agencies and institutions, has been working tirelessly to solve child safety problems. Meanwhile, these initiatives have only had moderate success.

There are global, regional, county, and society-level efforts from Plan International aimed at keeping

children safe. UNICEF research, however, shows that many child protection initiatives are still failing, calling into doubt the usefulness of these programs (UNICEF, 2017). Only in Kenya has Plan International been able to analyze the effectiveness of many M&E strategies, including design and planning, stakeholder involvement, staff capacity building and baseline surveys. Research shows that projects with weak or non-existent review and supervision practices have poor results in terms of scope, timeliness, and resource use. Evaluation and tracking techniques have been shown to have an impact on project success in a number of studies (Nyarige, 2016; Wausi, 2016; Chin, 2012; Yusuet al., 2015).

### **Objectives of the study**

The study examined the influence of M&E practices on the performance of Plan International's child protection projects in, Kenya. The specific objectives were;

- To establish the influence of M&E design and planning on the performance of child protection projects in Plan International.
- To determine the effect of stakeholder inclusion on the performance of child protection project in Plan International.
- To find out the effect of staff capacity building on the performance of child protection project in Plan International.
- To determine the influence of M&E baseline surveys on performance of child protection project in Plan International.

The research was guided by the following questions

- How does M&E planning influence the performance of child protection projects in Plan International?
- What is the effect of stakeholder inclusion on the performance of child protection project in Plan International?
- How does staff capacity building affect the performance of child protection project in Plan International?

- How do M&E baseline surveys influence the performance of child protection projects in Plan International?

## LITERATURE REVIEW

### Theoretical Literature Review

#### Program Theory

For a long time, program theory was an essential resource for keeping tabs on evaluations due to its crystal-clear approach to identifying and fixing problems and meeting the need for assessments to boost performance. Controls for other crucial aspects of assessment are also provided (Sethi & Philippines, 2012). Certain companies incorporate programs for human services that are intended to meet the requirements of society into their agreements; these are flexible and can be altered depending on the situation. Thus, the logic model approach is used in the field of program theory. The logic model is developed further in the program theory. The analytical model is linked to the visual scale. By helping with evaluation and including stakeholder input, the logical model is useful to upper management (Hosley, 2009).

The idea offers a rational and convincing blueprint for the potential operation of fictional programs (Bickman, 2007). It's a model for how the components of a process-oriented software application should influence output. To build and sustain the planned service architecture over time, Rossi (2012) defines a program theory as an enterprise strategy for allocating resources and arranging program activities in such a manner. This theory is also useful for budgeting purposes, since it examines the interconnectedness of service networks to guarantee that certain populations get the treatments they need. Finally, program theory elucidates how the social advantages intended for the designated population are represented by the arranged activities. Uitto (2010) gives scenarios in which the philosophical framework was used to performance tracking and analysis. It involves pinpointing the good and bad effects of a program and linking those outcomes back to the actions

taken. Assessors get a deeper understanding of the program's structure and logic with the use of theory-based evaluations (Rossi, 2012).

When properly implemented, M&E processes serve as main inputs, processing those inputs to produce outcomes that can be quantified. Modifying information and processes to improve productivity is the subject of program theory. Staff capacity development, stakeholder participation, and, ultimately, performance are all factors that affect the inputs to the planning process. It involves breaking down the logical model into its constituent parts and establishing key performance indicators for each. Concerns about the project's unpredictability are resolved via monitoring progress and correcting course as necessary. A strategic plan illustrates the final result of single program iteration and may be used to ascertain whether or not performance is trending in the desired direction. Large projects often have complex timetables since they provide many immediate outputs.

#### Resource-Based Management Theory

The RBM theory is one of his most well-known approaches to management, and it has been put into practice in order to achieve certain improvement targets. The idea unites everyone involved and establishes responsibility for the program's outcomes. Regional actors might utilize the concept to evaluate their progress toward a program's primary goals (Yuliansyah, 2015). To ensure a project's long-term viability, RBM routinely monitors its impacts in the real world. Two of the most crucial parts of good supervision are the establishment of data systems and the regular collection of data. Primary data is often collected at the outset of a project or program to demonstrate its current state at any given moment (Valadez & Bamberger, 2012). Key stakeholders should take part in the evaluation process in various ways (Clarke, 2011) to increase the value of the results and suggestions. Usefulness, accountability, and efficiency are all areas where assessments prove crucial.

The utilization rate is essential for providing data for decision makers, proof of a project's performance, and lessons learned. The idea facilitates the development of performance-monitoring instruments that have far-reaching effects on project outcomes. The findings and insights from the assessment were used to improve performance. The plan emphasized open lines of communication with all parties involved and made upper management answerable for project outcomes. The course focuses on sustainable improvement via a methodical planning process that employs specialized workers to affect project outcomes. Stakeholder involvement, the M&E baseline survey, and the M&E planning process are all closely related to the RBM theory and the study's variables. Together, they effect change that lasted to boost the project's efficiency.

### **Change Theory**

The goal of monitoring is to identify how the project's internal and external environments develop over time. It has come to light as a consequence of project-related actions. It lays up a hypothesis tree that helps establish the possible connection. Effective M&E systems emerge from using established M&E procedures. The idea of change may assist separate the idea of putting a plan into action from theoretical defaults by drawing attention to implementation areas that need quality management. These details are necessary for attributing the observed results to the treatment in question. The findings of impact assessments must also be interpreted and analyzed for their significance and potential repercussions.

The idea of change aids the company in keeping track of outcomes and in comprehending your project's performance and other aspects that effect results. Project monitoring approaches are evaluated to see whether they are in line with the underlying evolutionary theory and to see if the notion of change needs to be adjusted to better align with the organization's goals. Freire's ideas have been criticized for allegedly benefiting wealthy foreign aid organizations rather than local

populations (Campbell, 2014). The science of transition improved the researchers understanding of the challenges at hand, allowed to more accurately forecast how M&E data and lessons will be used to raise public awareness of the findings. Monitoring calls for the use of strategies, metrics, and end goals to track development.

This hypothesis is fundamental to the success of future research projects. The notion affects elements of stakeholder involvement, baseline survey use, and M&E planning. M&E contributes to the planning process by helping to organize, monitor, and evaluate results. To make sure the ideas are still applicable and the context is still intact, implementation experts may use review at the outset of interactions with stakeholders. The idea of change regulates the planning procedures of certain projects and programs by making use of baseline data.

### **Empirical Literature Review**

#### **M&E Design and Planning and the Performance of Project**

Wambua (2018) focused his study on schooling initiatives in Makueni County. Staff training, stakeholder engagement, strategic planning, and the impact of the baseline survey on the success of the education program were the primary areas of investigation. The researchers used a descriptive survey approach. There was just a marginal improvement in performance when planning was implemented. The government has given its approval to the M&E implementation budget. Success is heavily influenced by stakeholders, and educated individuals are more likely to provide useful criticism that improves options. Ndege (2016) analyzed the effect that evaluation and monitoring techniques had on the achievement of women's empowerment programs in Mombasa district's Changamwe ward.

The study's model was chosen with the use of a descriptive research method and a statistically significant stratified random sample. The findings show that M&E spending is essential to meeting

project objectives and being cost-effective. The only part of the M&E strategy that is explicitly specified is the Constituency Development Funding in Changamwe. Chaplowe (2018) claims that the effectiveness of improving obligatory urban informal settlements in the Republic of South Africa is heavily dependent on the implementation of monitoring and evaluation programs. Numerous activities conducted during this UN-funded research demonstrate the scarcity of affordable housing choices for slum dwellers. The study found that compelling observation and analysis were significant predictors of the completion of the building project. This study analyzed Plan International Kenya's proposed funding for child protection projects.

#### **Stakeholder Inclusion and the Performance of Project**

Anne and Paul (2019) looked at how including stakeholders improved the efficiency of projects run by the Kenya Railways Corporation in the East African nation. Descriptive research methods were used here. Members of the following occupations were represented in the sample project/team leaders, project officers, contractors, consulting architects and engineers, finance managers, and auditors. Questionnaires were used to gather data, which was then evaluated using brief metrics. The research shows that including the public in Kenya Railways Corporation initiatives is beneficial. This research used stratified sampling in an NGO context, while the previous one used cluster sampling at the Kenya Railways Corporation.

Mombasa County was the subject of research on the effects of examination and opinion techniques on county project implementation (Maalim, 2017). Using stratified sampling, 271 contractors, project managers, site managers, and members of several committees participated in the study, all of which took place in Mombasa County. Research showed that it was important to include stakeholders, so we did that, and we also built our team's capabilities since we had the resources to do so. Both the present research and the prior study investigate

monitoring and assessment techniques on project execution; nevertheless, the current study highlights substantial shortcomings. For instance, whereas one study may have concentrated on political considerations and resource allocation, the current investigation examined M&E design and planning, stakeholder involvement, baseline survey, and M&E staff capacity development.

The study focused on the success of Plan International's child protection programs in Machakos County, even though the research was conducted in the coastal area. The benefits of project stakeholder participation on the rollout of a well water project in Makueni County, Kenya, were investigated by Musau, Bwisa, and Kihoro (2018). The survey was cross-sectional in design. The research aimed to reach all well water projects that were finished between 2011 and 2016. Selective sampling was done on purpose in this investigation. Data was gathered via the use of closed-ended questionnaires. Information analysis is used to delve into qualitative data, whereas inferential data analysis is used to go into quantitative data. The research found that including stakeholders greatly improved the success of water infrastructure projects. In contrast to earlier studies, such as the one examining stakeholder participation in the well water project's rollout in Makueni County, Kenya, the current investigation uncovered a number of flaws. Meanwhile, ongoing studies examine how well Plan International's child protection initiative in Kenya is monitored and evaluated.

#### **M&E Staff Capacity Building and the Performance of Project**

Kithinji (2019) looked at how NGOs in Kenya's Central Eastern Counties may enhance their monitoring and evaluation practices by learning new assessment techniques. Using a qualitative research strategy, the study's sample was selected by stratified random sampling. The research showed that M&E practices are affected by the unstructured activities that businesses in the area engage in to increase their evaluation capability. The poll found that putting in place an M&E support



structure and investing in the professional development of M&E professionals were the two most effective ways for businesses to improve their M&E practices. While this study concentrated on gauging the efficacy of M&E capacity development, future research will zero in on M&E procedures as they pertain to project success. In addition, the earlier research was conducted in the Central and Eastern Counties of Kenya, whereas the new research was be conducted inside the borders of Machakos.

According to a study on HIV/AIDS prevention and awareness programs among the Maasai people in Kenya's Kajiado South sub-district, capacity development tactics have a positive impact on project sustainability (Koonyo, 2017). Study topics include project planning, design, and implementation, as well as resource management. Thirteen easily accessible community groups focusing on HIV/AIDS interventions were studied and data analyzed using descriptive statistics. Leadership, design, and financial management were all proven to affect project success. However, the project's success was only mildly affected by financial management. According to research, project stakeholders with financial management expertise ought to supervise the project's dynamic financial operations. Again, they need to include M&E in their efforts if they are to achieve the desired outcomes. The Maasai study was also limited to a single location, but the current research would include many settlements in Machakos.

Through a review of county public projects, Okuta (2019) examines the efficacy of M&E tactics in government endeavors. This research analyzed how the policy, level of planning, resources, and method involved in monitoring and evaluating projects sponsored by Kenyan county governments affected their efficacy. Researchers conducted a survey study with participants drawn from the District Government's Project Coordination Office. Two

projects were completed in each of Kenya's 47 counties. The field response rate was 76% (72/94 questionnaires returned). According to studies, the success of concluding and evaluating projects supported by Kenya's county governments depends heavily on the policies, plans, resources, and processes in place.

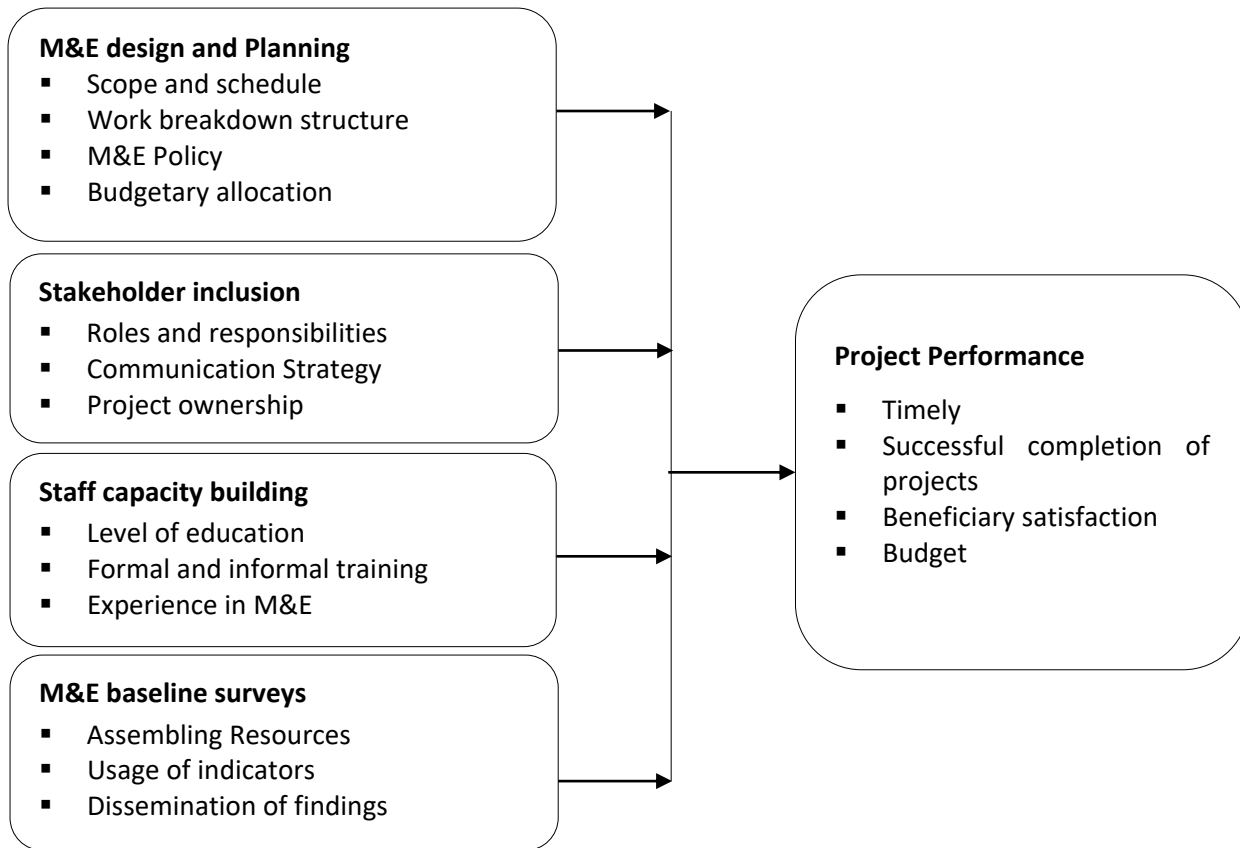
### **Baseline surveys and project performance evaluation**

Brenda (2018) analyzed what factors make up a good baseline survey for slum improvement programs in Nakuru County that are sponsored by outside donors. The study sought to provide a formula for calculating the optimal scope, budget, and baseline survey for slum improvement programs that receive external funding. The study included a descriptive research plan, quantitative, and qualitative methods. The paper claims that baseline surveys are seldom carried out. Slum upgrading baseline surveys are being conducted, while other economic sectors are being neglected.

Midterm inspections, job completion records, and other assessments indicate a high degree of progress when compared to baseline data, as determined by an analysis conducted by Phiri (2015). This study used a hybrid methodology, combining export factor analysis with a survey. The results of the research were based on the premise that the first questionnaire had a beneficial effect on the AVU administration system. Future research directions are left open by this study's focus on the immediate consequences of the virtual university survey.

### **Conceptual framework**

Resource allocation, M&E planning, and stakeholder engagement all act as independent variables in the study. However, the dependent variable is the performance of the child protection initiative. Figure 1: below show the relationship between the two variables;



**Independent Variable**

**Dependent Variable**

**Figure 1: Conceptual Framework (Source: Author 2022)**

## METHODOLOGY

According to Lewis (2015), a research design is a plan that outlines the procedures followed during a study, the information gathered, and the manner in which the results are presented. For this study, a mixed-method research methodology was employed. In contrast, there were sixteen people responding to the survey from the observation unit: one manager, eight officers in charge of putting the initiative into action, three experts in monitoring and evaluation, and four support workers from the Machakos program. The research selected all 16 people working on the project at random. Due to the small size of the study sample, selection was conducted at random. The survey gathered data using a 5-point Likert scale and had both organized and unstructured questions. The internal consistency was measured

using Cronbach's Alpha, which has a range of 0 to 1. The researcher emailed and physically distributed the questionnaire to the sample population to ensure that every eligible responder gets a copy. The research provided both quantitative and qualitative information.

## FINDINGS AND DISCUSSION

### Descriptive Statistics

#### M&E planning and design on the project performance

This research sought to descriptively evaluate the respondents' responses on the effects of M&E planning and design on the International Plan Kenya's development projects' performance in Machakos County in Kenya. Table 1: below shows a summary of the descriptive results.

**Table 1: M&E planning and design**

| M&E Planning and Design   |        | S.A       | A         | U         | D         | S.D       | Total     | Mean | S. Dv |
|---|--------|-----------|-----------|-----------|-----------|-----------|-----------|------|-------|
| During the planning phase, it is imperative to establish an adequate budget for the implementation of M&E operations. | F<br>% | 2<br>14.3 | 3<br>21.4 | 5<br>35.7 | 3<br>21.7 | 1<br>7.14 | 14<br>100 | 2.84 | 1.84  |
| To what extent do members of the sub-county development committee provide sufficient support for M&E activities?      | F<br>% | 2<br>14.3 | 4<br>28.6 | 3<br>21.4 | 3<br>21.4 | 2<br>14.3 | 14<br>100 | 2.3  | 1.74  |
| Comparatively, the cost of M&E evaluation is minimal compared to the other phases of project delivery.                | F<br>% | 1<br>7.14 | 3<br>21.4 | 3<br>21.4 | 5<br>35.7 | 2<br>14.3 | 14<br>100 | 3.36 | 1.83  |
| Our company sets aside funds for M&E throughout the planning stages of every project.                                 | F<br>% | 2<br>14.3 | 7<br>50   | 2<br>14.3 | 2<br>14.3 | 2<br>14.3 | 14<br>100 | 4.05 | 1.98  |
| The allocation of funds for M&E is always based on the actions that are planned for M&E.                              | F<br>% | 2<br>14.3 | 8<br>57.1 | 1<br>7.14 | 3<br>21.4 | 2<br>14.3 | 14<br>100 | 4.41 | 1.95  |
| Five percent to ten percent of any project's budget goes on M&E.  | F<br>% | 2<br>14.3 | 8<br>57.1 | 2<br>14.3 | 1<br>7.14 | 1<br>7.14 | 14<br>100 | 4.49 | 2.01  |

**Source: (Research study, 2023)**

In response to whether sufficient funding is set up for project M&E operations during project planning, 5 (35.7%) of the respondents agreed while majority either disagreed or were undecided, 9 (64.3%) supported by a mean of 2.84±1.84. The study's findings showed that, out of the 14 respondents, 42.9% agreed and 57% disagreed that the sub-county development committee provides M&E with the necessary support. The majority of respondents disagreed that the sub-county development committee should provide the M&E with the necessary support, as indicated by the results, which were supported by a mean of 2.3±1.74.

Most of the respondents, 50%, disagreed that evaluation cost of M&E was relatively low in comparison to the other stages of project implementation. 21% were undecided while 28.6% agreed that evaluating cost for M&E was relatively low. The results were supported by a mean of 3.36±1.83 implying that the study findings established that the cost of evaluating M&E was not relatively. On whether the international plan organization Kenya in Machakos County allocates a

budget for M&E during project planning for all projects, most of the respondents agreed (64.3%) supported by a mean of 4.05±1.98. whereas the remaining 35.7% of the respondent were either undecided or disagreed. The study therefore established that the international plan organization allocate a budget for M&E during project planning for all the child's protection projects in Machakos county.

Additionally, the results of the study showed that, as denoted by the mean of 4.41±1.95, the organization is always directed by planned monitoring and evaluation activities when allocating the budget for M&E. Lastly 71% of the respondents agreed that Plan International child protection projects always allocate 5% to 10% of the total project budget to M&E activities as shown by mean of 4.49±2.01 in Machakos County, Kenya. The results of this study suggest that the effectiveness of Plan International's child protection project in Machakos County is significantly impacted by the methodologies used for monitoring and assessment. The results of Ndege (2016), Ober

(2017), and Scheirer (2017), who found that planning, design, and monitoring and evaluation had a major impact on the effectiveness of Plan International Kenya's child protection programs, are in line with these findings.

### Stakeholders Inclusion on Project Performance

The study's analysis is summarized in Table 2: below of the statistics pertaining to the project's performance and the inclusion of stakeholders.

**Table 2: Stakeholders' inclusion**

| Statement  |   | S.A  | A    | U    | D    | S.D  | Total | Mean | S.D  |
|--|---|------|------|------|------|------|-------|------|------|
| The degree of influence that stakeholders have over the project's monitoring and evaluation activities varies.                                 | F | 3    | 8    | 1    | 1    | 1    | 14    | 4.49 | 1.63 |
|  | % | 21.4 | 57.1 | 7.14 | 7.14 | 7.14 | 100   |      |      |
| Finding every project stakeholder is crucial to having a positive impact on evaluation activities.   | F | 4    | 8    | 0    | 1    | 1    | 14    | 4.52 | 2.79 |
|  | % | 28.6 | 57.1 | 0    | 7.14 | 7.14 | 100   |      |      |
| Involving stakeholders in the planning and execution of a project's M&E can include the project beneficiary, employees, donors, and community. | F | 2    | 7    | 2    | 2    | 1    | 14    | 4.03 | 1.83 |
|  | % | 14.3 | 50   | 14.3 | 12   | 7.43 | 100   |      |      |
| Stakeholders may support project modifications based on project M&E recommendations.   | F | 3    | 7    | 1    | 3    | 1    | 137   | 3.91 | 2.01 |
|  | % | 21.4 | 46.7 | 7.14 | 21.4 | 7.14 | 100   |      |      |
| Stakeholders might offer funding for the project's continuation using M&E data   | F | 3    | 9    | 0    | 1    | 1    | 137   | 4.21 | 2.21 |
|  | % | 21.4 | 64.3 | 0    | 7.14 | 7.14 | 100   |      |      |

#### Source (Research study, 2023)

Compared to 21.4% of respondents who disagreed, the majority of respondents (78.57%) established that stakeholders have varied degrees of impact on the project M&E activities. This was supported by a mean of 4.49±1.63 indicating that Stakeholders have varying intensities of effect on the project monitoring and evaluation activities. The study's conclusions demonstrated that, with a mean score of (4.52), the majority of respondents (85.7%) felt that it was critical to identify all project stakeholders in order to positively impact evaluation operations.

In response to whether when designing and implementing the M&E in a project, stakeholders may include the project recipient, employees, sponsors, and community, the majority of respondents 64% agreed supported by a mean of 4.03 as opposed to 35.7% of the respondents who disagreed to this statement. 71% of the respondents agreed that based on project M&E

suggestions, stakeholders might push for project adjustments. This indicates that majority of the respondents agree as demonstrated by a mean of 4.03±1.83. Considering the data from project monitoring and assessment, stakeholders can afford to support the project's continuation; 85.7% agreed, as opposed to 14.3% who disagreed. These findings indicate that the association between M&E and performance of Plan International Kenya's child protection programs is significant. These results corroborate those of Murphy (2019), who discovered that one important factor influencing the success of projects involved in child protection is application of stakeholders' inclusion

### M&E staff Capacity Building and Project Performance

The descriptive results on the effects of M&E staff Capacity Building and Project Performance were summarized in the table 3: below.

**Table 3: M&E staff Capacity Building**

| Statement   |   | S.A  | A     | U    | D    | S.D  | Total | Mean | S.D  |
|---|---|------|-------|------|------|------|-------|------|------|
| There are collective responsibilities in assembling resources for M&E capacity building | F | 3    | 7     | 1    | 2    | 1    | 14    | 3.98 | 1.97 |
|   | % | 23.4 | 48.9  | 8.8  | 13.1 | 5.8  | 100   |      |      |
| Resources are available for M&E capacity building                                       | F | 2    | 6     | 2    | 3    | 1    | 14    | 3.49 | 1.97 |
|   | % | 14.3 | 42.9  | 14.3 | 21.4 | 7.14 | 100   |      |      |
| Training is part of the M&E capacity-building program                                   | F | 4    | 9     | 0    | 1    | 0    | 14    | 4.59 | 3.44 |
|   | % | 28.6 | 64.3  | 0    | 7.14 | 0    | 100   |      |      |
| Staff involved in the project undergo vigorous Training on how to conduct the projects  | F | 3    | 6     | 2    | 2    | 1    | 14    | 3.98 | 1.89 |
|   | % | 21.4 | 48.9  | 14.3 | 14.3 | 7.14 | 100   |      |      |
| Projects have strong structures   | F | 3    | 9     | 1    | 1    | 0    | 14    | 4.04 | 1.94 |
|   | % | 21.4 | 64.3  | 7.14 | 7.14 | 0    | 100   |      |      |
| The project staff are involved in strengthening the structures to enhance performance   | F | 2    | 8     | 1    | 2    | 1    | 14    | 3.74 | 1.67 |
|   | % | 14.3 | 57.14 | 7.14 | 14.3 | 7.14 | 100   |      |      |

**Source (Research study, 2023)**

The results of the study revealed that 10 (71%) of the respondents agreed, while 3 (21.4%) of the respondents disagreed and 1(14%) were unsure that there were collective responsibilities in assembling resources for M&E capacity building. This was corroborated by a mean of 3.98  $\pm$ 1.97, which showed that most respondents concurred that Plan International in Machakos County had a communal responsibility to gather resources for M&E capacity building. Additionally, respondents were asked whether or not resources are available for M&E capacity building and only 57% agreed while the rest were either unsure or disagreed. This indicates that there were not enough resources deployed for M&E capacity building.

Furthermore, the study's findings demonstrated that, training was part of the M&E capacity-building program backed by a a mean of 4.59 $\pm$  3.99 and an agreement rate of 92% of the responses. This indicates that capacity building through training of the employees' results to increase in the success rate of Plan International child protection project in Machakos County, Kenya. This results agrees with the findings of Kinyanjui, Gakuu, &Kidombo (2015) and Ndege (2016) who established that capacity building through training had positive effects on the performance of projects by plan international child protection programs in Tharaka and Nairobi

counties. The findings also revealed that nine (64.2%) of the respondents agreed with the assertion that the project's staff members receive extensive training in project management.

Lastly, the study's results demonstrated that, project staffs are involved in strengthening the structures to enhance performance as shown by a mean of 3.74 and agreement rate of 78% by the respondents. Similarly, 87.5% of the respondents agreed that the Projects by plan international child protection programs have strong structures implying that most of the programs initiated by the Plan International child protection in Machakos County were successful. These findings show a significant a favorable correlation between M&E capacity building and the achievement in performance of child protection programmes by Plan International organization in Machakos County. Similarly, Phiri (2015) also established a positive relationship between M&E capacity building and the success in performance of Plan International child protection projects in Homabay and Bondo Counties in Kenya.

**M&E Baseline Surveys and Project Performance**

A descriptive analysis was conducted in order to determine the impacts of M&E baseline surveys on the performance of plan international child protection programs in Machakos County, Kenya

and the results were as presented in the table 4: below.

**Table Error! No text of specified style in document.: M&E Baseline Surveys**

| Statement  |   | S.A  | A    | U    | D    | S.D  | Total | Mean | S.D  |
|--|---|------|------|------|------|------|-------|------|------|
| The methods used to carry out baseline surveys appropriate                             | F | 1    | 7    | 1    | 3    | 2    | 14    | 3.64 | 1.63 |
|  | % | 7.14 | 50   | 7.14 | 14.6 | 2.2  | 100   |      |      |
| There is sufficiency when it comes to resource availability for doing baseline surveys | F | 1    | 5    | 2    | 4    | 2    | 14    | 3.44 | 1.79 |
|  | % | 7.14 | 35.7 | 14.3 | 28.6 | 14.3 | 100   |      |      |
| Dissemination of baseline survey findings done accordingly                             | F | 4    | 6    | 1    | 2    | 1    | 14    | 3.96 | 1.83 |
|  | % | 5.8  | 42.9 | 7.14 | 14.3 | 7.14 | 100   |      |      |
| There is high level of experience in practioners doing baseline surveys                | F | 3    | 7    | 1    | 2    | 1    | 14    | 3.78 | 1.75 |
|  | % | 21.4 | 50   | 7.14 | 14.3 | 7.14 | 100   |      |      |

**Source (Research study, 2023)**

When asked if the methods used to carry out baseline surveys was appropriate (57.1%) of the respondents agreed, while 35.7% disagreed. This indicate that slightly more than half of the respondents supported the idea that the methods used were sufficient as endorsed through a mean of 3.64±1.63. Additionally, most of the respondents (57%) disagreed that on the point that there was sufficiency when it comes to resource availability for doing baseline surveys with only 42.9% agreeing that there was sufficiency in resource availability with a mean of 3.44±1.79.

On whether dissemination of baseline survey findings was done accordingly with 71.4% of the respondents agreed and 21.4% disagreed whereas 7.14% were undecided with a mean of 3.78±1.75. Lastly 71.4% of the respondents agreed

practitioners doing baseline surveys had high level of experience, 21% disagreed while 7.14% were undecided. The study findings demonstrate a solid, meaningful relationship between M&E Baseline Surveys and Project Performance by plan international child’s programs in Machakos County. These results are consistent with those of Msila and Setlhako, (2013) in South Africa, Siavhundu, (2019) in Zimbabwe and Ober, (2017) in Malawi, who found a strong positive correlation between baseline surveys and the success of children protection programs by Plan International in the respective countries.

**Performance of Plan International, Machakos County, Kenya**

Table 5: provides a summary of the findings on performance of Plan International

**Table 5: Descriptive statistics of performance of Plan International**

| Variable  | Mean  | S.E (mean) | SD    | Variance | N  |
|---|-------|------------|-------|----------|----|
| With the help of the monitoring and evaluation team(s), we were able to finish all of our projects on time.   | 3.626 | 0.64       | 0.228 | 0.412    | 14 |
| Through the use of efficient techniques of monitoring and assessment, we were able to reduce the time it took to complete the project.              | 3.868 | 0.39       | 0.201 | 0.189    | 14 |
| With the help of M&E teams, our organization was able to complete its project implementations within the allotted budget.                           | 4.153 | 0.43       | 0.246 | 0.184    | 14 |
| Having a monitoring and evaluation team in place to support the initiatives allowed us to fulfill the contractual obligations we had to our donors. | 3.721 | 0.751      | 0.503 | 0.248    | 14 |
| The quality of every single job we finished was the best.   | 3.752 | 0.413      | 0.171 | 0.242    | 14 |

**Source (Research study, 2023)**

The majority of respondents concurred that the M&E team(s)' assistance allowed the projects to be finished on time. This was demonstrated respectively by a mean  $3.626 \pm 0.228$ . The majority of the respondents noted that the enhanced project delivery time was due to the use of suitable M&E methodologies, methods, and tools as demonstrated by a mean  $3.868 \pm 0.201$ . It was also established that projects were originally implemented at planned cost (budget) because of the support from M&E teams ( $M = 4.153$ ,  $SD = 0.246$ ). Similarly, most of the respondents agreed that donor contractual requirements were met

because of the M&E team supporting the projects. This was demonstrated by a mean of  $3.721 \pm 0.503$ . Lastly the study established that All the projects implemented met set quality standards evidenced by ( $M = 3.752$ ,  $SD = 0.171$ ).

### Inferential Statistics

In order to determine the relationship between the variables, inferential analysis was used in the study. In the study, researcher used Pearson's product moment to examine relationships between variables and two-way ANOVA to examine the efficacy of various regression models. The data on correlations is summarized in the table below.

### Correlation Analysis Table 6: Correlation Analysis results

**Table 6: Correlation Analysis results**

|                             |                | Performance | M&E planning and design | stakeholders inclusion | M&E staff Capacity Building | M&E Baseline Surveys |
|-----------------------------|----------------|-------------|-------------------------|------------------------|-----------------------------|----------------------|
| Performance                 | Pearson Cor    | 1           |                         |                        |                             |                      |
|                             | Sig.(2-tailed) | 0.000       |                         |                        |                             |                      |
|                             | N              | 14          |                         |                        |                             |                      |
| M&E planning and design     | Pearson        | 0.401       | 1                       |                        |                             |                      |
|                             | Sig            | 0.003       |                         |                        |                             |                      |
|                             | N              | 14          |                         |                        |                             |                      |
| stakeholders inclusion      | Pearson        | 0.527       | 0.331                   | 1                      |                             |                      |
|                             | Sig            | 0.003       | 0.231                   |                        |                             |                      |
|                             | N              | 14          |                         |                        |                             |                      |
| M&E staff Capacity Building | Pearson        | 0.507(*)    | 0.301                   | 0.261                  | 1                           |                      |
|                             | Sig            | 0.000       | 0.456                   | 0.696                  |                             |                      |
|                             | N              | 14          |                         |                        |                             |                      |
| M&E Baseline Surveys        | Pearson        | 0.417(**)   | 0.421(**)               | 0.451(**)              | .351(**)                    | 1                    |
|                             | Sig.           | 0.000       | 0.000                   | 0.000                  | 0.000                       | 0                    |
|                             | N              | 14          |                         |                        |                             |                      |

### Source (Research study, 2023)

Findings from the study showed that Plan International child's protection project in Machakos County was positively correlated with monitoring & Evaluation planning and design practices and was statistically significant as indicated by Pearson value of ( $r=0.401$ ,  $P\text{-value} = 0.003$ ). Stakeholders inclusions had a statistically significant positive

correlation with the performance plan international child's protection programs as shown by Pearson correlation value of [ $r=0.527$  and a  $P\text{-value} = 0.003$ ]. The Pearson correlation results shows a positive correlation between M&E staff capacity building and the performance of plan international child's protection programmes in Machakos County. The

results of the study showed a statistically significant positive correlation ( $r = 0.417$  and  $P\text{-value} = 0.01$ ) between the M&E Baseline Surveys and the effectiveness of Plan International's child protection initiatives.

### Diagnostic Tests

#### Multi-collinearity Test

Variance inflation factor was used to assess multi-collinearity in the data.

**Table 7: Multi-collinearity Results**

| Model   | Collinearity Statistics |       |
|---|-------------------------|-------|
|   | Tolerance               | VIF   |
| (Constant)  | 0.341                   | 3.045 |
| Performance plan international child's protection program | 0.243                   | 3.101 |
| M&E planning and design                                   | 0.218                   | 3.495 |
| Stakeholders inclusion                                    | 0.225                   | 3.169 |
| M&E staff Capacity Building                               | 0.402                   | 1.790 |
| M&E Baseline Surveys                                      | 0.354                   | 2.034 |

Source :( Research Study, 2023)

The study showed that the M&E planning and design were more linked with the other independent variables (Tolerance = 0.218, VIF = 3.495). The second highest association with the other independent variables was the stakeholder's inclusion (Tolerance = 0.225, VIF = 3.169). The third-rated association with other independent variables was M&E Baseline Surveys (Tolerance = 0.354, VIF = 2.034). M&E staff Capacity Building exhibited a least association (tolerance = 0.402, VIF= 1.790) to the other independent factors. The VIF values of this

model are all below 10 and tolerance statistics are much more than 0.2 and indicate that no collinearity exists. This means that all of the elements in the prediction model were present, and the variance was significantly independent of each independent component. The multi-collinearity assumption is considered fulfilled. The findings were within the usual range, showing that the explanatory factors were not collinear.

#### Regression Analysis

This section presents the regression results.

**Table 8: Coefficients**

| Model |                             | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig. |
|-------|-----------------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                             | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)                  | .280                        | .0785      |                           | 3.566 | .000 |
|       | M&E planning and design     | .486                        | .155       | .165                      | 3.127 | .000 |
|       | Stakeholders inclusion      | .412                        | .139       | .043                      | 2.957 | .001 |
|       | M&E staff Capacity Building | .353                        | .096       | .161                      | 3.645 | .000 |
|       | M&E Baseline Surveys        | .427                        | .120       | .347                      | 3.558 | .000 |

$R = 0.743$ ,  $R^2 = 0.552$ , Adjusted  $R^2 = 0.571$ ,  $F=7.864$ ,  $P=0.000$

Dependent Variable: Performance plan international child's protection programs

Source: :(Researcher, 2023)



Table 8: shows the results of the regression analysis used to compile the aforementioned model summary. R2 was used to evaluate how well the model fit the data. When analyzing the relationship between the independent variables (M&E planning and design, stakeholders' inclusion, M&E staff capacity building, and M&E baseline surveys) and the dependent variable (Performance plan international child's protection programmes), R square is used to determine the amount of variance that can be anticipated. The results show that up to 55.2% of the shifts in the dependent variable (Performance Plan International child's protection programs) may be attributed to changes in the independent factors. This demonstrated that the independent and dependent variables had a strong association.

Each additional predictor variable included to the model will account for a fraction of the residual random variation in the dependent variable. As can be seen from the adjusted R-squared findings in the table 8: above, including additional predictors to explain the dependent variable will increase the R-squared. With an adjusted R square of 57.1%, the statistical model utilized in the study was found to be satisfactory, with variations in the dependent variable being explainable by shifts in the independent variables to an extent of 57.1%. Since the standard error of the estimator is 2.696, it was concluded that the data variation followed a normal distribution.

#### **SUMMARY**

Main objective of the study was to determine how monitoring and evaluation practices have affected the performance of Plan International child protection project in Machakos County, Kenya. That is effects of M&E planning and design, stakeholder inclusion, staff capacity building and M&E baseline surveys on the performance of Plan International child protection project in Machakos County, Kenya. Mixed method research design was used and the study's foundation resource-based management theory. The descriptive findings demonstrated significant positive correlation between the

monitoring and evaluation practices and the success of plan International Kenya's child protection programs in Machakos County. According to the objectives, the summary is shown in the subsection below.

The study established a positive relationship between M&E planning and Design on the success of plan international child protection programs as indicated by a regression coefficient value of 0.486.

The study discovered that stakeholder inclusion positively affected the success of plan International child protection project in Machakos County, Kenya with a regression coefficient value of 0.412. This study finding therefore establishes that timely and successful completion of projects to the beneficiary satisfaction are significantly influenced by Communication Strategy and project ownership which constitute major components of stakeholders' inclusion.

The study's findings showed a statistically significant positive effect of M&E staff capacity building and the success of Plan International child protection project in Machakos county as shown by a regression coefficient value of 0.353 and p-value of  $000 < 0.05$ . The study therefore establishes a positive relation between M&E staff capacity building and success of Plan International child protection programs in Machakos County, Kenya.

The results demonstrated that M&E baseline surveys positively influenced the success of Plan International Kenya's child protection programs in Machakos County, Kenya as demonstrated by positive regression Coefficient Value of 0.427 and p-value of  $000 < 0.05$ . These findings are establishing that monitoring baseline surveys is a necessary tool in ensuring internal controls are working efficiently by establishing the project's focus and highlighting its top priorities and provides a comprehension of the current situation and helps the team prioritize their project areas.

## CONCLUSIONS

M&E procedures significantly impact how well Plan International's child protection initiatives performed in Machakos County, Kenya. There is a positive relationship between M&E planning and Design on the performance of Plan international child protection project in Machakos County, Kenya and therefore answered the first research question on the functions of monitoring and evaluation in the performance of Plan International Kenya's child protection initiatives.

Stakeholder's inclusion has a significant and positive effect on success of Plan International's child protection project in Machakos county. The study addressed the question how involving stakeholders affects the success of Plan International Kenya's child protection project.

There exists a significant positive relationship between staff capacity building and the success of Plan International's child protection program in Machakos County, Kenya and therefore addressed the question on how does training and development of personnel impact the effectiveness of the child protection project.

The effectiveness of Plan International's child protection program is positively and significantly correlated with baseline survey spending and monitoring. Therefore, the study concluded M&E have a strong positive relationship with the performance of Plan international child's protection programs in Machakos County, Kenya.

## RECOMMENDATIONS

The study's conclusions and the study's findings served as the basis for the suggestion of the recommendations on policy, practice and methodology as discussed below.

Plan International ought to formulate policies conducive to facilitating comprehensive training initiatives for field personnel engaged in M&E endeavors, thereby ensuring the provision of sufficient instruction in requisite skill sets. From the conclusion, M&E planning and design had a

significant positive effect on the success of Plan International child protection project. It is therefore recommended that the management of the Plan International child protection project in liaison with other key policy stakeholders should ensure that work breakdown structure is followed based on the budgetary allocations in order to ensured timely completion of the projects. Similarly, M&E Policy should be implemented by ensuring policies on ethical values are upheld and new policies developed by the expenditure management officers which helps to enhance expenditure management. Plan International must thus use change requests to create benchmarks for what must be done in order to execute the aforementioned goals in connection with baseline surveys of the project that will be carried out. This will make it possible to carry out an appropriate feasibility analysis for smoother project performance and completion. The project goals and objectives can also be connected to the raw materials and outcomes needed to carry out the project using log frames.

The planning process should consider the needs and wants of all-important parties. Because of this, it's important to have a tracking plan based on good practices so that they can give project results that are based on proof. People who work for you should be taught how to plan selective tracking well, and you should use network models and structures. The research suggests that the management group at Plan International Machakos County, Kenya should maintain ongoing oversight of their spending. The program's efficacy and efficiency may be increased by using the evidence-based information that the M&E process gives decision-makers. Therefore, in order to guarantee that next programs or interventions are created and carried out in a way that optimizes their impact and accomplishes their intended goals, all initiatives should start with continuous monitoring and assessment.

In addition, competent staff, templates for reviewing progress and outcomes, an electronic data base for storage, analysis software, and data

gathering tools are necessities for enterprises. The study recommends trainings should be frequently assessed for organizations with regard to monitoring. The organization should enhance the utility of their comments to enhance the effectiveness of development policies, programmes, and practices by providing policymakers with the necessary review data to make informed decisions.

The study suggests the use of a descriptive research strategy for future investigations. The reason for using descriptive surveys is to provide a detailed description of a subject's behavior. The use of a descriptive design is made because the research aims to explain the impact of various variables on project performance. The objective of descriptive surveys is to accurately portray the characteristics of individuals and situations. This tool serves as a needs assessment tool, providing information to

support decision-making and provide the foundation for more effective educational research programmes. For future investigations, the report suggests using a cross-sectional research strategy.

#### **Suggestions for Further Studies**

In this study, four M&E practices were taken into consideration. The results of this study accounted for 55.7% of the performance of the projects by Plan International in Machakos County, Kenya. The study suggests the same study be carried out in other Non-Governmental organizations in the country that deal with child protection project. In an effort to fully capture the impact of M&E practices, future study should concentrate on other M&E practices not included in this study including project progress monitoring, quality monitoring, risk monitoring, and cost monitoring.

#### **REFERENCES**

- Anne, V., & Paul, S. N. A. (2019). Influence of Stakeholder Involvement on the Successful Implementation of Projects at Kenya Railways Corporation in Kenya. *Journal of Entrepreneurship and Project Management*, 4(1), 52-77.
- Bickman, D. P. (2007) Critical success factors across the project life cycle. *Project Management Journal*, 19(3), 67–75.
- Chaplowe, S. G., (2018). Monitoring and evaluation planning module. American Red Cross and Catholic Relief Services. Washington, DC, and Baltimore, MD.
- Crawford P. & Bryce P. (2015). *Project monitoring and evaluation: a method of enhancing the efficiency and effectiveness of aid project implementation*. International journal of project management, 21(5):363-37319.
- Estrella, M. (2017). *Learning from change: issues and experiences in participatory monitoring and evaluation*. Ottawa, CA: international development research center.
- Freeman, J. (1984). Participatory evaluations. Making project work, Dialogue on development. *Technical paper No. TP94/2 International centre*. The University of Calgary.
- Khan, D. B. (2016). Measuring Project Success in the Construction Industry. *Electronic Journal of Business Research Methods*, 6(1), 43- 52
- Kinyanjui, J. N., Gakuu, C. M., & Kidombo, H. K. (2015). Monitoring and Evaluation Skills, Performance Contracting System and Organizational Performance in Government Ministries in Kenya. *International Journal of Scientific and Research*. 5(7), 56-83.
- Lipsey, M. (2011). Multi-country co-operation around shared waters: Role of Monitoring and Evaluation. *Global Environmental Change*, 14(1), 5- 14.

- Msila, V, & Setlhako, A. (2013). Evaluation of Programs: Reading Carol H. Weiss. *The University of South Africa, College of Education, Department of Education Leadership and Management. Pretoria, South Africa: Horizon Research Publishing*
- Musau, J. K., Bwisa, H., & Kihoro, J. (2018). The influence of project stakeholders' involvement on the implementation of borehole water projects in Makueni County, Kenya (Master's Project South Eastern Kenya University)
- Ndege (2016) Influence of Monitoring and Evaluation tools on Performance of Women Empowerment Projects in Changamwe constituency, Mombasa County. University of Nairobi
- Ndungu, A. W., Gakuu, C. M. & Kidombo, H.J. (2019). Monitoring and Evaluation Processes on Performance of HIV Prevention Projects for Adolescents in Kisumu County, Kenya. *European Journal of Business and Management Research, 4(6), 23-56.*
- Ober, H. T. (2017). Project monitoring and evaluation: a method for enhancing the efficiency and effectiveness of aid project implementation. *International Journal of Project Management, 21(1), 363–373.*
- Phiri (2015) Assessing the Influence of Monitoring and Evaluation (M&E) on project performance at African Virtual University (AVU). The University of Nairobi.
- Plan Kenya (2014) Country Programme Progress Review. Plan International, Kenya Country Office, Nairobi, Kenya
- Rossi, P. H., Lipsey, M. W., and Freeman, H. E. (2014). Evaluation: A systematic approach (7th Edition). Thousand Oaks, CA: Sage.
- Scheirer, M. A. (2017). Planning Evaluation Through the program life Cycle. *American Journal of Evaluation, 33(2), 263-294.*
- Sethi, R., & Philippines, R. (2012). The influence of project managers on project success criteria and project success by type of project. *European Management Journal, 25(4), 298-309.*
- Siavhundu, T. (2019). A critical analysis of the importance of project stakeholder management in implementing the Zimbabwe Revenue Authority electronic services Projects. *PM World Journal, 8(11), 1 – 26*
- Uitto, J. A. (2010). Multi-country co-operation around shared waters: Role of Monitoring and Evaluation. *Global Environmental Change, 14(1): 5 – 14*
- Wausi (2016) Influence of Monitoring and Evaluation Strategies on Internet Banking Performance. University of Nairobi
- Weiss, C. (2002). Evaluation Research: Methods for Assessing Program Effectiveness. Englewood Cliffs, NJ: Prentice Hall.