

Monitoring and Evaluation Approaches and Implementation of Projects by Presbyterian Church of East Africa, in Nairobi Region, Kenya

¹Anthony Githae Wachira* & ²Dr. Morrisson Mutuku

¹Student, School Business, Economics and Tourism, Kenyatta University, Kenya

²Lecturer, School of Business, Economics and Tourism, Kenyatta University, Kenya

* Corresponding Author

DOI : <https://dx.doi.org/10.47772/IJRISS.2024.806029>

Received: 09 May 2024; Revised: 25 May 2024; Accepted: 29 May 2024; Published: 29 June 2024

ABSTRACT

Project monitoring and evaluation approaches when implemented are the watch dog of success of projects. Most monitoring systems are not meeting their obligatory requirements as decision making tools. Instead, their activities have been viewed as controlled by a bureaucratic management. In other cases, project monitoring and evaluation has been viewed as a donor and not necessarily a management requirement in the enhancement of program success. This study sought to determine the effect of monitoring and evaluation approaches on implementation of projects in Presbyterian Church of East Africa, Nairobi Region, Kenya. The specific objectives of the study were; to determine the effect of participatory approaches, to identify the effect of evaluation approaches, to establish the effect of survey approach and to determine the effect of performance indicators approach on implementation of projects in Presbyterian Church of East Africa, Nairobi region, Kenya. The study was guided by three theories, namely; stakeholders' theory, utility theory and theory of change. The study adopted descriptive research design. The study targeted projects implemented by PCEA in Nairobi Region, Kenya between 2017 -2021. Purposive sampling approach was used to in reaching the targeted respondents. The study relied on primary data collected using a semi-structured questionnaire. Descriptive and multiple regression analysis were used for data analysis. All independent variables of participatory approaches, evaluation approaches, survey approaches and performance indicators approaches were found to have a positive statistically significant effect on project implementation. The study concluded that having sufficient monitoring and evaluation approaches policies enhances the quality of project implementation. The study recommended that the PCEA church n Nairobi Region, together with all other M&E practitioners should ensure sufficient monitoring and evaluation approaches are utilized, for a successful project implementation.

Keywords: Monitoring and evaluation approaches, project implementation, participatory approaches, survey approaches, evaluation and performance indicators.

INTRODUCTION

Project implementation is very often the longest phase in the project lifecycle (Raymond, Frantzeskaki, Kabisch, Berry, Breil, Nita & Calfapietra, 2017). As per Danseco, Barber, Brown and Carter (2017), to effectively execute a project is normally troublesome and complex. Execution as Owiredu, Bellare, Musanhu, Oyelade, Thom, Bigirimana & Okello, (2017) puts it is a progression of steps taken by capable hierarchical specialists to arrange change procedure to evoke consistence expected to introduce changes. Project monitoring is hence acknowledged as being most successful approach of managing changes brought about by projects. This is because it has techniques and tools that enable control and delivery of the project activities within given deliveries, timeframe and budget (Lyles, Berke & Smith, 2016).

Globally, monitoring and evaluation has relevance in management of project scope, time, cost, quality, human resources, communication and risks. Timely completion of construction projects reduces cost and schedule overruns occur due to wide range of factors. If project costs or schedules exceed their planned targets, client satisfaction would be compromised. The funding profile no longer matches the budget requirement and further slippage in the schedule could result (Gatugi, 2014). According to Ahmed et al. (2002), delays on projects completion are a universal phenomenon and church projects are no exception. Delays are usually accompanied by cost overruns. These have a debilitating effect on contractors and consultants in terms of growth in adversarial relationships, mistrust, litigation, arbitration, cash-flow problems, and a general feeling of trepidation towards other stakeholders (Ahmed et al., 2002). This problem is not unique to developed countries and is being experienced in most of the developing economies

Organizations perform in an environment which the economy, governmental issues and society always show signs of change. With such forceful viewpoint, associations ought to be versatile to keep up focused economic situations, increment profitability and re-arrange because of evolving workforce, the worldwide business condition and online business improvement. As indicated by Ho, Good and Donahue, (2018), to expand odds of a project succeeding, it's vital for association to have a comprehension of what are basic achievement elements, to deliberately and quantitatively evaluate these basic components, envisioning conceivable impacts, and after that pick fitting strategies for managing them. Once distinguished, the accomplishment of the project can be accomplished.

Performance indicators are measure inputs, processes, outputs, outcomes and impacts of development interventions. They are used for setting targets and measuring progress towards them. Formal surveys are used to collect standardized information from a sample of people or households (Chapman, Goodman, Jawitz & Deacon, 2016). They are useful for understanding actual conditions and changes over time. Participatory methods allow stakeholders to be actively involved in decision-making. They generate a sense of ownership of M&E results and recommendations, and build local capacity. Impact evaluation is the systematic identification of the effects of an intervention on households, institutions and the environment, using some of the above methods. It can be used to gauge the effectiveness of activities in reaching the poor.

Projects frequently have a particular arrangement of basic achievement calculates which if tended to and consideration given will enhance the probability of fruitful implementation. On the other hand, if, these variables are not considered important may prompt the disappointment of project. Business today is working under abnormal state of vulnerability, undertakings usage is interested in a wide range of outside impact, unforeseen occasions, perpetually developing necessities, changing imperatives and fluctuating asset streams. Study focuses on analyzing and exploring the influence of institutional factors on project implementation.

Statement of the Problem

Poor project management and lack of proper tools to assess the progress or show the accountability are key contributors to project failure. The monitoring and evaluation system when implemented is the watch dog of success of these projects. The system will work as a guiding tool to the management and also making donors gain access to the progress of the project (Chapman, Sullivan, Palm, Huynh, Diru & Masira, 2016)

Many projects currently employ numerous monitoring approaches; the worth of some of these monitoring interventions has not been clearly enumerated (Chu, Anguelovski & Carmin, 2016). In an empirical study by Rwabukwisi, Bawah, Gimbel, Phillips, Mutale and Drobac, (2017), clearly shows that most monitoring systems are not meeting their obligatory requirements as decision making tools. Instead, their activities have been viewed as controlled by a bureaucratic management. In other cases, project monitoring has been viewed as a donor and not necessarily a management requirement in the enhancement of program success (Wang, Kunc & Bai, 2017).

While there exists extensive literature on project monitoring and project performance, and knowing that project monitoring is very complex, multidisciplinary and skill intensive endeavor (Kerzner, 2017), the exact influence of monitoring approaches such as participatory approach, evaluation approach, formal survey

approach and performance indicators approach among others on implementation of church-based projects remains of great concern.

The Presbyterian Foundation (Foundation GA Report,2015), (Foundation GAC report,2016) laments on the poor performance on many projects undertaken by the church and especially those income generating projects. They cite myriads of problems but one of the noticeable problems they are complaining about is poor performance and lack of implementation of PCEA Head Office headed projects and entire church and projects lagging behind in completion either due to budgeting issues and many completion time extension either sought by the contractors or the client (PCEA).

This study therefore sought to bridge this gap by determining the effect of monitoring and evaluation approaches on implementation of projects headed by the secretariat in Presbyterian Church of East Africa, Kenya.

Objectives of the Study

General Objective

The study sought to determine the effect of monitoring and evaluation approaches on implementation of projects in Presbyterian Church of East Africa, Nairobi region, Kenya

Specific Objectives

The following objectives will direct the study

- i. To determine the effect of participatory approach on implementation of projects by Presbyterian Church of East Africa in Nairobi region, Kenya
- ii. To identify the effect of evaluation approach on implementation of projects by Presbyterian Church of East Africa, in Nairobi region, Kenya
- iii. To establish the effect of survey approach on implementation of projects by Presbyterian Church of East Africa in Nairobi region, Kenya
- iv. To determine the effect of performance indicators approach on implementation of projects by Presbyterian Church of East Africa In Nairobi region, Kenya

Research Questions

The study will be guided by the following research questions:

- i. How does participatory approach affect implementation of projects by Presbyterian Church of East Africa in Nairobi region, Kenya?
- ii. How does evaluation approach affect implementation of projects by Presbyterian Church of East Africa, in Nairobi region, Kenya?
- iii. How does survey approach affect implementation of projects by Presbyterian Church of East Africa in Nairobi region, Kenya?
- iv. How does the performance indicators approach affect implementation of projects by Presbyterian Church of East Africa in Nairobi region, Kenya?

LITERATURE REVIEW

Theoretical Literature Review

Stakeholder's Theory

This theory supports monitoring and evaluation approaches as well as the project implementation processes. This concept is based on the management of the organization and business ethics. This method discovers and

models the stakeholders of the project based on their wishes (Friedman & Miles, 2006). McPhail (2010) discovers that stakeholder approach is a strong means of comprehending the organization in its environment. The method widens the vision of the management of its duties and responsibilities beyond the profit maximization purpose and shareholders discovered input and output concepts of the organization, to also comprise wishes and claims of non-stockholding groups. Ackermann and Eden (2011) expounded that the shareholder concept entails that all individuals or groups with genuine wishes that take part in an enterprise do so to gain benefits and that there is no pre-set priority of one set of wishes and benefits over another. Corporations that are associated, employees prospective, customers prospective and the public at large needs to be considered.

The theory enables administration to comprehend shareholders and strategically manage them Byrd (2007). The administration of the shareholder participation is important to the success of the program. Bridoux and Stoelhorst (2014) declared that treatment that is fair from the shareholder is a determinant of the long-term survival of the firm. The concept owes its source to strategic administration and has been applied in different fields in many ways that are quite different and include very various methodologies, models, types of evidence and criteria of evidence. This concept highlights the importance of the connection between the top management staff with the shareholders. It takes conscious of the fact the success of the projects is hugely affected by the involvement of different shareholders. These stakeholders will take part depending on the connection they foster with the top management and not junior workers acting on their behalf (Jamal & Stronza, 2009).

This theory turns off the conventional input-output viewpoint of projects to realize that success of project depends on the nature of connection among the shareholders. Hence, the implementation of M&E strongly depends on the participation of the shareholder in the project. Wagner Mainardes, Alves and Raposo (2011) claimed that the theory of shareholder differs from the input-output concept that demonstrates how certain actors contribute input that is then changed into outputs for benefits of the beneficiaries. Due to this reason, the shareholder concept as an administration instrument contains methods for discovering and managing shareholders. Moreover, an important amount of work has been done on finding the relative effect of various shareholders (Freeman, 1999).

Theory of Change

Theory of change emphasizes theoretical foundations of programs and serves as a clear expression of the linkages between the inputs and the results of a program showing how the program is intended to work. Beisser (1970) popularized the theory of change as a description of the set of assumptions that explain both the intended long-term impact and the logic chain of the program that occurs at each step of the way. Rosenau (2018) concurs that theory of change extends the assumptions" box in the log frame to promote the understanding of the program context as well the expected benefits. These underlying assumptions clearly identify the risks associated with the program that are critical for the achievement of objectives and guarantee program sustainability. This ensures that the pathway of change is based on sound cause-effect relationship as well as presents the program to a range of stakeholders in more comprehensible descriptions of how change happens. This is supported by Avrami (1939) who emphasize that the theory of change facilitates the integration of data from broader evaluation requirements into simple understandable evaluation information that enhances program performance. This helps move stakeholders from being passive collectors and reporters of information to active users of information for program planning and implementation.

Programs are never carried out in vacuum but in ever changing complex environments that require constant scanning. Thus, to understand fully the multi-faced nature of changes, the theory of change finds relevance in defining and determining the program context. According to Nelson (2009) the theory of change forms the roadmap to the proposed change, highlighting the necessary conditions needed to make the intended change a reality. In doing so, it captures the project's broad picture of change at once while shedding light on the causal relationship among the outputs, outcomes and impacts. The theory of change further reveals whether activities are relevant for the intended goals; whether there are redundant activities which do not contribute to achieving objectives; depicts how activities and outcomes can be achieved; and how to measure impact. This according

to Fairclough (1992) makes clear the logic of change supporting the program processes which promote program performance.

Connell and Kubisch (1998) noted that the theory of change can be set at organizational levels, programme levels or project levels and can also serve as a benchmark to measure organizational commitment as agents of change by steering change processes within a program towards the delivery of its results and the achievement of its objective. At the same time, the theory of change has become a powerful communication tool to communicate programs progress more effectively to donors. This has enhanced transparency, accountability and advocacy, in the process, and possibly increased funding for the same program or future programs for replication in other areas (McLaughlin & Mitra, 2001). Moreover, it promotes documentation and incorporation of experiences into the program as the execution advances promoting efficiency and effectiveness of program. Thus, the theory of change brings about program performance through the accomplishment of the changes sought.

The theory of change can be developed for an intervention where objectives and activities can be identified and tightly planned in advance or where there is often developing issues as the implementation progresses (Quinn & Cameron, 1988). The theory explains how organization should embrace different approaches as well as appreciating continuous improvement.

Empirical Review of Literature

Participatory Approach and Implementation of Projects

Nduta (2016) did an assessment of the use of participatory monitoring and evaluation approach: a case of Constituency Development Fund Projects in Dagoretti South Sub-County Nairobi, Kenya. The findings established that the stakeholders were not adequately involved in monitoring and evaluation of the CDF projects and their participation was very low in all the stages of the PM&E process. The documentation of activities related to stakeholder's participation in monitoring and evaluation of the projects was inadequate, in addition the M&E capacity of project management committees and awareness of the community in monitoring and evaluation of CDF projects was low. The study recommends that the CDF policy be reviewed to clearly capture procedures of engaging the stakeholders in all the stages of the CDF project cycle including monitoring and evaluation, and incorporate M&E staffs at the CDF Sub-County level management who can facilitate the process of monitoring and evaluation.

Onditi (2017) conducted a study on influence of participatory monitoring and evaluation results on the performance of county funded road projects in Bobasi Sub County- Kisii County, Kenya. The findings showed that participatory monitoring and evaluation results promotes and increases recognition of road projects in Bobasi Sub County. The study recommended that PM&E results should be implemented to avoid future challenges which are of concern to project performance in Bobasi Sub County-Kisii County. Assembly committee of finance should ensure that all projects are subjected to public participation such that the PM&E results are integrated in the project design process to enhance project accountability, ownership and quality as well as project performance.

Ismail (2016) conducted a study on participatory monitoring and evaluation approach to development: a case study of Ugatuzi Na Kazi Project in Garissa County, Kenya. The study findings show that County Government of Garissa should put in place proper policies and guidelines that ensures all its key stakeholders fully participate in its development projects' life cycle stages, adopt a bottom-up approach to incorporate local community's needs into its development priorities from the community level and to put in place capacity building strategy to enhance participatory skills development for its stakeholders, projects' staff and, beneficiaries to create both demand and supply for participation in its developmental projects'. The county government should also have proper monitoring and evaluation systems for its development programme and invite the community to participate to improve upward and downward accountability as well as sense of ownership in the county's development interventions from the general community.

Ngumbo (2015) studied on participatory communication in poverty reduction in Kenya: a study of Murang'a County. The findings indicate that a high majority of the beneficiaries did not consider the project to have been successful while very few beneficiaries considered the project was a success. The study therefore recommends that change agents should take participatory development and participatory communication as efficient development approaches in the steps towards improving the living standards of its citizenry, encouraging involvement of the intended beneficiaries at all stages of development.

Oyunga (2015) conducted a study on determinant of adoption of participatory monitoring and assessment in the administration of public secondary school, Kisumu East District. The study findings show that information and skills and principals and board of governors affects the adoption of participatory monitoring and evaluation in public secondary schools. The study also discovered that the board of governors and principals have less information on the approaches that guide the monitoring and assessment in administration, and this too was claimed to affect adoption of participatory M&E in administration of public secondary schools. Moreover, the study recommended that in order to enhance adoption of participatory monitoring and evaluation in administration in public secondary schools, all shareholders should be trained on participatory policies to administration and approach issues areas that further study involving building other factors affecting of planning of participatory M&E.

Evaluation Approach and Implementation of projects

Several studies have been carried out on the effects of impact evaluation approach on implementation of projects. For instance, Omolo (2016) investigated on the influence of monitoring and evaluation approaches on implementation of physical infrastructural projects in public secondary schools of Uasin Gishu County, Kenya. The study acknowledged that monitoring and evaluation has a key role in achieving organization growth and development. The study employed a descriptive research design and descriptive statistics for analysis. The study found that monitoring and evaluation approaches are in use in the public secondary schools of Uasin Gishu with a popularity of over 70% for each of them. The recommendation was that monitoring and evaluation committees to be established in all public county schools to enable inclusion of the stakeholders in implementation of projects that leads to better quality structures.

Nyariki (2018) assessed on the influence of strategy evaluation approaches on performance at KCB bank. The study acknowledged that strategy evaluation informs the managers about the reasons leading to the failure to meet a certain objective, performance standard and/or any other performance indicator. The study employed a case study research design and descriptive statistics for analysis. The findings revealed that strategy evaluation approaches identified at KCB bank included bench marking, internal audits, balanced score card, performance appraisals, accreditations and certifications, customer satisfaction surveys and the use of information technology programs. It also helps in effective decision making defining clearly the purpose of the organization. The recommendation was that KCB bank develops an effective strategy evaluation framework that provides for an annual assessment of the results arising from the implementation of the plan.

Thiong'o (2018) investigated on the influence of strategy evaluation approaches on performance of milk processing firms in Kiambu County. The study recognized that strategy evaluation is the last stage in the strategic planning process and also it initiates a new beginning. The study employed a descriptive survey research design and descriptive statistics for analysis. The findings indicated that the strategic evaluation approaches used by milk processing firms are; benchmarking, outcome based and process- oriented evaluation, business Process Redesign and balanced scorecard approach. The study recommended that firms should come up with the clear evaluation approaches which also involve all employees from the earliest stage of strategy evaluation.

Abdille (2017) assessed on the influence of project evaluation approaches on performance of Somalia government projects. The study adopted a descriptive survey research design and descriptive statistics for analysis. The findings of the study showed that continuous improvement ensures that project managers are able to produce better projects at lower cost, thus achieving the project objectives and that management by objectives techniques used by the government were effective. The study recommended that project managers

are supposed to be trained on continuous improvement related cases because the improvement plans significantly influenced project performance.

Survey Approach and Implementation of projects

Various studies have been conducted on the effects of formal survey approach on implementation of projects. For example, Marcusson (2015) conducted an investigation on the results of community need survey on projects in Southern Clark County, USA. The study adopted a descriptive survey research design. The findings of the study showed that a survey was done on the majority of the projects being undertaken to provide a summary of the issues and concerns that were important to the citizens in southern Clark County and that they used the information to design and implement programs that are important to people in the communities. The study recommended that the community needs survey be conducted regularly on any project being implemented in southern Clark County in order to bring out the issues that are of concerns to the citizens of this geographic area.

Maina (2016) carried out an assessment on factors influencing effective implementation of health projects using a case of AMREF health Africa in Kenya. The study adopted a descriptive survey research design and descriptive statistics for analysis. The study found that AMREF had adopted a survey approach in order to assess the needs of the different communities in various parts of Kenya and this ensured funds were used effectively and efficiently directly to the specific needs which ensured their projects were implemented successfully. The study recommended more budgetary allocation to be made towards their survey policy in order to cover majority of areas and have accurate information which will ensure successful implementation of their health projects.

Chege (2017) on the effect of project management practices on implementation of National police service housing project sought to investigate the effects of surveying on implementation of these projects. The survey adopted an explanatory survey research design and the data was analyzed using descriptive statistics. The study found that before the project was implemented, a survey had been done on other jurisdictions where the best practices were implemented by the project managers and the bad practices ignored which ensured successful implementation of the project National Police Service Housing Project. The study recommended that the project managers need to consult widely on other countries which have implemented housing projects for their disciplined men and women successfully.

Maiyo (2015) assessed on the factors influencing implementation of construction projects in public institutions in Ainamoi sub county, Kericho county. The study acknowledged that the increasing number of stalled projects due to lack of proper surveying in Kenya remains a matter of great concern. The study employed a descriptive research design and descriptive statistics for analysis. The findings of the study revealed that surveying enabled accessibility to information, and stakeholder involvement which led to successful implementation of construction projects in public institutions in Ainamoi Sub County. The study recommended that when surveying, the project team need to create awareness to various stakeholder groups about the anticipated projects.

Performance Indicators Approach and Implementation of projects

Studies have been carried out on the effects of performance indicators approach on implementation of projects. Some of the studies include; Achieng (2014) conducted a study on the performance measurement approaches in public-private partnership in Kenya. The study adopted a descriptive survey research design and descriptive statistics for analysis. The findings of the study revealed that indeed implemented PPPs measured their performance using various criteria which included appropriate risk allocation, compliance with technical specifications of time, quality and functionality, project social benefit, financial performance indicators and environmental factors. The study recommended that further partnerships should be encouraged using PPP models and that performance measurement should be a key consideration.

Wanjiru (2014) conducted an assessment on the performance of administrators in implementing human immune deficiency virus donor funded projects in public institutions using a case of University of Nairobi,

Kenya. The study acknowledged that various mechanisms have been adopted to ascertain and evaluate the performance of these projects in detail. The study adopted a descriptive survey research design and descriptive statistics for analysis. The findings of the study showed that most administrators were trained on project management and had supervised several people on project implementation. The study recommended that organizations need to cultivate a strong relationship between the employer and employees, as well as human resource practices that will help deal with an organization's culture and performance.

Kaganski, Majak, Karjust and Toompalu (2017) studied on implementation of key performance indicators selection model as part of the Enterprise Analysis Model in Turkey. The study acknowledged that in a competitive environment, organizations have come to the understanding that monitoring of enterprise processes and factory floor is one of the ways to achieve better efficiency, performance and overview. A case study research design was adopted. The study findings showed that companies are dealing with different key performance indicators (KPI), which help to focus on the parameters at that particular enterprise and are powerful tools in management processes. The recommendation was that the various performance indicators approach adopted by the companies for implementation of their projects should be followed and monitored.

Kinyanjui, Gakuu and Kidombo (2014) researched on performance contracting system and organizational performance in government ministries in Kenya. The study acknowledged that performance contracting system is one of performance indicators approach aimed at ensuring successful implementation of government projects. The study adopted a descriptive survey research design and descriptive statistics for analysis. The study revealed that performance contracting system enhances the organizational performance but this does not depend on organizational structure. The study recommended that performance contracting system should be synchronized across government ministries through an integrated M&E system to enhance performance.

Conceptual framework

A conceptual framework is concept of connection where authors present the connection between variables in a research and show the connection graphically or dramatically. It gives ideas of the variables to be covered by the research. The independent variables will be participatory approach, evaluation approach, survey approach and performance indicators approach. The depended variable will be project implementation.

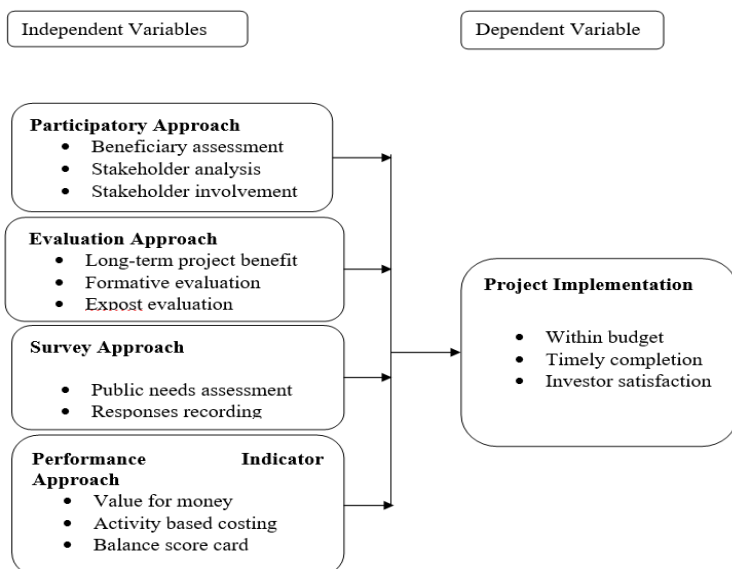


Figure 2.1: Conceptual Framework

Source: Author (2023)

RESEARCH METHODOLOGY

This study adopted descriptive research design. According to Creswell and Creswell (2017) a descriptive study is concerned with finding out the what, where and how of a phenomenon. The target population for this study

comprised of 93 Parish leaders, 11 Presbytery leaders drawn from the eleven Presbyteries of the Nairobi Region of the PCEA, 9 chairpersons for each project, 9 project managers and 12 development committee members totaling to 134. According to the PCEA General Administration Committee, there are 9 projects which were started within the study period which is between the years 2017-2021.

This study utilized both census and purposive sampling techniques. A census of all the implemented projects between 2017-2021 was taken. The staff involved in project implementation including project chairpersons, project managers, development and presbytery members and parish church leaders formed the sample size of 134 respondents.

The study used primary data collected by the researcher through questionnaires. According to Mugenda and Mugenda (2003), questionnaires have low cost, large audience availability, time saving and offer high degree of comparability in data collection for research. Method of drop and pick later was employed in administering the questionnaires.

The data was analyzed through descriptive and inferential statistics. Before processing the responses, the completed questionnaires were edited for completeness and consistency. Quantitative and quantitative data collected was analyzed through descriptive statistical tools including frequencies, percentages, means and standard deviations. Inferential statistical tools included correlation matrix and multiple regressions. The analyzed data was presented use tables and in continuous prose-form.

RESEARCH FINDINGS AND DISCUSSION

The study findings are presented per objective and in sections.

Descriptive statistics Analysis

For both independent and dependent variables, descriptive statistics were carried out and the summary shown below. The main purpose of description is to meaningfully describe, represent, or summarize data from possible patterns which the data exhibits. To objectively evaluate the survey results, the responses of 5 and 4 (strongly agreeing and agreeing) are categorized as agreeing, 2 and 1 (totally disagreeing with and disagreeing) as disagreeing, and 3 is neutral.

Participatory Approach

The study's' first objective was to find out how participatory approach influenced implementation of project in PCEA church in Nairobi Region. Respondents were requested to rate how much they agreed or disagreed with various assertions about participatory approaches. The data was further grouped, with 4 & 5 being grouped as agree, 1 & 2 being classified as disagree while 3 was indicated as neutral. Descriptive analysis for participatory approaches were presented in Table 4.1 below

Table 4.1: Descriptive Analysis for Participatory Approaches

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
We review our policies more often to clearly capture procedures of engaging stakeholders in all stages of the project	(10.5%)	(2.6%)	(7.9%)	(32.9%)	(46.1%)	4.01	1.27
Our organization has proper monitoring and evaluation systems for its development program	(10.5%)	0.00%	(15.8%)	(28.9%)	(44.7%)	3.97	1.25

We have put in place proper policies and guidelines that ensure all key stakeholders fully participate in the development of the project	(9.2%)	(2.6%)	(27.6%)	(26.3%)	(34.2%)	3.74	1.23
All our stakeholders are well trained on participatory policies	(10.5%)	(15.8%)	(14.5%)	(30.3%)	(28.9%)	3.51	1.34

Source: Researcher (204)

Table 4.1 above showed that (79.0%) of participants agreed with the statement that the church review policies more often to clearly capture procedures of engaging stakeholders in all stages of the projects (mean=4.01, std. dev=1.27). Further, (73.6%) of participants agreed participatory approaches at the church has proper monitoring and evaluation systems for its development program (mean=3.97, std. dev=1.25). Additionally, the results showed that (60.5%) of participants agreed with the statement that the church has put in place proper policies and guidelines that ensure all key stakeholders fully participate in the development of the project (mean=3.74, std. dev=1.23). Lastly, (59.2%) of participants agreed that all the stakeholders are well trained on participatory policies (mean=3.51, std. dev=1.32). This shows that stakeholder participation approach greatly influences project implementation

Evaluation Approach

The study’s second objective was to find out how evaluation approach influenced implementation of project in PCEA church in Nairobi Region. Respondents were requested to rate how much they agreed or disagreed with various assertions about participatory approaches. The data was further grouped, with 4 & 5 being grouped as agree, 1 & 2 being classified as disagree while 3 was indicated as neutral. Descriptive analysis for evaluation approaches were presented in Table 4.2 below

Table 4.2: Descriptive Statistics on Evaluation approach

Statement	SD	D	N	A	SA	M	SD
Our organization uses evaluation approaches in implementation of projects	3.90%	14.00%	18.60%	31.00%	32.60%	3.74	1.17
Evaluation approaches at our organization include bench marking, internal audits, balanced score card and performance appraisals	1.60%	20.90%	23.30%	25.60%	28.70%	3.59	1.16
Evaluation approaches involve all employees in our organization	3.10%	17.80%	26.40%	22.50%	30.20%	3.59	1.18
Evaluation committees have been established in our organization	1.60%	9.30%	14.70%	31.80%	42.60%	4.05	1.04
Our organization has an effective strategy evaluation framework that provides for an annual assessment of the results	5.40%	4.70%	17.80%	31.80%	40.30%	3.97	1.12
Overall Mean					3.839		

Source: Study data, (2024)

Table 4.2 above showed that 77(63.6%) of participants agreed with the statement that the church uses evaluation approaches in implementation of projects (mean=3.74, std. dev=1.17). Further, 66(54.3%) of participants agreed evaluation approaches at the church include bench marking, internal audits, balanced score card and performance appraisals (mean=3.59, std. dev=1.16) have been utilized in project implementation. Further results showed that 68(56.40%) of participants agreed with the statement that evaluation approaches involve all employees in the church (mean=3.59, std. dev=1.18). In addition, 90(74.4%) of participants agreed that there exists evaluation committees in project implementation (mean=4.05, std. dev=1.04). Finally

87(72.10%) evaluation framework that provides for an annual assessment of the results (mean=3.97, std. dev=1.12)

Survey Approach

The study's third objective was to find out how survey approach influenced implementation of project in PCEA church in Nairobi Region. Respondents were requested to rate how much they agreed or disagreed with various assertions about participatory approaches. The data was further grouped, with 4 & 5 being grouped as agree, 1 & 2 being classified as disagree while 3 was indicated as neutral. Descriptive analysis for survey approaches were presented in Table 4.3 below

Table 4.3: Descriptive Statistics on Survey Approach

Statement	SD	D	N	A	SA	M	SD
Survey is done on majority of the projects undertaken by the church	7.80%	9.30%	24.00%	30.20%	28.70%	3.63	1.21
The church practices survey approach in order to assess the needs of the different church	8.50%	7.80%	19.50%	29.40%	34.90%	3.64	1.27
The church carry's out surveying from other jurisdictions before implementing a project shamming.	8.50%	13.20%	17.10%	24.00%	37.20%	3.61	1.33
Surveying enables the church to easily access information about a project from stakeholders	3.10%	6.20%	18.60%	33.30%	38.80%	3.98	1.05
Overall Mean					3.715		

Source: Study data, (2024)

Table 4.3 above showed that 72(58.5%) of participants agreed with the statement that Survey is done on majority of the projects undertaken by our parishes (mean=3.63, std. dev=1.12). Further, 78(64.4%) of participants agreed with the statement that Our organization practices survey approach in order to assess the needs of the different parishes (mean=3.64, std. dev=1.27). Further results showed that 74(61.20%) of participants agreed with the statement that Our organization carry out surveying from other jurisdictions before implementing a project shamming (mean=3.61, std. dev=1.33). In addition, 72(59.2%) of participants agreed that Surveying enables our organization to easily access information about a project from stakeholders with (mean=3.98, std. dev=1.05).

Performance Indicator Approach

The study's fourth objective was to find out how performance indicator approach influenced implementation of project in PCEA church in Nairobi Region. Respondents were requested to rate how much they agreed or disagreed with various assertions about participatory approaches. The data was further grouped, with 4 & 5 being grouped as agree, 1 & 2 being classified as disagree while 3 was indicated as neutral. Descriptive analysis for survey approaches were presented in Table 4.4 below

Table 4.4: Descriptive Analysis for Performance Indicators Approach

Statement	Strongly Disagree	Disagree	Neutra l	Agree	Strongly Agree	Mean	Std. Dev
Performance of projects in our organization is measured on various criteria	(6.6%)	(7.9%)	(17.1%)	(44.7%)	(23.7%)	3.71	1.12
Performance measurement is a key consideration in our organization	(10.5%)	(13.2%)	(17.1%)	(35.5%)	(23.7%)	3.49	1.28

projects							
Our organization uses performance contracting system as a performance indicator tool	(7.9%)	(1.3%)	(19.7%)	(34.2%)	(36.8%)	3.91	1.16
Most administrators were trained on project management in our organization	(10.5%)	(1.3%)	(28.9%)	(32.9%)	(26.3%)	3.63	1.20

Source: Researcher (2024)

Table 4.4 above showed that 82(68.4%) of participants agreed with the statement that Performance of projects in the church is measured on various criteria (mean=3.71, std. dev=1.12). Further, 72(59.2%) of participants agreed with the statement that Performance measurement is a key consideration in the church projects (mean=3.49, std. dev=1.28). Further results showed that 86(71.0%) of participants agreed with the statement that there the church uses performance contracting system as a performance indicator tool (mean=3.91, std. dev=1.16). In addition, 72(59.2%) of participants agreed that most project administrators were trained on project management in the church.

Project Implementation

The dependent variable of the study was project implementation in PCEA church Nairobi region. The participants were asked to comment about the level of project implementation in terms of participatory approaches, survey approaches, evaluation approaches and performance indicators approach. On a five-point Likert scale, respondents were asked to rate how much they agreed with several assertions about the level of implementation. The data was further categorized, with 4 and 5 being categorized as agree, 1 and 2 as disagree, and 3 being categorized as neutral. Descriptive analysis for was presented in Table 4.5 below.

Table 4.5: Descriptive Analysis for Project Implementation

Statement	1	2	3	4	5	Mean	Std. Dev
The PCEA church has employed necessary approaches in project implementation	(6.6%)	0.00%	(21.1%)	(21.1%)	(51.3%)	4.11	1.15
Our church implemented projects are of high quality and standard	(7.9%)	(7.9%)	(26.3%)	(27.6%)	(30.3%)	3.64	1.22
Stakeholders are satisfied with the church projects implementation process	(10.5%)	(3.9%)	(13.2%)	(22.4%)	(50%)	3.97	1.33
Projects undertaken in our parishes are completed on time and within budget	(7.9%)	(7.9%)	(13.2%)	(26.3%)	(44.7%)	3.92	1.27

Source: Researcher (2024)

Table 4.5 showed that 88(72.4%) of participants agreed with the statement that Presbyterian Church of East Africa in Nairobi region had employed participatory, evaluation, survey and participatory indicators in its project implementation process with a (mean=4.11, std. dev=1.15). Further, 70(57.9%) of participants agreed that the projects were of good quality and met the required standards with (mean=3.64, std. dev=1.22). In addition, 88(72.4%) of participants agreed that the relevant stakeholders are highly involved in the process of project implementation with (Mean=3.97, std. dev=1.33). Further, 86(71.0%) of participants agreed with the

statement that the projects are completed within the required time and budget with a (mean=3.92, std. dev=1.27).

Inferential Analysis

Correlation Analysis

Correlation analysis was conducted to determine the association between the independent variable

(participatory approach, evaluation approach, survey approach and performance indicators approach and the dependent variable (project implementation). Therefore, correlation helps the researcher to understand the connection between the independent and dependent variables and which variable to investigate further. This was presented in Table 4.6 below.

Table 4.6 Correlation Results

	Project implementation	Participatory approaches	Evaluation approaches	Survey approaches	Performance indicators approaches
Project implementation	1				
Participatory approaches	.782**	1			
	0.000				
Evaluation approaches	.873**	.673**	1		
	0.000	0.000			
Survey approaches	.812**	.642**	.794**	1	
	0.000	0.000	0		
Performance indicators approaches	.787**	.679**	.728**	.671**	1
	0.000	0.000	0.000	0.000	

Source: Researcher (2024)

The Table 4.6 show the budgeting participatory approaches has a positive and significant correlation with project implementation ($r=0.873$, $p=0.000$). Further results show that evaluation approaches have a positive and significant correlation with project implementation ($r=0.812$, $p=0.000$). Additionally, the results of the study show that survey approaches have a positive and significant correlation with project implementation ($r=0.787$, $p=0.000$). The results of further research show that performance indicators have a positive and significant correlation with project implementation ($r=0.782$, $p=0.000$).

Regression Results

One of the inferential statistics used to demonstrate the link between variables is regression analysis. This demonstrates the link between Monitoring and evaluation approaches s and project implementation.

Model Fitness

In order to determine the effect of Monitoring and Evaluation approaches on project implementation, model fitness was conducted. This was presented in Table 4.7 below

Table 4.7: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818a	0.669	0.661	0.27214

Source: Researcher (2023)

Table 4.7 above showed that Adjusted R squared is 0.661. This means that the monitoring and evaluation approaches explains 66.1% of changes in project implementation. Also, R is 0.818. This means that the monitoring and evaluation approaches have a strong relationship with project implementation.

Analysis of Variance

The ANOVA was performed to assess the Monitoring & Evaluation approaches as a predictor for project implementation. The findings from the analysis of the variance are presented in Table 4.8 below.

Table 4.8: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	36.232	4	8.9	122.86	.000b
Residual	5.301	69	0.068		
Total	41.533	73			

Source: Researcher (2024)

Table 4.8 demonstrates this, with a F statistic of 122.86 and reported p-value of 0.000, which is less than the conventional probability criterion of significance of 0.05. Monitoring and evaluation approaches is an excellent predictor of project implementation. This means that the monitoring and evaluation has a statistically immaterial outcome on project implementation at the 95% confidence level.

Regression Analysis Results

Regression of coefficient results shows the effect of the monitoring and evaluation approaches on project implementation. This was presented in Table 4.9 below

Table 4.9: Regression Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.002	0.190		-0.011	0.992
Participatory approaches	0.222	0.057	0.253	3.895	0.000
Evaluation approaches	0.365	0.073	0.412	5.035	0.000
Survey approaches	0.172	0.065	0.200	2.660	0.010
Performance indicators	0.199	0.077	0.181	2.584	0.012

Source: Researcher (2024)

$$Y = 0.253X_1 + 0.412X_2 + 0.200X_3 + 0.181X_4 + \epsilon$$

X1=Participatory approaches

X2= Evaluation approaches

X3= Survey approaches

X4= performance indicators approaches

ϵ = Error term

Results on Table 4.9 showed that Participatory approaches had a positive and significant effect with project implementation ($\beta=0.253$, $p=0.000$). This implied that an improvement in participatory approaches would

improve project implementation. The results were in agreement with Onditi (2017) who conducted a study on influence of participatory monitoring and evaluation results on the performance of county funded road projects in Bobasi Sub County- Kisii County, Kenya. The findings showed that participatory monitoring and evaluation results promotes and increases recognition and completion rate of road projects in Bobasi Sub County. Additionally, Ngumbo (2015) recommended that change agents should take participatory development and participatory communication as efficient development approaches in the steps towards improving the living standards of its citizenry, encouraging involvement of the intended beneficiaries at all stages of project development.

Evaluation approaches had a positive and significant effect with financial governance ($\beta=0.412$, $p=0.000$). This implied that an improvement in evaluation approaches would improve quality project implementation. The results were in conclusion similar to Thiong'o (2018) whose findings indicated that the strategic evaluation approaches used by milk processing firms greatly improved the performance of the projects. The study recommended that firms should come up with the clear evaluation approaches which also involve all employees from the earliest stage of strategy evaluation. Abdille (2017) assessed on the influence of project evaluation approaches on performance of Somalia government projects. The study recommended that project managers to continuously use evaluation approaches to improve project completion rate.

Survey approaches had a positive and significant effect with project implementation ($\beta=0.200$, $p=0.010$). This implied that improvement in survey approaches would improve quality of project implementation. The findings agree with Chege (2017) who established that survey analysis before the project implementation a survey had been done on other jurisdictions where the best practices were implemented by the project managers and the bad practices ignored which ensured successful implementation of the project National Police Service Housing Project. Maiyo (2015) assessed on the factors influencing implementation of construction projects in public institutions in Ainamoi sub county, Kericho county. The study recommended that when surveying, the project team need to create awareness to various stakeholder groups about the anticipated projects.

Performance indicator approaches had a positive and significant effect project evaluation ($\beta=0.181$, $p=0.012$). This implied that an improvement in performance indicator approaches would improve quality of project implementation. The findings are supported by Kaganski, *et al.* (2017) who recommended that the various performance indicators approach adopted by the companies for implementation of their projects should be followed and monitored. And also Kinyanjui *et al.* (2014) acknowledged that performance contracting system is one of performance indicators approach aimed at ensuring successful implementation of government projects.

SUMMARY OF FINDINGS

The study main objective was to establish the effect of monitoring and evaluation approaches on project implementation. The study had four specific objectives which sought to determine the effect of participatory approaches, evaluation approaches, survey approaches and performance indicators approaches in Presbyterian Church of East Africa, Nairobi region, Kenya. The first specific objective was to establish the effect of participatory approaches on project implementation in Presbyterian Church of East Africa, Nairobi region, Kenya.

Data was analyzed and the correlation results indicated that participatory approaches had positive as well statistically significant correlation with project implementation. Furthermore, the results of multiple regression analysis indicated that participatory approaches had a positive and significant linear relationship with project implementation ($\beta=0.253$, $p=0.000$). Hence any change in participatory approaches will lead to improvement in project implementation

The second specific objective was to establish the effect of evaluation approaches on project implementation in Presbyterian Church of East Africa, Nairobi region, Kenya. Data was analyzed and the correlation results indicated that evaluation approaches had positive as well statistically significant correlation with project

implementation. Furthermore, the results of multiple regression analysis indicated that evaluation approaches had a positive and significant linear relationship with project implementation ($\beta=0.412$, $p=0.000$). The results meant that any change in evaluation approaches will lead to improvement in project implementation

The third specific objective was to establish the effect of survey approaches on project implementation in Presbyterian Church of East Africa, Nairobi region, Kenya. Data was analyzed and the correlation results indicated that survey approaches had positive as well statistically significant correlation with project implementation ($\beta=0.200$, $p=0.010$). Also, the results of multiple regression analysis indicated that survey approaches had a positive and significant linear relationship with project implementation. The means that any change in survey approaches will lead to improvement in project implementation

The fourth specific objective was to establish the effect of performance indicators approaches on project implementation in Presbyterian Church of East Africa, Nairobi region, Kenya. Data was analyzed and the correlation results indicated that performance indicators approaches had positive as well statistically significant correlation with project implementation. Additionally, the results of multiple regression analysis indicated that performance indicators approaches had a positive and significant linear relationship with project implementation ($\beta=0.181$, $p=0.012$). Therefore, a change in performance indicators approaches will lead to improvement in project implementation in Presbyterian Church of East Africa, Nairobi region, Kenya.

CONCLUSIONS

In view of the research objectives, analysis and inference, several conclusions were made. These were participatory approaches, evaluation approaches, survey approaches, performance indicators approaches and project implementation. The findings of this analysis indicate a significant correlation between the monitoring and evaluation approaches and project implementation in Presbyterian Church of East Africa, Nairobi region, Kenya

Participatory approaches were found to be a key enabler and a good tool to improve the quality of project implementation since it had a positive significant effect. And therefore the study concluded that it is important to engage with all the stakeholders while undertaking project implementation. This leads to enhanced satisfaction and a sense of ownership by all the participants. It also improves the quality of the implementation process since deviations can be identified and corrective measures taken in good time.

Evaluation approaches had a positive and significant association with project implementation. The study concluded that proper product and process evaluation should be carried out at every step of project implementation. This ensures a cost benefit approach to all the participants and processes is done. It also provides checks and balances hence leading to better project implementation

Survey approaches had a positive and significant influence with project implementation. The findings found that the PCEA church in Nairobi region had a robust bench marking strategy for all its projects. This meant sure that the quality of the projects and standards are well maintained. The study therefore concluded that survey approach is a key enabler in improving project implementation processes and it forms a backbone for better decision making.

Performance indicators approaches had a positive and significant association with project implementation. Further it leads to proper monitoring of each participants output. This approach was found to be a motivator in improving the quality of project implementation. In addition, the participants were happy to be associated and referred to with certain completed project. This meant that they owned the process and hence improved the project standards as well as increased the rate of completion.

Recommendations for Policy and Practice

Recommendations made for policies and practice were guided by the research findings, discoveries, and conclusions drawn in chapters four and five. The study, therefore, recommends that the church leaders to seek ways to engage with all the participants at all levels in ensuring proper project implementation procedure.

The findings from this study contribute to policy making and add to the body of knowledge on the area of project management and M&E in general. By proving that there is a positive significant effect between monitoring and evaluation approaches and project implementation. This provides a platform for M&E practitioners and academicians to incorporate them in project implementation models.

The officers charged with monitoring and evaluation like those from the ministry of state for planning National Development and vision 2030, can apply these findings to develop, modify or design tools that will determine efficiency, effectiveness, relevance and impact of monitoring and evaluation approaches in project implementation.

REFERENCES

1. ABDILLE S. O. (2017). Influence of Project Evaluation Approaches on Performance of County Government Projects: a Case of Water Projects in Wajir County, Kenya (Doctoral dissertation, University of Nairobi).
2. Achieng, O. O. (2014). Performance measurement approaches in Public-Private partnership in Kenya (Doctoral dissertation, Doctoral dissertation, University of Nairobi).
3. Ackermann, F., & Eden, C. (2011). Strategic management of stakeholders: Theory and practice. *Long range planning*, 44(3), 179-196.
4. Avrami, M. (1939). Kinetics of phase change. I General theory. *The Journal of chemical physics*, 7(12), 1103-1112.
5. Bakunzibake, P., Klein, G. O., & Islam, S. M. (2018). E-government implementation and monitoring: The case of Rwanda's 'one-stop'E-government. *The Electronic Journal of Information Systems in Developing Countries*, e12086.
6. Beisser, A. (1970). The paradoxical theory of change. *Gestalt therapy now*, 77-80.
7. Bridoux, F., & Stoelhorst, J. W. (2014). Microfoundations for stakeholder theory: Managing stakeholders with heterogeneous motives. *Strategic management journal*, 35(1), 107-125.
8. Byrd, E. T. (2007). Stakeholders in sustainable tourism development and their roles: applying stakeholder theory to sustainable tourism development. *Tourism review*, 62(2), 6-13.
9. Chapman, S. A., Goodman, S., Jawitz, J., & Deacon, A. (2016). A strategy for monitoring and evaluating massive open online courses. *Evaluation and program planning*, 57, 55-63.
10. Chapman, S., Sullivan, C., Palm, C., Huynh, U., Diru, W., & Masira, J. (2016). Monitoring and evaluation to support adaptive co-management: Lessons learned from the Millennium Villages Project. *Journal of environmental management*, 183, 142-151.
11. Chege, M. W. (2017). Effect of Project Management Practices on Implementation of National Police Service Housing Project.
12. Chu, E., Angelovski, I., & Carmin, J. (2016). Inclusive approaches to urban climate adaptation planning and implementation in the Global South. *Climate Policy*, 16(3), 372-392.
13. Connell, J. P., & Kubisch, A. C. (1998). Applying a theory of change approach to the evaluation of comprehensive community initiatives: progress, prospects, and problems. *New approaches to evaluating community initiatives*, 2(15-44), 1-16.
14. Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
15. Creswell, J. W., & Poth, C. N. (2017). *Qualitative inquiry and research design: Choosing among five approaches*. Sage publications.
16. Danseco, E., Barber, A., Brown, K., & Carter, C. (2017). Implementing implementation: Practical lessons learned from supporting evidence-informed service delivery in community-based child and youth mental health agencies. *Canadian Journal of Community Mental Health*, 36(Special Issue), 165-190.
17. Fairclough, N. (1992). *Discourse and social change (Vol. 10)*. Cambridge: Polity press.
18. Fishburn, P. C. (1970). *Utility theory for decision making (No. RAC-R-105)*. Research analysis corp McLean VA.
19. Freeman, R. E. (1999). Divergent stakeholder theory. *Academy of management review*, 24(2), 233-236.

20. Foundation GA Reports 2015 & Foundation GAC Report 2016- The body that deals with PCEA Church Projects in its Project Reports to the church contained in the General Assembly dockets for the proceeding of the 21st General Assembly held at St. Andrew Church, Nairobi from 13th -18th April 2015 report D14.5 to D14.21 & Project report contained in the General Administration Committee docket for 21st General Assembly held at Tumu Tumu Girls High School from 12th -17th April 2016 report D14.1 to D14.20
21. Friedman, A. L., & Miles, S. (2006). *Stakeholders: Theory and practice*. Oxford University Press on Demand.
22. Glandon, D., Paina, L., Alonge, O., Peters, D. H., & Bennett, S. (2017). 10 Best resources for community engagement in implementation research. *Health policy and planning*, 32(10), 1457-1465.
23. Ho, H. Y., Good, K., & Donahue, T. (2018). *Building Community and Technical Colleges' Evaluation Capacity during Grant Implementation*. McREL International.
24. Ingabire, C. M., Hakizimana, E., Kateera, F., Rulisa, A., Van Den Borne, B., Nieuwold, I., ... & Alaii, J. (2016). Using an intervention mapping approach for planning, implementing and assessing a community-led project towards malaria elimination in the Eastern Province of Rwanda. *Malaria journal*, 15(1), 594.
25. Ismail, A. S. (2016). *Participatory Monitoring and Evaluation Approach to Development: A Case Study of Ugatuzi Na Kazi Project in Garissa County, Kenya*
26. Jamal, T., & Stronza, A. (2009). Collaboration theory and tourism practice in protected areas: Stakeholders, structuring and sustainability. *Journal of Sustainable tourism*, 17(2), 169-189.
27. Joseph, M. J. (2018). *Assessment of selected determinants of the implementation of health and physical education curriculum in public primary schools in Nandi County, Kenya* (Doctoral dissertation, Moi University).
28. Kaganski, S., Majak, J., Karjust, K., & Toompalu, S. (2017). Implementation of key performance indicators selection model as part of the Enterprise Analysis Model. *Procedia CIRP*, 63, 283-288.
29. Kerzner, H. (2017). *Project management metrics, KPIs, and dashboards: a guide to measuring and monitoring project performance*. John Wiley & Sons.
30. Kinyanjui, N. J., Gakuu, M. C., & Kidombo, J. H. (2014). *Organizational Structure, Performance Contracting System and Organizational Performance in Government Ministries in Kenya*. *African Journal for Project Planning and Management*, 119.
31. Lyles, W., Berke, P., & Smith, G. (2016). Local plan implementation: assessing conformance and influence of local plans in the United States. *Environment and Planning B: Planning and Design*, 43(2), 381-400.
32. Maina (2016). *Factors Influencing Effective Implementation of Health Projects: A Case of Amref Health Africa In Kenya* (Doctoral dissertation, University of Nairobi).
33. Maiyo, M. L. (2015). *Factors Influencing Implementation of Construction Projects in Public Institutions in Ainamoi Sub County, Kericho County*.
34. Marcusson, D. (2015). *Results of Community Needs Survey Southern Clark County*. Reno: University of Nevada.
35. McLaughlin, M. W., & Mitra, D. (2001). Theory-based change and change-based theory: Going deeper, going broader. *Journal of Educational Change*, 2(4), 301-323.
36. McPhail, T. L. (2010). *Global communication: Theories, stakeholders, and trends*. John Wiley & Sons.
37. Morandi, B., Kail, J., Toedter, A., Wolter, C., & Piégay, H. (2017). Diverse approaches to implement and monitor river restoration: a comparative perspective in France and Germany. *Environmental management*, 60(5), 931-946.
38. Nduta, K. G. (2016). *Assessment of The Use of Participatory Monitoring and Evaluation Approach: A Case of Constituency Development Fund Projects in Dagoretti South Sub-County Nairobi, Kenya* (Doctoral Dissertation, University of Nairobi).
39. Nelson, R. R. (2009). *An evolutionary theory of economic change*. harvard university press.
40. Ngumbo, N. L. *Participatory Communication in Poverty Reduction in Kenya: A Study of Murang'a County*.
41. Nyariki, B. N. (2018). *Influence of Strategy Evaluation Approaches on Performance at Kcb Bank*.
42. Obegi, M. V. (2015). *Effects of Participatory Based Monitoring and Evaluation Approach on Project Implementation of Trademark East Africa*.

43. Omolo, C. A. (2016). Influence of Monitoring and Evaluation Approaches on Implementation of Physical Infrastructural Projects in Public Secondary Schools of Uasin Gishu County, Kenya.
44. Onditi (2017). Influence of Participatory Monitoring and Evaluation Results on the Performance of County Funded Road Projects in Bobasi Sub County- Kisii County, Kenya (Doctoral Dissertation, University of Nairobi).
45. Owiredu, M. N., Bellare, N. B., Musanhu, C. C. C., Oyelade, T. A., Thom, E. M., Bigirimana, F., ... & Okello, D. O. (2017). Building health system capacity through implementation research: experience of INSPIRE—a multi-country PMTCT implementation research project. *Journal of acquired immune deficiency syndromes* (1999), 75(2), S240.
46. Oyunga, B. A. (2015). Determinants of adoption of participatory monitoring and evaluation in the management of public secondary school, Kisumu East District. Unpublished Masters project report, University of Nairobi.
47. Quiggin, J. (1982). A theory of anticipated utility. *Journal of Economic Behavior & Organization*, 3(4), 323-343.
48. Quinn, R. E., & Cameron, K. S. (1988). Paradox and transformation: Toward a theory of change in organization and management. Ballinger Publishing Co/Harper & Row Publishers.
49. Rabin, M. (2013). Risk aversion and expected-utility theory: A calibration theorem. In *Handbook of the Fundamentals of Financial Decision Making: Part I* (pp. 241-252).
50. Raymond, C. M., Frantzeskaki, N., Kabisch, N., Berry, P., Breil, M., Nita, M. R., ... & Calfapietra, C. (2017). A framework for assessing and implementing the co-benefits of nature-based solutions in urban areas. *Environmental Science & Policy*, 77, 15-24.
51. Rosenau, J. N. (2018). Turbulence in world politics: A theory of change and continuity. Princeton University Press.
52. Rwabukwisi, F. C., Bawah, A. A., Gimbel, S., Phillips, J. F., Mutale, W., & Drobac, P. (2017). Health system strengthening: a qualitative evaluation of implementation experience and lessons learned across five African countries. *BMC health services research*, 17(3), 826.
53. Thiong'o, R. W. (2018). Influence of Strategy Evaluation Approaches on Performance of Milk Processing Firms in Kiambu County.
54. Wagner Mainardes, E., Alves, H., & Raposo, M. (2011). Stakeholder theory: issues to resolve. *Management decision*, 49(2), 226-252.
55. Wang, B., Zhang, Z., He, C., & Zheng, H. L. (2017). Implementation of a long-term monitoring approach for the operational safety of highway tunnel structures in a severely seismic area of China. *Structural Control and Health Monitoring*, 24(11), e1993.
56. Wang, L., Kunc, M., & Bai, S. J. (2017). Realizing value from project implementation under uncertainty: An exploratory study using system dynamics. *International Journal of Project Management*, 35(3), 341-352.
57. Wanjiru, N. N. (2014). Performance of Administrators in Implementing Human Immune Deficiency Virus Donor Funded Projects in Public Institutions: A Case of University of Nairobi; Kenya.
58. Weber, R., Claudio Paun, M., & Castro Scarone, S. (2018). Global Project on the Updating of National Implementation Plans for POPs- "From NIPs to Implementation: Lessons Learned Report (Draft)".
59. Wunder, S., Kaphengst, T., & Freluh-Larsen, A. (2018). Implementing land degradation neutrality (SDG 15.3) at national level: general approach, indicator selection and experiences from Germany. In *International Yearbook of Soil Law and Policy 2017* (pp. 191-219). Springer, Cham.
60. Zhang, J., Tüshaus, L., Martínez, N. N., Moreo, M., Verastegui, H., Hartinger, S. M., ... & Karlen, W. (2018). Data Integrity-Based Methodology and Checklist for Identifying Implementation Risks of Physiological Sensing in Mobile Health Projects: Quantitative and Qualitative Analysis. *JMIR mHealth and uHealth*, 6(12).