

# Monitoring and Evaluation Practices and Performance of Health Development Projects in Kenya

Shukhe Shuna\*, Charles Katua Kithandi\*\*

\* School of Business and Economics, Daystar University

\*\* School of Business and Economics, Daystar University

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**Abstract-** Projects within the health sector frequently encounter significant challenges that hinder their successful execution. These challenges often stem from inadequate monitoring and evaluation practices, difficulties in defining clear performance indicators, and insufficient time dedicated to M&E activities. Such shortcomings could lead to projects being delivered over budget, behind schedule, and with compromised quality, ultimately resulting in poor project performance. Recognizing the importance of effective M&E practices, this study aims to investigate their impact on the performance of health development projects at Marsabit County Referral Hospital in Kenya. Three specific objectives guided the study: Establish the monitoring and evaluation practices adopted by Marsabit County Referral Hospital, assess the level of project performance at Marsabit County Referral Hospital and determine the relationship between monitoring and evaluation practices and project performance at Marsabit County Referral Hospital. The research was anchored on three key theoretical frameworks: Goal Setting Theory, this theory posited that specific and challenging goals could lead to higher performance. In the context of M&E, clear performance indicators could enhance project outcomes. Program Theory, this framework emphasized the importance of understanding the underlying mechanisms through which M&E practices influence project performance. And, Stakeholder Theory, which was the main theory highlighting the significance of engaging stakeholders in the M&E process to ensure that their needs and expectations are met, thereby enhancing project performance. The study employed a descriptive research design to collect data from employees at Marsabit County Referral Hospital. The target population consisted of 104 senior management team members, managers, supervisors, and project officers. A pretest was conducted with 10 respondents from Mbagathi Referral Hospital, representing 10% of the census population, to ensure the reliability and validity of the research instruments. Data analysis was performed using SPSS version 26.0, with descriptive statistics presented through tables, percentages, and frequencies. Inferential statistics, including correlation analysis, were utilized to examine the relationships between the variables under study. The results of the study indicated strong positive relationships between various M&E practices and project performance indicators. Notably, effective project planning emerged as a critical factor for managing costs

effectively, with a correlation coefficient of  $r = 0.852$ . This finding underscores the importance of thorough planning in achieving project objectives and maintaining budgetary constraints. In light of the findings, the study recommended that Marsabit County Referral Hospital incorporate comprehensive risk management measures into their project planning processes. By anticipating and mitigating potential risks, the hospital can enhance its project performance and ensure the successful delivery of health development initiatives. The study concluded that identified challenges could be addressed by implementing effective M&E strategies, and the hospital could improve project outcomes and contribute to the overall enhancement of health services in the region. The study also concludes that there a strongly significant and positive relationship between Monitoring and Evaluation practices (project planning, stakeholder involvement, capacity building) and project performance.

**Index Terms-** Monitoring and Evaluation, Project Planning, Stakeholder involvement, Capacity Building

## I. INTRODUCTION

In contemporary society, all governments are actively working towards developing practices and systems that can enhance the project performance and effectively accomplish their desired objectives (Zheng et al., 2022). However, projects frequently encounter challenges because of inadequate monitoring and evaluation practices (Flyvbjerg, 2014). According to Zheng et al. (2022), limited stakeholder engagement, inadequate planning, capacity building, and resource constraints pose significant challenges to project success. These issues can lead to projects being delivered over budget, behind schedule, and with compromised quality, leading to poor project performance. Moreover, policies can facilitate or hinder monitoring and evaluation practices, directly impacting project outcomes (Otieno, 2023). Projects typically follow a structured process that includes initiation, planning, execution, monitoring, and closure (EvalCommunity, 2024). The initiation phase defines project goals and feasibility, while planning outlines the roadmap;

resources, budget, and schedule. Execution involves implementing planned activities to produce deliverables. Monitoring and evaluation track progress, assess performance, and provide feedback that informs decision-making to keep the project on track, manage risks and improve outcomes (EvalCommunity, 2024).

According to the Project Management Institute (2018), the project's performance is determined through the adoption of monitoring and evaluation practices. Similarly, Ye et al. (2019) argued that projects demonstrate superior performance in developed countries compared to developing countries. The latter confront numerous problems such as inadequate funding allocations, deficient strategic plans, limited skills, ineffective communication, and inadequate monitoring and evaluation (Zheng et al., 2022).

According to the United Nations Development Program (UNDP, 2019), monitoring and evaluation practices play a crucial role in improving accountability, decision-making, capacity development and learning process. M&E practices enhance project performance by promoting transparency, accountability, and informed decision-making (Eval Community, 2024). Kissi et al. (2019) proposed that effective monitoring and evaluation practices encompass a range of essential components. These include conducting baseline studies, project planning, stakeholders' involvement, budget cost, capacity building efforts, allocating appropriate budgetary resources, data analysis, and communication of the results among other important factors. In similar account, Scheirer (2012) states that several M&E practices are involved, such as budget allocation, M&E budgetary practices and capacity building.

Project performance is an evaluation of how well a project has been executed, taking into account factors such as deliverables, policies, time management, organizational culture, resource allocation, and budget adherence. According to Franz and Messner (2019), project performance refers to the extent to which goals have been achieved, including factors such as feasibility, meeting expectations, completion of tasks, satisfied clients, and budget adherence. Project performance as asserted by Serrador and Turner (2014) is dependent upon many critical factors, such as project mission, project planning, top management support, customer service, project support technologies, employees, customer acceptance, monitoring, and evaluation as well as communication channels.

Poor project planning and inadequate budgeting resource limitations can impact the availability of adequate funding for project activities, potentially leading to cost overruns, delays and can contribute to misalignment of project goals (Eval Community, 2024). Additionally, limited engagement and skills enhancement can lead to a lack of ownership, resistance, and hindered implementation (Otieno, 2023). In Kenya, political instability, bureaucratic delays, and policy inconsistencies further hinder project implementation and performance (Otieno, 2023). Government policy influences the performance of health development projects by setting regulations, standards, and funding priorities that guide project implementation and resource allocation (Zheng et al., 2022). Policies also shape the monitoring and evaluation frameworks, affecting how project outcomes are measured, reported, and adjusted to meet objectives.

In health programs monitoring and evaluation may lack credibility if conducted by government agencies without prior verification and authentication (Otieno, 2023). This can undermine the theory of change that emphasizes the importance of checking implementation for quality. It is crucial to distinguish between implementation failures and theory failures to ensure effective program outcomes (Gakuu & Ndiritu, 2021).

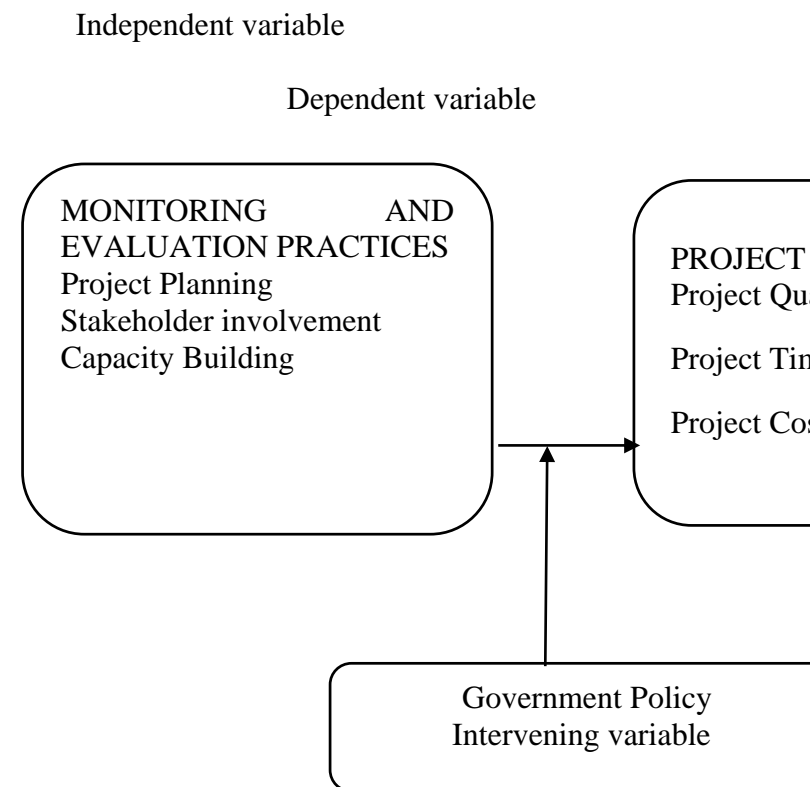
## II. RESEARCH OBJECTIVES

The study sought to:

- i. Assess the monitoring and evaluation practices adopted by health development projects in Kenya,
- ii. Examine the level of projects performance of the health development projects in Kenya,
- iii. Evaluate the relationship between monitoring and evaluation practices and project performance.

Conceptual Framework

Figure 1: Conceptual Framework



## III. LITERATURE REVIEW

### THEORETICAL REVIEW

#### STAKEHOLDER THEORY

It was put forth by Milton Freeman (1984). This theory states that a company must accommodate its stakeholders among other groups (Guterman (2023). Stakeholder Theory was

articulated by R. Edward Freeman (1984), posits that organizations must consider the interests of various stakeholders, including managers, communities, customers, suppliers, employees, and financiers, to create value effectively (Ryan & DeStefano, 2001). This theory serves as a foundational framework for understanding how stakeholder involvement, project planning, and capacity building can enhance monitoring and evaluation (M&E) practices, ultimately leading to improved project performance.

In terms, stakeholder involvement is critical in M&E practices, as it ensures that the perspectives and needs of all relevant parties are considered throughout the project lifecycle. According to Harrison and Wicks (2013), prioritizing stakeholder needs is essential for delivering value to the most pertinent groups (Buniamin, 2018). Engaging stakeholders in the M&E process fosters a sense of ownership and accountability, which can lead to more effective project outcomes (Nchiko & Safari 2023). Research indicates that stakeholder participation in M&E correlates positively with project performance, highlighting the importance of inclusive practices (Matsiliza, 2012). Furthermore, participatory approaches to evaluation enhance civic engagement and responsiveness in service delivery, thereby improving the overall effectiveness of projects (Roemer et al., 2021).

Effective project planning is another area where Stakeholder Theory plays a significant role. The theory emphasizes the necessity of identifying and analyzing stakeholders to ensure that their interests are integrated into project plans. This stakeholder mapping process is crucial for facilitating effective engagement and management (Ean *et al.* 2021). By employing methodologies such as stakeholder analysis, project managers can prioritize stakeholders based on their power, legitimacy, and urgency (Buniamin, 2018). This strategic planning approach not only aligns project objectives with stakeholder expectations but also enhances the likelihood of project success.

Capacity building is integral to M&E practices, as it equips stakeholders with the necessary skills and knowledge to participate effectively in the evaluation process. The involvement of stakeholders in defining the criteria for M&E fosters a collaborative environment that enhances their capacity to contribute meaningfully (Simon & Mwenda, 2021). This collaborative approach aligns with the principles of Stakeholder Theory, which advocates for the inclusion of diverse perspectives in decision-making processes (Ryan & De Stefano, 2001). By investing in capacity building, organizations can empower stakeholders, leading to more informed and engaged participants in M&E activities, ultimately resulting in improved project performance.

However, one of the critiques of this theory was what Ambler and Wilson (2006) noted that the stakeholder theory ignores that not all stakeholder groups have the same intention or commercial goals. Some people may want a business to succeed while others may want it to fail. Some people might want the business to grow while others may want it to stay the same size.

## EMPIRICAL REVIEW

Studies on monitoring and evaluation practices and project performance have been done, especially the variables under study. In Nigeria, a study was conducted by Nwankwo *et al.* (2017) to explore the effect of capacity building on firm performance. The study examined the multipurpose cooperative societies in Nigeria. The study objectives revolve around assessing the effect of capacity-building activities, establishing indicators for gauging cooperative performance, and identifying potential limitations that may arise. The study gathered 529 responses from members of the management committee and employed descriptive and inferential statistics for analysis.

The research concluded that improving capacity building has a positive effect on project performance. However, this study focuses on capacity building and does not specifically address monitoring and evaluation, and communication management. The study was also carried out in Nigeria, where the business environment varies from that of Kenya. These two qualities underscore a deficiency in both concept and context. Given the unique factors at play in Nigeria, project performance could vary significantly from that in Kenya. This could be attributed to the unique operational environments and economic capacities of the two countries.

Another study was conducted by Adan (2019) to investigate the effect of the involvement of stakeholders on the performance of constituency development fund projects in Isiolo North Constituency, Kenya. A descriptive research design was employed. The study centred on individuals who were in charge of supervising 155 CDF projects in Isiolo North Constituency. Information was gathered through the use of semi-structured questionnaires and interview schedules. Advanced analytical techniques were used to conduct a thorough analysis, including both descriptive and inferential methods. This study revealed that the involvement of project managers and government officials in project implementation led to enhanced project performance.

In Zambia, a study conducted by Simwaka (2020) explored the effect of monitoring and evaluation on project performance. The study employed a mixed research design, with a sample size of 15 respondents selected through judgmental sampling techniques. Nevertheless, the previous study was not supported by a strong theoretical foundation, whereas this current study will be firmly rooted in a theoretical framework. In a separate study carried out by Ng'etich (2020), the focus was on analyzing the influence of monitoring and evaluation on project performance in Kenyan parastatals. The study employed a descriptive research design and used the Yamane formula to calculate a sample size of 98 respondents.

The study utilized purposeful sampling to select 10 participants from the university administration. This study used primary data collected through a questionnaire and secondary data sourced from published reports and other documents. After analyzing the results, it was concluded that conducting a baseline survey is crucial in order to establish a benchmark for all projects. The study emphasized the importance of conducting baseline surveys within scope while also prioritizing cost control and technical performance. Unfortunately, the study did not consider the factor of time when evaluating the project performance within the parastatals. This current study focusses on the significance of being punctual as a crucial element.

In another study conducted by Mleke and Dida (2020), the focus was on analyzing the impact of M&E systems on the performance of public health projects in Tanzania. It was discovered that the use of M&E systems proved to be instrumental in addressing various difficulties encountered during the monitoring and evaluation process. A web-based monitoring and evaluation system was developed for ministry of health initiatives, providing efficient and precise information, leading to enhanced project outcomes.

A study was conducted by Safari and Kisimbii (2020) to assess the influence of monitoring and evaluation practices on the performance of development projects in county governments, Kenya. The study used a mixed research design, focusing on a total of 113 respondents. In order to ensure a reliable and accurate representation, the study utilized the Morgan and Krejcie sampling formula. This formula allowed for the selection of a sample size of 100 respondents. The effectiveness of monitoring and evaluation systems is a key factor in the successful implementation of projects in the county. On the other hand, the previous study did not have strong theoretical support, while our upcoming study will be firmly based on a solid theoretical foundation.

Gachanja and Nduta (2021) conducted a study on the impact of monitoring and evaluation practices on the health projects of the Centre for Health Solutions (CHS) in Nyeri County, Kenya. Health projects in Nyeri County have not been successful, and the region continues to face persistent health challenges. The study was conducted with the aim of evaluating the impact of monitoring and evaluation planning on the performance of health projects.

In addition, Kanyi and James (2023) investigated the impact of enhancing the capacity of monitoring and assessment teams on project performance. The study concluded by analyzing the impact of high-quality data on the performance of health projects at the Centre for Health. This study was backed by the program theory and result evaluation theory. The present descriptive survey investigated the impact of monitoring and evaluation techniques on the performance of the health projects in Nyeri County Community Health Services (CHS). The study involved a group of 71 workers from the CHS health project. Study respondents were carefully selected from diverse project areas to ensure representation from the small target population. The team consisted of a project coordinator, health project managers, M&E officers, HROs, clinicians, and social workers. Quantitative data was collected through the use of a close-ended questionnaire, while qualitative data was obtained by utilizing an interview guide.

Analyzing the document revealed secondary data. An analysis was conducted on the reliability of the data gathering instrument using a Cronbach Alpha test. SPSS was employed for conducting inferential and descriptive statistics on quantitative data, while thematic analysis was employed for analyzing qualitative data. The study results were presented in a clear and organized manner, using tables and graphs. The study employed chi-square analysis to evaluate the study hypothesis. Furthermore, regression and correlation analyses were used to establish connections between the research variables. In Nyeri County, Kenya, the M&E procedures, planning, team capacity building, and data quality maintenance under CHS showed a strong

correlation with a normal coefficient of 0.84. This indicates a highly positive relationship with the performance of the health project.

The study found that monitoring and assessment processes have a significant impact on an organization's project success. It was also found that capacity building can enhance project performance. It is crucial for organizations to allocate sufficient resources and funding to effectively monitor and evaluate their operations. This includes dedicating a portion of the budget specifically for the monitoring and evaluation department. M&E is crucial for the success of health projects. The report also suggests that NGOs should conduct regular M&E training sessions. Organizations should provide training to their M&E staff on the latest data gathering technologies and procedures for monitoring and evaluation. In light of the value of these findings, the health project performance incorporated additional variables that will be examined in the present study.

In Isiolo County, Farhiya and Pedo (2022) investigated the impact of monitoring and evaluation practices on the performance of health projects. The study examined the influence of different factors on the effectiveness of health projects in Isiolo County, Kenya. These factors encompassed various aspects such as careful planning for monitoring and evaluation, active involvement of stakeholders, comprehensive staff training, and efficient information systems. The study was influenced by theories like social contract theory and stakeholder theory. The census gathered data from 61 county staff members from the Department of Health, encompassing a variety of positions including M&E officers, project officers, project managers, ICT officers, Chief Officers, Directors, health records officers, and finance officials. The survey applied a descriptive research design to collect data. The collection of primary data was done through the use of questionnaires.

The analysis applied a combination of descriptive and inferential methods. The study uncovered a noteworthy correlation between M&E planning and health project performance, indicating a moderate and significant relationship ( $r=0.578$ ,  $p=0.000$ ). Furthermore, a robust and noteworthy correlation exists between stakeholder engagement and health project performance ( $r=0.761$ ,  $p=0.000$ ). In addition, a noteworthy correlation was discovered between staff training and health project performance ( $r=0.346$ ,  $p=0.000$ ).

Finally, there is a robust and meaningful correlation between the adoption of information systems and the performance of health projects. The study recommends that the county government prioritize adequate budget allocation for monitoring and evaluation practices. It also emphasizes the importance of involving project stakeholders in data collection, dissemination, and decision-making processes. It was suggested that the development project staff should assess their training requirements, while also urging the county government to implement information systems. However, this study did not give time the importance it deserves. However, the ongoing study will comprehensively examine project timeliness.

In Rwanda, a study was conducted by Uwera and Wanjiku (2023) on the monitoring and evaluation practices and project performance in Non-Government Organizations (NGOs) in Rwanda. The study examined the Income Generating Activities project (IGA project) carried out by the Health Relief and

Development Organization (HRDO) as a case study. A descriptive research design was used, with a study population of 165 employees working on the project and beneficiaries. A sample size of 117 respondents was determined using Slovin's Formula. The researchers used a variety of data collection methods, including questionnaires, interviews, and analysis of financial and other reports. This study used both primary and secondary data.

The collected data will be analyzed using a descriptive research design, using statistical measures such as mean and standard deviation. Correlation analysis will be used to evaluate the connection between variables, while multiple regression will be performed to examine the study hypotheses. The results suggest that there is a positive relationship between planning for monitoring and evaluation (PLME) and the outcome, as indicated by a coefficient of 0.287 with a significance of 0.002. Similarly, staff technical skills in M&E (STSME) show a strong positive association with the outcome, with a coefficient of 0.414 and a significance of 0.000. Additionally, reporting for M&E (RME) is also positively correlated with the outcome, with a coefficient of 0.321 and a significance of 0.001. The value of 0.128 is a reliable indicator of the predicted performance of the IGA project when the independent variables (PLME, STSME, and RME) are all set to zero.

The findings reveal a strong and meaningful connection between the preparation for monitoring and evaluation and the success of the project. This is evident from the Pearson correlation coefficients and significance levels, which indicate a positive relationship between planning for M&E and schedule ( $r = 0.717$ ,  $sig = 0.00 < 0.01$ ), cost ( $r = 0.712$ ,  $sig = 0.00 < 0.01$ ), and stakeholder satisfaction ( $r = 0.683$ ,  $sig = 0.00 < 0.01$ ). After analyzing the results, it is evident that implementing effective monitoring and evaluation practices significantly enhances project performance. It is worth mentioning that this study was carried out in a different field from the current study.

In Yemen, a study was conducted by Mahyoub (2023) on the role of monitoring and evaluation in project performance among non-governmental organizations (NGOs) in Yemen. The research applied a quantitative approach, employing a research survey as the primary method, and implemented a causal research design. Participants were chosen through a combination of convenience and snowball sampling techniques, focusing on individuals with experience in Monitoring and Evaluation (M&E) and project management within NGO projects in Yemen. A total of 385 participants were included in the study, with 297 of them successfully completing the survey questionnaires. The study's findings demonstrate a strong and noteworthy influence of M&E Team Capacity and M&E Approach on Project Performance.

However, the distribution of M&E budgets did not show any statistically significant influence on project performance. Curiously, the study also found that Results The use had a negative impact on the relationship between M&E Team Capacity and Project Performance. These findings have significant policy implications for NGOs operating in Yemen, indicating the need for a stronger focus on implementing robust M&E practices to improve project performance.

The study also indicates that NGOs have the potential to enhance project performance by strengthening the capabilities of their M&E teams and refining their M&E methodologies. It is important to mention, though, that this study had a theoretical gap

as it lacked theoretical support. The current study sought to fill this void by basing its findings on pertinent theories. In contrast to the previous study that examined NGOs, the current study shifted its focus to hospital development projects, which operate in distinct ways. There is another gap in the context as the previous study evaluated different variables compared to the current study.

#### IV. RESEARCH METHODOLOGY

This study adopted the descriptive research design. The population of this study was 291 current staff members of Marsabit Referral Hospital County (Marsabit County Government, 2023). this study concentrated on all 104 members of the target population who are now engaged in the several hospital projects from different departments.

#### V. DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

##### Pearson Correlation Coefficient Analysis

The correlation Table 17 presents a detailed overview of the relationships among various monitoring and evaluation practices, specifically pointing out Project Planning, Stakeholder Involvement, Capacity Building, Project Cost, Project Time, Project Quality, and Government Policy. The analysis uses Pearson correlation coefficients to measure the strength and direction of the relationships among these variables, with significance levels reflecting the reliability of the observed correlations.

Table 1: Pearson Correlation Coefficient Analysis

Correlations Outputs		1	2	3
Project planning	Pearson Correlation	1		
	Sig. (2-tailed) N	.75		
Stakeholder involvement	Pearson Correlation	.764*	1	
	Sig. (2-tailed) N	.000 75	.75	
Capacity building	Pearson Correlation	.853*	.794**	1
	Sig. (2-tailed) N	.000 75	.000 75	.75
Project cost	Pearson Correlation	.852*	.620**	.770**
	Sig. (2-tailed) N	.000 75	.000 75	.000 75
Project time	Pearson Correlation	.803*	.596**	.719**
	Sig. (2-tailed) N	.000 75	.000 75	.000 75

Correlations Outputs		1	2	3	4	5	6
Project quality	Pearson Correlation	.674*	.513**	.611**			
		*					

	Sig. (2-tailed)	.000	.000	.00
	N	75	75	77
Government policy	Pearson Correlation	.845*	.701**	.80
	Sig. (2-tailed)	.000	.000	.00
	N	75	75	77

\*\* Correlation is significant at the 0.01 level (2-tailed).

Results in Table 17 show that project planning and project cost ( $r = 0.852$  and  $p=.000$ ), which reveals a strong positive correlation is observed between project planning and project cost. This indicates that well-planned projects tend to have better cost management, which is crucial for project success.

Followed by project planning and project time ( $r = 0.803$  and  $p=.000$ ), showing a strongly positive relationship between project planning and project time. This suggests that effective project planning is associated with timely project completion, highlighting the importance of planning in managing project schedules.

Next, the relationship between project planning and project quality ( $r = 0.674$ ,  $p=.000$ ), which show strong positive correlation between project planning and project quality. This indicates that improved planning is likely to enhance the quality of project deliverables, although the correlation is not as strong as with other previous variables. The study also established a strongly significant and positive relationship between project planning and government policy ( $r = 0.845$  and  $p=.000$ ), which indicates a very strong positive correlation is noted between project planning and government policy. This suggests that projects that align well with government policies tend to be better planned, which may be due to regulatory frameworks guiding project execution.

Furthermore, the study found that there was a strongly significant and positive relationship between stakeholder involvement and project cost ( $r = 0.620$  and  $p=.000$ ), suggesting positive correlation that higher stakeholder involvement may lead to better cost management. Also, the study determined that stakeholder involvement and project time ( $r = 0.596$  and  $p=.000$ ) was positive and significant which indicates that increased stakeholder involvement is associated with improved project timelines. Further, there was a positive and significant correlation between stakeholder involvement and project quality ( $r = 0.513$ ,  $p=.000$ ), suggesting that an increase of stakeholder involvement by one unit has a positive influence on project quality of 51.3%. Bourne (2016) articulates, the diverse contributions of stakeholders can significantly enhance project success when managed effectively.

The study also highlighted that there was a strongly and significant relationship between stakeholder involvement and government policy ( $r = 0.701$ ,  $p=.000$ ), indicating that an increase of one unit of stakeholder involvement significantly influenced by government policies of 70.1%, suggesting that adherence to such policies may facilitate stakeholder involvement. Additionally, the study found that there was strongly and significantly relationship between capacity building and project cost ( $r = 0.770$  and  $p=.000$ ) which indicates that an increase of one unit of capacity building practice was associated with better cost management by 77%, suggesting that skilled teams can manage project costs more effectively. It was also established that capacity building and project time ( $r = 0.719$ ,  $p=.000$ ), indicating

that improved capacity building by one unit contributed to timely project completion by 71.95. In addition, the study found that capacity building and project quality ( $r = 0.611$ ,  $p=.000$ ), suggests that increased capacity building by one unit positively impacts project quality by 61.1%. Lastly, it was indicated that capacity building and government policy ( $r = 0.802$ ,  $p=.000$ ), indicates that capacity building increase by one unit, significantly influenced by government policies at 80.2%, which may provide frameworks for skill development. These findings are aligned with Koonyo (2017) who found that capacity building enhanced project performance in terms of cost, quality, time and budget. Similarly, Adan (2019) evaluated the influence of stakeholder involvement

## VI. CONCLUSION

The study concludes that project planning does not incorporate risk management very well. Problems may arise throughout the project's execution due to the lack of agreement on how to foresee and handle risks. The survey also concludes that there is a lack of clarity in the M&E outputs prior to the project start. This is because there were inconsistent responses about setting clear objectives and measurable milestones. Further, organizations should define clear M&E outputs a priority to improve project performance because inconsistency may prevent effective decision-making and project execution.

The study also concludes that stakeholders are not consistently involved in both the design and operationalization phases of projects. There has to be a more inclusive strategy for involving stakeholders in light of the conflicting views on community participation. This study further concludes that increased stakeholder involvement greatly improves project outcomes, making it an essential component. Thus, it is crucial for project success to promote an environment of collaboration and involvement among stakeholders.

Concerning capacity building, the study shows that there is some debate about the health project team's clear roles and responsibilities, as well as about the M&E team's low training frequency. This suggests that Marsabit County Referral Hospital might put an emphasis on building their capacity, which is crucial for improving the way projects are completed. Teams participating in M&E practices can enhance their capability through the establishment of distinct responsibilities and the provision of frequent training opportunities. According to the study's findings, there is a general trend towards disagreement regarding the organization's capacity to finish projects within budget and on schedule when it comes to cost, time, and quality.

This organization should implement better methods for sticking to their budgets if they want to boost their projects' overall performance and address the public's mistrust of financial management. The study concludes that all the monitoring and evaluation (M&E) practices that were under scrutiny, were significantly associated with better project performance. Hence, the organization should prioritize improving their M&E practices to enhance project performance.

The study also concludes that there a strongly significant and positive relationship between Monitoring and Evaluation practices ( project planning, stakeholder involvement, capacity

building) and project performance.

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