MONITORING AND EVALUATION PRACTICES AND PERFORMANCE OF KENYA URBAN ROADS AUTHORITY CONSTRUCTION PROJECTS IN NAIROBI CITY COUNTY

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ABSTRACT

Effective project monitoring and evaluation practices have great effect and influence on the performance of construction projects. The general objective was to determine how monitoring and evaluation practices contribute to project performance of KURA construction projects in Nairobi City County, Kenya. The specific objectives were to assess the influence of M&E planning and to establish the influence of stakeholder's participation in Monitoring and evaluation on the performance of KURA construction projects. This study employed a descriptive research design. The study targeted 22 ongoing KURA projects between 2018-2022 in Nairobi City County. Purposive sampling was employed since the respondents were 176 KURA employees who were part of the 22 projects. The study adopted a sample size of 130 using Yamane's formula. Questionnaires were used for data collection. A pilot study involved 10% of the sample respondents hence 13 respondents who will be excluded from actual study. The research used construct validity. Cronbach's Alpha Coefficient was used to assess questionnaire reliability. Data was analyzed using SPSS Version 28 to generate both descriptive and inferential statistics. The study revealed that M&E planning (β = .328, t = 3.869, p = .001), and stakeholder participation (β = .339, t = 5.703, p = .000) significantly influence the performance of KURA construction projects in Nairobi City County. Based on these findings, it is recommended to develop comprehensive M&E plans through participatory processes and enhance stakeholder engagement throughout all project phases. These measures are expected to improve project performance by ensuring effective monitoring, evaluation, and stakeholder involvement.

Key Words: Monitoring and Evaluation Practices, M&E Planning, Stakeholder's Participation, Performance, KURA Construction Projects

Background of the Study

Monitoring is a constant process of gathering and analysing data to analyse the effectiveness with which a policy, project, or program is being carried out in contrast with the project outcomes IFRC (2007). Evaluation is a periodic in-depth analysis that intends to assess the relevance, performance, impact, success and viability of ongoing and completed projects in a systematic and objective approach IFRC (2007). Monitoring and evaluation concepts are often viewed together based on the project management providing an overview of the funded project phase to make any essential adjustments in the implementation process.

In developed countries, the impact of M&E has a high correlation to project performance enhancement and accountability in all economic sectors. The element of monitoring and evaluation ensures progression in the transformation of economy as part that is effective, efficient and able to satisfy citizens. (Martinez, 2011) mentions that one of the methods applied in countries that are developed for project management within both planning and controlling projects is logical framework. It applies to all development and construction firms. To identify and measure deviations from the initial goals of any project, it is necessary to monitor its progress while working.

Kenya has made tremendous progress in institutionalizing M&E in the public sector since 2000. In Kenya, the construction industry contributes significantly to Kenya's GDP and plays a key role in determining economic growth. According to KNBS (2021) the construction sector registered a growth of 11.8% in 2020 compared to growth of 5.6 % in 2019. However, due to weak monitoring and assessment processes, these projects have encountered schedule and expense overruns as well as impaired quality. Maintenance and repair expenditure in 2021 was 61,833 which is a 7% increase in expenditure compared to 2019/2020. The study's purpose was to provide important knowledge on finding appropriate M&E procedures to assist in improving the performance of road building projects by ensuring acceptable proper M&E planning, and adequate stakeholder participation. If M&E processes are not properly managed, road building projects would stay unreachable owing to risks such as cost and time overruns, as well as poor quality. This study will then seek to establish monitoring and evaluation practices on KURA construction projects. Many infrastructure projects attempted by nations in the third world have failed for a variety of reasons. Poor project implementation process planning, and ineffective project M&E are two of the reasons that contribute to project failure among others. Poor project performance in developing countries can also be attributed to a lack of awareness of the duties of the two management tasks "monitoring" and "evaluation" For effective and meaningful implementation of programs and projects, M&E in the public sector is critical.

Statement of the Problem

The performance of construction projects within public institutions is crucial for national development and infrastructure growth. However, many government construction projects in Kenya, including those managed by the Kenya Urban Roads Authority (KURA), frequently face challenges such as project delays, budget overruns, and substandard work. These issues result in wastage of public resources, reduced project effectiveness, and delays in the delivery of critical infrastructure, adversely affecting economic growth and public service delivery.

According to KNBS (2022), the construction sector performance was slower in 2021 compared to 2020. The industry cramped to 6.6% in 2021 compared to 10.1% in 2020. According to KPMG (2019) report, only 39.4% of road construction projects in Kenya are completed within the budgeted cost and timeline. Just 35% of road projects completed met the desired quality requirements. Choong (2018) established that most construction projects in Kenya are faced by several challenges, weak management and oversight, insufficient contractor experience, inept planning and scheduling, and stakeholder conflict. These challenges lead to cost and time overruns and substandard quality outcomes.

For instance, the outer ring road project was estimated to cost USD 131.33million and its completion date was set for September 2017, but the completed time was extended to July 2018 (KURA, 2018). The project had various obstacles, including disagreements with project stakeholders and disagreements between contractors and authorities over a Ksh. 1.47 billion taxes imposed by the Kenya Revenue Authority.

Previous studies have been conducted linking M&E practices to project performance. A study done by Seboru (2015) on factors causing delays on road construction projects in Kenya, concluded that Inadequate construction project supervision and inspection resulted in rework in cases of poor workmanship, increasing project costs and time overruns and potentially leading to project termination. Mwangi (2019) identified Monitoring and evaluation planning, tools, training and M&E reporting amongst others are the M&E practices that affect the performance of projects. These studies indicate various research gaps including contextual, empirical and methodological gaps. Along with that, researchers were unable to link M&E practices and performance of KURA road construction projects in Nairobi City County. As a result, there was a need to address the gaps by investigating the influence of M&E practices on the performance of KURA construction projects in Nairobi City County.

Research Objectives

General Objective

To investigate the influence of monitoring and evaluation practices on the performance of KURA construction projects in Nairobi City County

Specific Objectives

i. To determine the influence of M&E planning on the performance of KURA construction projects in Nairobi City County
ii. To determine the influence of stakeholder's participation on the performance of KURA construction projects in Nairobi City County

LITERATURE REVIEW

Theoretical Review

Theory of Change

Two of the most significant instruments for social change programs are Theory of Change (TOC) and monitoring and evaluation (M&E). UNDG (2017) TOC is an approach that describes how a given intervention or collection of interventions is likely to result in specified development change, based on a casual study of available research. Serrat (2017) The most important connections are with evaluation and impact assessment processes. It specifies the desired consequence of the modifications, where they will take place, and whether they are progressing towards their long-term aims. Ringhofer and Kohlweg (2019). states that TOC identifies solutions to effectively address the sources of problems that impede progress, as well as in guiding judgements on which strategy to pursue effectiveness, feasibility and uncertainty. It also helps to identify the underlying assumptions and risks that must be acknowledged and revisited throughout the process to ensure that the approach contributes to the desired change. An organization should solicit input from beneficiaries and other stakeholders, monitor its actions, and make course changes as needed. This theory is pertinent to the study's M&E planning on KURA road construction projects.
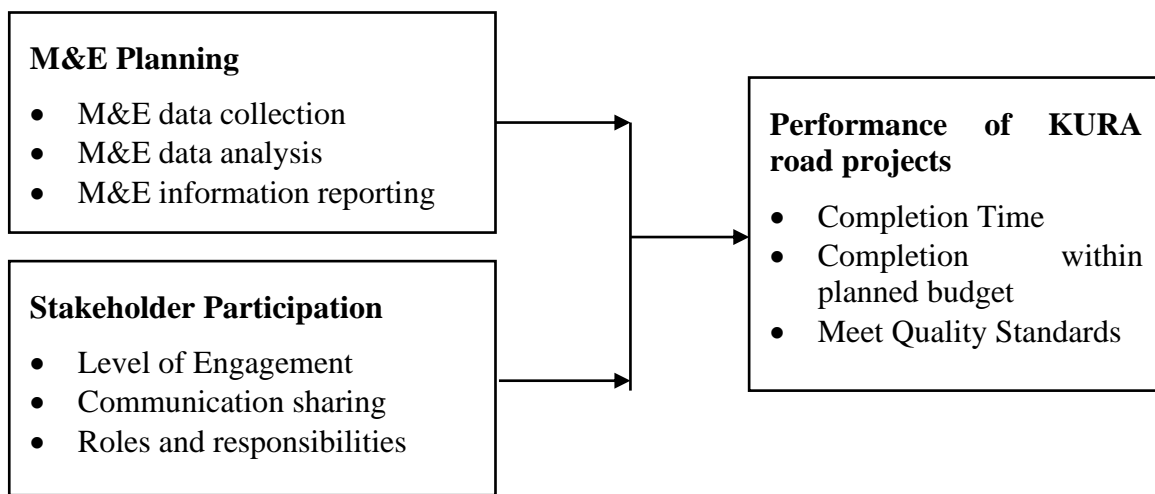
Stakeholder Theory

Stakeholder theory is a view of capitalism that emphasises the interdependence of a company and its customers, suppliers, employees, investors, communities, and other stakeholders. According to the theory, a company should generate value for all stakeholders, not just shareholders. Karimi et al.(2020) states that stakeholders theory focuses mainly on the ideas

and perspectives shared by every key participant plan to achieve, outcome of their actions, creation of policies and implementation of the specified objective and goals. The development of stakeholder theory has also focused on defining the stakeholder idea and categorizing stakeholders to provide a knowledge of individual stakeholder relationships. Stakeholders participation is also linked to the theory in that it directs the defining of project objectives, M&E plans made by stakeholders. According to Freeman et al.(2010) it is even more crucial in the new global economy. He also states that when ethics are positive, we ought to highlight them. This entails being open about how the company has taken into account the requirements and interests of employees, suppliers, manufacturing workers, local neighbors and everyone else. This theory is pertinent to our study because it will investigate how stakeholder participation affects the performance of KURA construction projects.

Conceptual Framework

A conceptual framework is a structure that a researcher believes best describes the natural progression of the topic under study (Adom & Hussein,2018).

M&E Planning

- M&E data collection
- M&E data analysis
- M&E information reporting

Stakeholder Participation

- Level of Engagement
- Communication sharing
- Roles and responsibilities

Performance of KURA road projects

- Completion Time
- Completion within planned budget
- Meet Quality Standards

Independent Variables   **Dependent Variable**

Figure 2. 1: Conceptual Framework

Monitoring and Evaluation Planning

A monitoring and evaluation strategy, like a road map, explains how you intend to monitor and evaluate your programme, as well as how you intend to use evaluation outcomes for project improvement and decision making. M&E planning is an integral component of the M&E system, comprising real project and programme planning to monitor and assess the log frame's objectives as well as indications. It describes both indicators and champions for the roles involved and how the communication would flow through the organization (Byegon Mercy, 2022). A model for M&E planning includes the following steps: identifying indicators, defining goal values for indicators, identifying performance measurements, comparing measured results to preset criteria, and making appropriate changes.

According to (USAID, 2018) The goal of M&E Plan is to ensure that performance-related data is gathered, analysed, and produced in a consistent and timely manner by establishing a plan and allocating duties. It also explains how to access information on the performance of the project, especially its key sources, should be monitored. M&E planning allows you to determine whether project activities are advancing whether the project activities are advancing, on schedule and ways to improve in the future. Effective planning trickles down to a better performance of a project.

Stakeholder Participation

A stakeholder is a person, group, or organisation who can influence, is influenced by, or believes they are influenced by a project, programme, or portfolio decision, activity, or outcome. Tengan and Aigbavboa (2016) defines project stakeholders as a group of individuals who have the potential to pose an opportunity or threat to a program or project. The initiative may benefit both external and internal stakeholders. The need to monitor the progress of their projects is the fundamental driver for stakeholder involvement. This is because adequate engagement and involvement at all levels gives them confidence and helps them feel like they are a part of the project being implemented. Additionally, stakeholder involvement aids in the resolution of project issues and the acquisition of additional project financing or assets (Sulemana et al., 2018). Active participation of stakeholders provide instrinsic value by holding those responsible accountable for their omissions and commissions. Stakeholder participation in project and programme monitoring and evaluation that is effective can improve transparency, accountability, project and programme sustainability, and positive community stakeholder attitudes towards programming.

Empirical Review

Monitoring & Evaluation Planning and Project Performance

According to a study done by Onyango (2017) to determine the influence of M&E planning on the implementation of Kirinyaga county government, indicated that monitoring and evaluation plans for projects within the country are typically created at the proposal level through a participatory process involving all stakeholders but also specialists on request. Furthermore, the studies revealed a considerable favourable relationship between M&E planning and project implementation. He concluded that all stakeholders should be held accountable for the development of an M&E plan, which should contain the users, actions to be conducted, their timings, and the individuals responsible, as well as the importance of the plan being communicated to all stakeholders.

Mulyungi and Niwagaba (2018) carried a study on the influence of M&E planning on project perfromance targeting 72 NGOs based in Kigali. Analysis of the M&E plans revealed the steps used to conduct M&E plans; defining indicators to be assessed, establishing target values for indicators, conducting measurements, comparing findings to predefined standards, and finally making modifications as needed. The findings indicated that the correlation between M&E planning and project performance had the greatest magnitude of positive correlation, indicating that carrying out any meaningful project monitoring and evaluation duties would be extremely difficult in the absence of an M&E plan. It therefore revealed that to keep project performance in control, there must be an M&E plan that specifies what should be done and how it should be done.

Moronge and Mwangi (2019) and Gitau and Omunga (2019) did a study on influence of M&E practices on performance of world bank funded projects in nairobi and of building construction projects in Nairobi respectively and M&E planning was a variable for both studies. According to the study by Moronge and Mwangi (2019) the findings showed that M&E planning had the highest effect on perfromance compared to the other independent variables (M&E tools, training and reporting). Gitau and Omunga (2019) study also revelaed that M&E panning has a positive and significant influence on the performance on the building projects. Both findings show that a better and more effective M&E planning significantly boosts perfromance of both the projects. Lastly. Research done by (Muchelule et al., 2017) on how M&E planning influences project performance of Kenyan state corporations, as well as a considerable influence on project performance of Kenyan state corporations. The study recommended that there should employee training on M&E planning and also before planning, organizations must undertake stakeholder analysis surveys on their resources.

Stakeholders Participation and Project Performance

Research by Chepkwony and Nyang'au (2019) on influence of stakeholders participation on perfromance of road projects in Nakuru was conducted on 400 respondents through a questionnaire and data was analyzed using SPSS. Findings from this study indicated that stakeholder relationships are extremely vital and significant at each stage of project execution and also have a significant impact on the adequacy, timeliness, and quality of investment initiatives and even though the main issue is identifying those stakeholders who might affect the project and then putting in place methods to solve the varied needs through good communication in the early stages of a project, early stakeholder involvement is critical.

Ng'etich (2020) carried out a research on influence of M&E on the Kenya Ports Authority projects. A total of 31 responses were returned out of 50 issued out and the results after the analysis indicated that there is a positive and significant relationship between stakeholder participation and project performance. According to 32.3% of respondents, meeting frequency increased stakeholder participation, which resulted in greater project performance. The study also recommended that Participation of stakeholders at all phases would assist them in taking ownership of the project.

In another study by Makau et al.,(2018) on investigating the effect of stakeholder participation on project M&E. the researcher found out that stakeholder's participation affected cost, scope, time and quality of a project and stakeholders' active and early participation at all stages of M&E results in a high-quality M&E system that meets all M&E constraints. (Githinji et al, 2020) also established that stakeholder involvement in project identification, planning, monitoring and funding was found to be strongly and positively related to project performance.

RESEARCH METHODOLOGY

This study employed the descriptive research design. The study targeted twenty-two (22) KURA road projects in Nairobi City County. The subjects were drawn from these 22 KURA road projects within the geographical area of this study. The personnel who are involved in the projects were chosen as the respondents since they have the pertinent data needed to make this study successful. The respondents included project managers, project engineers, M&E officers, Project accountants, contractors and stakeholders making a total of 192 respondents. The study opted purposive sampling to select a sample size. The sample size was calculated from Yamane (1967). The study selected a sample size of 130 study population which was selected using stratified random sampling technique. The primary data for this study was collected using questionnaires. SPSS version 28 was used to analyze the data and create descriptive and inferential statistics. Percentages, means, and standard deviations were included in the descriptive statistics. Correlation and regression are examples of inferential statistics.

RESEARCH FINDINGS AND DISCUSSION

The revised questionnaire was issued to 117 project managers, project engineers, M&E officers, Project accountants, contractors and stakeholders selected from 22 KURA road projects in Nairobi City County. The returned questionnaires were crosschecked for accuracy and completeness. Out of the 117 questionnaires issued, 106 were returned having been dully filled. The returned questionnaires formed a response rate 90.6%. As explained by Sekaran and Bougie (2016), a response rate of 50% and above is adequate for analysis, 60% and above is good while that of 70% and above is excellent. Therefore, the response rate of was excellent for further analysis and reporting.

Descriptive Analysis

In this section the study presents findings on Likert scale questions where respondents were asked to indicate their level of agreement with various statements to investigate the influence of monitoring and evaluation practices on the performance of KURA construction projects in

Nairobi City County. They used a 5-point Likert scale where 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree. The means and standard deviations were used to interpret the findings where a mean value of 1-1.4 was strongly disagree, 1.5-2.4 disagree, 2.5-3.4 neutral, 3.5-4.4 agree and 4.5-5 strongly agree. Standard deviation greater than 2 was considered large meaning responses were widely spread out and not tightly clustered around the mean. In other words, there was a lot of variability in the responses, which may suggest that participants had different interpretations or perceptions of the questions being asked.

M&E Planning

The first objective of the study was to determine the influence of M&E planning on the performance of KURA construction projects in Nairobi City County. Respondents were asked to indicate the extent to which they agree with listed statements on M&E planning.

Table 1: Descriptive Statistics for M&E Planning

Statement	Mean	Std. Dev.
The M&E guidelines are outlined clearly	4.00	0.86
There are appropriate M&E approaches used in the projects	3.96	0.73
The time allocated for M&E is adequate	3.76	0.82
The project manager uses work plan to identify problems in project cycle	3.75	1.03
Planning clarifies the scope of the assessment in the project	3.71	0.92
The organization has a well-defined planning structure that includes a monitoring and evaluation unit	3.69	0.26
This organization has got excellent M&E planning systems	3.68	0.55
Aggregate Score	**3.79**	**0.74**

The findings showed that the respondents agreed on average that the M&E guidelines are outlined clearly (M= 4.00, SD= 0.86); that there are appropriate M&E approaches used in the projects (M= 3.96 SD= 0.73); that the time allocated for M&E is adequate (M= 3.76, SD= 0.82); and that the project manager uses work plan to identify problems in project cycle (M= 3.75, SD= 1.03). They also agreed that planning clarifies the scope of the assessment in the project (M= 3.71, SD= 0.92); that the organization has a well-defined planning structure that includes a monitoring and evaluation unit (M= 3.69, SD= 0.26); and that this organization has got excellent M&E planning systems (M= 3.68, SD= 0.55).

The findings supported by an aggregate mean of 3.79 (SD= 0.74) show that the respondents agreed on average that M&E planning influences the performance of KURA construction projects in Nairobi City County. This result aligns with Onyango's (2017) study, which revealed that monitoring and evaluation plans for projects are typically created at the proposal level through a participatory process involving all stakeholders. This approach ensures that all necessary actions, timings, and responsibilities are clearly defined and communicated, thereby facilitating effective project implementation and enhancing performance. Similarly, Mulyungi and Niwagaba (2018) found a strong positive correlation between M&E planning and project performance in NGOs based in Kigali. Their study indicated that the absence of a well-defined M&E plan would make it challenging to carry out effective monitoring and evaluation duties. The presence of a detailed plan specifying what should be done and how it should be done was crucial for maintaining project performance. These studies underscore the critical role of meticulous M&E planning in ensuring the successful execution and performance of construction projects.

Stakeholders' Participation

The second specific objective was to determine the influence of stakeholder's participation on the performance of KURA construction projects in Nairobi City County. Respondents were

asked to indicate the extent to which they agree with listed statements that relate to stakeholders' participation. Table 2 presents summary of findings obtained.

Table 2: Descriptive Statistics for Stakeholder Participation

Statement	Mean	Std. Dev.
There are frequent stakeholder meetings to deliberate on project progress	4.15	0.67
M&E reports are easy to understand and are submitted on time	4.12	0.40
The management shares M&E feedback with stakeholders	4.10	1.02
Stakeholders' opinions influence project performance	3.99	0.62
The stakeholders' interests are considered during all project phases	3.98	0.44
Stakeholders are involved in the data collection process for improved project results	3.95	0.79
Stakeholders have clear guidelines on their roles in project design and implementation	3.90	0.59
Aggregate Score	**4.03**	**0.65**

The findings show that the respondents agreed on average that there are frequent stakeholder meetings to deliberate on project progress (M= 4.15, SD= 0.67); that M&E reports are easy to understand and are submitted on time (M= 4.12, SD= 0.40); that the management shares M&E feedback with stakeholders (M= 4.10, SD= 1.02); and that stakeholders' opinions influence project performance (M= 3.99, SD= 0.62). Respondents further agreed that the stakeholders' interests are considered during all project phases (M= 3.98, SD= 0.44); that stakeholders are involved in the data collection process for improved project results (M= 3.95, SD= 0.79); and that stakeholders have clear guidelines on their roles in project design and implementation (M= 3.90, SD= 0.59).

The findings above supported by an aggregate mean of 4.03 (SD= 0.65) show that respondents agreed that stakeholder's participation affects performance of KURA construction projects in Nairobi City County. This is consistent with the literature, which underscores the importance of stakeholder involvement in project success. Ng'etich (2020) conducted a study on the influence of M&E on Kenya Ports Authority projects and found a positive and significant relationship between stakeholder participation and project performance. The study indicated that frequent stakeholder meetings increased participation, leading to better project outcomes. It also recommended involving stakeholders at all phases to foster project ownership and enhance performance. Similarly, Makau et al. (2018) investigated the effect of stakeholder participation on project M&E and found that active and early involvement of stakeholders at all stages of M&E is crucial for developing a high-quality M&E system that meets all constraints. Their study highlighted that stakeholder participation positively influences the project's cost, scope, time, and quality, thereby significantly boosting overall project performance. These studies corroborate the current findings, emphasizing the pivotal role of stakeholder engagement in enhancing the performance and success of construction projects.

Project Performance

The main objective of the study was to investigate the influence of monitoring and evaluation practices on the performance of KURA construction projects in Nairobi City County. Respondents were therefore asked to indicate the extent to which they agree with listed statements that relate to M&E planning. Table 3 presents summary of finding obtained.

Table 3: Descriptive Statistics for Project Performance

Statements	Mean	Std. Dev.
The projects are delivered on time	3.91	0.27
The projects are completed within set budget	3.89	0.37
The road projects meet desired quality	3.85	0.60
Stakeholders are satisfied with road projects	3.72	0.12
Aggregate Score	**3.84**	**0.34**

The findings indicate that respondents generally agree that KURA construction projects are delivered on time, completed within the set budget, meet the desired quality, and satisfy stakeholders, as reflected by the respective mean scores of 3.91 (SD= 0.27), 3.89 (SD= 0.37), 3.85 (SD= 0.60), and 3.72 (SD= 0.12). The aggregate score of 3.84 (SD= 0.34) suggests a positive overall perception of the projects' performance. This implies that KURA projects are effectively managed to adhere to timelines and budget constraints while maintaining quality standards and stakeholder satisfaction.

According to Njenga and Nsengiyumva (2021), proper management of budgeted funds is associated with high levels of project success, indicating that adherence to budget constraints positively impacts project outcomes. Furthermore, Makau et al. (2018) highlighted the importance of early and active stakeholder participation in all stages of project monitoring and evaluation, which significantly boosts project performance by ensuring that projects meet quality standards and stakeholder expectations. These studies corroborate the current findings, reinforcing the idea that effective budget management and stakeholder engagement are pivotal to the successful delivery and performance of construction projects.

Correlation Analysis

Correlation analysis measures the strength and direction of the linear relationship between two variables. By computing correlations, the study can determine whether there is a significant relationship between the variables and the direction of the relationship (positive or negative). If the correlation values are $r = \pm 0.1$ to ± 0.29 then the relationship between the two variables is small, if it is $r = \pm 0.3$ to ± 0.49 the relationship is medium, and when $r = \pm 0.5$ and above there is a strong relationship between the two variables under consideration. Table 4 presents the findings obtained.

Table 4: Correlation Analysis

		Project performance	M&E Planning	Stakeholder Participation
Performance of KURA construction projects	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	106		
M&E Planning	Pearson Correlation	.752[**]	1	
	Sig. (2-tailed)	.000		
	N	106	106	
Stakeholder Participation	Pearson Correlation	.815[**]	.156	1
	Sig. (2-tailed)	.000	.052	
	N	106	106	106

The Pearson correlation coefficient between M&E planning and performance of KURA construction projects is .752 with a p-value of .000, indicating a strong, positive, and statistically significant relationship. This suggests that effective M&E planning is strongly associated with improved performance of KURA construction projects. Onyango (2017) supports this finding by demonstrating that M&E planning has a considerable favorable

relationship with project implementation, suggesting that well-developed M&E plans contribute significantly to project success.

The Pearson correlation coefficient between stakeholder participation and performance of KURA construction projects is .815 with a p-value of .000, indicating a very strong, positive, and statistically significant relationship. This means that increased stakeholder participation is highly associated with improved performance of KURA construction projects. Makau et al. (2018) support this finding by emphasizing that active and early involvement of stakeholders at all stages of project monitoring and evaluation significantly boosts project performance by ensuring that projects meet quality standards and stakeholder expectations.

Multiple Regression Analysis

Coefficients of Study Variables

The regression coefficients provide insight into the relationship between each independent variable—M&E planning, stakeholder's participation —and the dependent variable, performance of KURA road projects. The beta coefficient represents the change in the dependent variable for a one-unit change in the independent variable, holding other variables constant.

Table 5: Beta Coefficients of Study Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.468	.232		6.150	.000
1 M&E Planning	.328	.087	.309	3.869	.001
Stakeholder Participation	.339	.076	.327	5.703	.000
a. Dependent Variable: Performance of KURA road projects					

From the coefficients in Table 5, the following regression model was fitted.

$$Y = 1.468 + 0.328\,X_1 + 0.339\,X_2$$

The coefficient for M&E planning is .328, with a t-value of 3.869 and a p-value of .001. This shows that M&E planning has a positive and significant impact on performance of KURA construction projects. For every unit increase in M&E planning, performance of KURA construction projects is expected to increase by .328 units, holding all other variables constant. This is supported by Mulyungi and Niwagaba (2018), who found that the correlation between M&E planning and project performance had the greatest magnitude of positive correlation. They highlighted that carrying out any meaningful project monitoring and evaluation duties would be extremely difficult in the absence of an M&E plan, suggesting that detailed M&E planning is crucial for maintaining project performance.

The coefficient for stakeholder participation is .339, with a t-value of 5.703 and a p-value of .000. This shows that stakeholder participation has the most substantial positive and significant impact on performance of KURA construction projects. For every unit increase in stakeholder participation, performance of KURA construction projects is expected to increase by .439 units, holding all other variables constant. This finding aligns with Ng'etich (2020), who found a positive and significant relationship between stakeholder participation and project performance in Kenya Ports Authority projects. The study indicated that frequent stakeholder meetings increased participation, leading to better project outcomes and recommending that stakeholders be involved at all phases to foster project ownership and enhance performance.

Conclusions

For the second research question, "How does monitoring and evaluation planning affect the performance of KURA construction projects in Nairobi City County?", the study examined the influence of M&E planning on the performance of these projects. The findings showed a significant positive relationship between M&E planning and project performance, suggesting that well-developed M&E plans contribute to improved project performance. Therefore, it was concluded that M&E planning significantly affects the performance of KURA construction projects in Nairobi City County.

For the fourth research question, "To what extent does stakeholder participation in monitoring and evaluation affect the performance of KURA construction projects in Nairobi City County?", the study examined the role of stakeholder participation in these projects. The findings demonstrated a very strong positive relationship between stakeholder participation and project performance, suggesting that increased stakeholder participation leads to better project performance. Therefore, it was concluded that stakeholder participation has a substantial influence on the performance of KURA construction projects in Nairobi City County.

Recommendations

To optimize the performance of KURA construction projects, it is crucial to develop comprehensive M&E plans for all projects. These plans should involve all stakeholders in their creation to ensure clarity in actions, timing, and responsibilities. Adequate resources, including time and personnel, should be allocated to M&E activities, and dedicated M&E units should be established to oversee the planning and execution process. This structured approach will enhance project implementation, leading to improved performance outcomes.

Stakeholder participation plays a vital role in the success of KURA projects. It is recommended that KURA actively engage stakeholders throughout the project lifecycle. This can be achieved through regular and structured meetings to discuss project progress and gather feedback. Sharing accessible M&E reports with stakeholders will keep them informed and involved in the decision-making process. Ensuring stakeholders have clear guidelines on their roles in project design and implementation fosters ownership and accountability, ultimately enhancing project outcomes.

Suggestions for Future Studies

Future studies should investigate how integrating advanced technologies, such as real-time data analytics and machine learning, can enhance M&E effectiveness and project performance. Additionally, research could examine the role of organizational culture in shaping M&E practices and their outcomes. Comparative studies between KURA and similar organizations in different counties or countries could provide valuable insights into best practices and potential areas for improvement. Finally, exploring the impact of external factors, such as regulatory changes and economic fluctuations, on the efficacy of M&E practices could help in developing more resilient and adaptive project management strategies.

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