



**MONITORING AND EVALUATION SYSTEMS AND PERFORMANCE OF
INTEGRATED MANAGEMENT OF ACUTE MALNUTRITION PROJECTS IN
NAROK COUNTY, KENYA**

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ABSTRACT

Purpose: The main objective of this study was to assess the role of monitoring and evaluation systems and performance of Integrated Management of Acute Malnutrition Project in Narok County, Kenya. Specifically, the study sought to examine the extent to which M&E tools and techniques; and determine the degree to which funds availability influence the Integrated Management of Acute Malnutrition Project performance in Narok County, Kenya.

Methodology: A descriptive research design was used. The target population consisted of 541 respondents, including 521 project members who directly benefit from the IMAM projects, 18 project managers, and 2 technical officers from the County Monitoring and Evaluation Office. The study targeted 20 IMAM project sites in Narok County, Kenya. A sample of 230 was used.

Findings: The study found a strong correlation between M&E Tools and Techniques, Funds Availability and Project Performance. M&E Tools and Techniques significantly influenced influence performance of Integrated Management of Acute Malnutrition Project in Narok County, Kenya. The study also found Funds Availability significantly influenced influence performance of Integrated Management of Acute Malnutrition Project in Narok County, Kenya.

Recommendations: The management of IMAM projects should institute regular reviews and updates of the monitoring and evaluation tools and techniques being used. There is a need for robust financial planning and monitoring mechanisms.

Keywords: Monitoring and evaluation systems, Funds availability, M&E tools and techniques, Integrated Management of Acute Malnutrition Project, project performance.

Background of the study

Malnutrition remains a significant public health issue globally, affecting millions of children and impeding development in many low- and middle-income countries. Acute malnutrition, also known as wasting, is a severe condition characterized by rapid weight loss or a failure to gain weight, resulting in a low weight-for-height ratio. It is a major contributor to child mortality and morbidity, requiring immediate and effective intervention. The Integrated Management of Acute Malnutrition (IMAM) approach has been developed to address this issue by providing a comprehensive and systematic method to prevent and treat acute malnutrition in children. Implemented through community-based strategies and health facilities, IMAM has shown promise in improving nutritional outcomes and reducing mortality rates among children under five (UNICEF, 2020).

M&E systems are defined as "the process of regular and systematic collection, analyzing, and reporting of information about a project's inputs, activities, outputs, outcomes, and impacts" (World Bank, 2017). These systems are essential in providing feedback on project progress and facilitating evidence-based decision-making. The emphasis on achieving unbiased and logical assessments has led organizations globally, particularly within charitable and development sectors, to prioritize M&E activities. This prioritization has resulted in the adoption of innovative approaches, including the establishment of targets, indicators, and result-based management systems, leading to more comprehensive evaluations of project progress and its impact on development landscapes (Ogolla & Moronge, 2016).

Effective Monitoring and Evaluation (M&E) systems are critical to the success of IMAM projects. These systems provide the necessary data to assess project performance, identify areas for improvement, and ensure accountability to stakeholders, including donors, government agencies, and the communities served. By systematically collecting, analyzing, and utilizing data, M&E systems help guide decision-making processes and optimize resource allocation, ultimately enhancing the impact of IMAM interventions (World Bank, 2017; Ogolla & Moronge, 2016).

Integrated Management of Acute Malnutrition (IMAM)

The Integrated Management of Acute Malnutrition (IMAM) project in Kenya focuses on preventing and treating acute malnutrition through a community-based approach. IMAM integrates various components, including outpatient therapeutic programs, supplementary feeding programs, and inpatient care for severe cases. The success of IMAM relies on robust M&E systems that provide timely and accurate data on program performance, enabling stakeholders to make informed decisions and improve intervention strategies.

IMAM has demonstrated remarkable efficacy and cost-effectiveness, particularly in facilitating outpatient treatment within communities for uncomplicated cases (UNICEF, 2018). By utilizing community health workers and local health facilities, IMAM ensures that children with acute malnutrition receive timely and appropriate care, reducing the need for hospitalization and improving recovery rates. Despite its successes, challenges such as limited accessibility, inadequate resources, and suboptimal community engagement hinder effective execution (USAID, 2020). Effective M&E systems are essential for identifying and addressing these challenges. These systems help track the progress of IMAM interventions, assess the quality of service delivery, and ensure that project objectives are met. By providing data on key indicators such as treatment coverage, recovery rates, and relapse rates, M&E systems enable program managers to make evidence-based decisions and optimize resource allocation (UNICEF, 2018; Sphere, 2018). Additionally, M&E systems facilitate the identification of best practices and lessons learned, promoting continuous improvement and scaling up successful interventions.

Statement of the Problem

The persistent prevalence of acute malnutrition in Narok County, Kenya, despite the implementation of Integrated Management of Acute Malnutrition (IMAM) projects since 2009, underscores a pressing concern for public health intervention efficacy. National statistics

indicate enduring rates of stunted growth (18%), wasting (5%), and underweight (10%) among children under five years old, with Narok County specifically facing a stunting level of 22%, wasting at 2%, and underweight at 11% (KDHS, 2022).

Furthermore, deficiencies in monitoring and evaluation systems observed in government projects, as highlighted by Ogolla and Maronge (2016), raise concerns about the effective implementation of IMAM projects in Narok County, Kenya. Despite significant financial allocations, such as the Kshs. 488,750,000 estimated for health promotion and nutrition projects in the Narok County Government Budget for FY 2023/2024 (Narok County Government Budget Estimates, Programme Based Budget 2023), there is a lack of clarity regarding the actual impact and effectiveness of these projects. The absence of robust monitoring and evaluation mechanisms may contribute to delays, cost overruns, and inefficiencies in addressing the malnutrition challenges within the county. Therefore, integrating effective monitoring and evaluation systems into IMAM projects is crucial to ensure transparency, accountability, and the delivery of tangible benefits to the targeted beneficiaries in Narok County.

Objective of the study

The general objective of this study was to assess the role of monitoring and evaluation systems and performance of Integrated Management of Acute Malnutrition Project in Narok County, Kenya.

Specific Objectives

- i. To examine the extent to which M&E tools and techniques influence the performance of Integrated Management of Acute Malnutrition Project in Narok County, Kenya.
- ii. To determine the degree to which funds availability influences the performance of Integrated Management of Acute Malnutrition Project in Narok County, Kenya.

THEORETICAL REVIEW

Dynamic Capabilities Theory

Dynamic Capabilities Theory emphasizes a firm's ability to adapt and innovate in response to a constantly evolving environment. According to Teece, Pisano, and Shuen (1997), dynamic capability involves integrating, reconfiguring, and renewing internal and external organizational resources to achieve and sustain competitive advantages. Firms with strong dynamic capabilities possess the potential to systematically solve problems, sense opportunities and threats, make timely decisions, and adapt their resource base (Barreto, 2010). In the context of this study, Dynamic Capabilities Theory provides insights into how organizations can build the capacity to select and utilize Monitoring and Evaluation (M&E) tools and techniques effectively. Just as firms must continuously adapt to market dynamics to maintain competitiveness, organizations implementing M&E systems must continually assess and adjust their approaches to effectively monitor and evaluate project performance.

The ability to select appropriate M&E tools and techniques requires a dynamic orientation towards integrating new methods, reconfiguring existing processes, and renewing capabilities in response to changing needs and contexts. Scholars in strategic management emphasize the importance of developing dynamic capabilities, which relate directly to an organization's ability to sense, identify, and adopt suitable M&E tools and techniques (Teece, Pisano, & Shuen, 1997). Furthermore, the choice of organizational form and the ability to strategize, as emphasized in Dynamic Capabilities Theory, are relevant factors in determining how organizations approach the selection and utilization of M&E tools and techniques. Companies with strong strategic positions are better equipped to navigate complex regulatory environments and ensure compliance with monitoring and evaluation requirements.

Therefore, Dynamic Capabilities Theory serves as a theoretical framework for understanding how organizations can develop the capacity to select and utilize M&E tools and techniques effectively. By embracing a dynamic orientation towards resource integration and adaptation, the IMAM projects can enhance their M&E systems to improve project performance and achieve sustainable outcomes in Narok County, Kenya.

Public Policy Theory

Public Policy Theory, originating in the 1940s with scholars like Friedrich and Mason, posits that policies should serve as guiding principles to achieve significant outcomes. This theory emphasizes how strategies should align with the intended purpose of a particular project, providing a framework for effective management and decision-making. In the context of the IMAM project, the Public Policy Theory offers valuable insights into how government policies shape and influence the implementation of health initiatives. As a government-led endeavor, IMAM is subject to policies addressing social, economic, and political issues aimed at facilitating the achievement of its goals. Understanding and analyzing these policies is crucial for assessing the performance of IMAM projects.

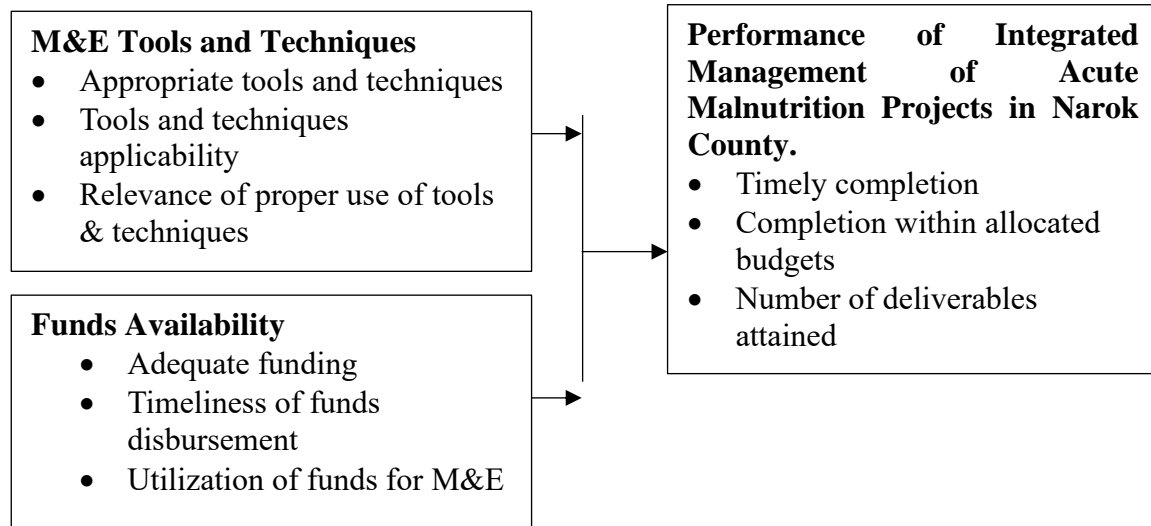
Applied to this study, the Public Policy Theory serves as a guiding framework for evaluating the effectiveness of funds availability within the IMAM project. Funds availability plays a critical role in determining the resources available for the implementation of IMAM interventions, including training, procurement of equipment and supplies, and the establishment of monitoring and evaluation systems. By employing the Public Policy Theory, this study explores how government policies influence budgetary decisions within the IMAM project. It examines the strategies and mechanisms employed by the Ministry of Health to allocate funds effectively, ensuring that resources are directed towards priority areas and activities. Moreover, the theory sheds light on how funds availability is aligned with the overall goals and objectives of the IMAM project, as outlined in national health policies and strategic plans.

Furthermore, the Public Policy Theory aids in understanding how the Ministry of Health utilizes the Monitoring and Evaluation (M&E) system to develop and inform budgetary strategies for the IMAM project. Effective M&E systems enable policymakers to assess the impact of funds availability, identify areas for improvement, and reallocate resources based on performance outcomes. In summary, the Public Policy Theory provides a comprehensive framework for evaluating the role of funds availability within the IMAM project. By examining how government policies shape budget decisions and how M&E systems inform resource allocation strategies, this study contributes to a deeper understanding of the factors influencing project performance and effectiveness in addressing acute malnutrition in Narok County, Kenya.

LITERATURE REVIEW

Conceptual Framework

In this study, the independent variables are tools and techniques and funds availability while the dependent variable is the performance of Integrated Management of Acute Malnutrition Projects in Narok County. Figure 1 shows the conceptual framework.

Independent Variables**Dependent Variable****Figure 1: Conceptual Framework****M&E Tools and Techniques**

Monitoring and Evaluation (M&E) tools and techniques are vital for tracking the progress and effectiveness of development projects. These tools provide the framework for collecting, analyzing, and reporting data that informs decision-making processes and ensures that projects stay on course. The selection of appropriate M&E tools is critical, as it must align with the specific needs and context of the project (Hussein & Ho, 2018). Tools like logical frameworks, results frameworks, and performance indicators are commonly used to structure M&E activities, offering a clear roadmap for tracking inputs, outputs, outcomes, and impacts (UNICEF, 2017; World Bank, 2019). The applicability of M&E tools is also a key consideration. Tools must be user-friendly and accessible to all stakeholders involved in the project, including those with limited technical expertise (UNICEF, 2019). This ensures that data collection and analysis can be carried out effectively across different levels of the project team. Moreover, the relevance of proper use of these tools cannot be overstated. When used correctly, M&E tools provide accurate and timely data that is crucial for making informed decisions and for adjusting project strategies as needed (USAID, 2018).

In addition to tools, the techniques employed in M&E activities are equally important. Techniques such as participatory monitoring, where beneficiaries are involved in the M&E process, have been shown to improve the quality and relevance of data collected (Garcia & Zazueta, 2021). Other techniques, like cost-benefit analysis and impact evaluations, provide deeper insights into the efficiency and effectiveness of projects, helping to ensure that resources are being used optimally and that projects are delivering the desired outcomes (OECD, 2021). The choice of tools and techniques should therefore be guided by the specific goals of the M&E activities, the capacity of the project team, and the context in which the project is being implemented (UNICEF, 2019).

Funds Availability

Funds availability is a critical element in project management that significantly influences the success of Monitoring and Evaluation (M&E) activities. Adequate funding ensures that all necessary M&E tasks, from data collection to analysis and reporting, can be carried out effectively (World Bank, 2018). It involves aligning the available financial resources with the project's needs, and ensuring that funds are allocated to support the achievement of project objectives (UNDP, 2020). Properly managed funds availability not only addresses immediate M&E costs but also accommodates unforeseen expenses that may emerge throughout the project lifecycle (OECD, 2021).

Aligning financial resources with project objectives is essential for successful M&E. Projects with well-managed funds are more likely to meet their goals, as they have the financial support needed to execute their strategies effectively (Garcia & Zazueta, 2021). This includes securing adequate funds for essential M&E components such as training, data collection, analysis, and dissemination of results to stakeholders. Moreover, the adequacy of financial resources available for M&E activities significantly affects the overall effectiveness of the project (USAID, 2018). Projects that ensure sufficient funds for M&E are better positioned to track their progress, make necessary adjustments, and achieve their desired outcomes (OECD, 2021).

The efficiency of fund utilization is another crucial aspect of funds availability. Financial resources should be allocated in a way that maximizes their impact, ensuring that every expenditure contributes to the project's success (Hussein & Ho, 2018). This means not only providing sufficient funding for M&E activities but also ensuring that these funds are used effectively and efficiently. By managing funds well, projects can achieve their goals within the allocated budget and deliver meaningful benefits to their target beneficiaries (UNICEF, 2019). Effective funds availability is therefore essential for the success of M&E activities and, by extension, for the overall success of development projects (Bamberger et al., 2020).

Performance of Integrated Management of Acute Malnutrition Projects

The performance of Integrated Management of Acute Malnutrition (IMAM) projects is a critical indicator of the success of these interventions in addressing malnutrition in vulnerable populations. Performance is typically measured by assessing the timely completion of project activities, adherence to the allocated budgets, and the attainment of deliverables (Görgens & Kusek, 2018). Timely completion is essential in IMAM projects, as delays can have serious consequences for the health and well-being of the target population (Bamberger et al., 2020). Projects that are completed on time are more likely to achieve their objectives and deliver the intended benefits to their beneficiaries (World Bank, 2019).

The completion of IMAM projects within allocated budgets is another important performance indicator. Adherence to budgetary constraints ensures that resources are used efficiently and that the project remains financially viable (OECD, 2021). Projects that exceed their budgets may face financial difficulties that could compromise their ability to deliver the intended outcomes. Conversely, projects that manage to stay within their budgets are more likely to achieve their goals and provide valuable benefits to their target populations (Garcia & Zazueta, 2021). The number of deliverables attained is a key measure of the success of IMAM projects. Deliverables are the tangible outputs of the project, such as the number of malnourished children treated or the number of community health workers trained (UNICEF, 2019). The attainment of deliverables indicates that the project is making progress towards its objectives and that it is having a positive impact on the target population (USAID, 2018). Monitoring the attainment of deliverables is essential for ensuring that the project is on track and for identifying any areas where adjustments may be needed.

Empirical Review

This segment addresses the empirical review concerning the Monitoring and Evaluation system and performance of Integrated Management Acute Malnutrition projects in Narok County. This section emphasizes tools and techniques and funds availability.

M&E Tools and Techniques and Project Performance

Muchiri and Musyoka (2017) examined the influence of monitoring and evaluation (M&E) tools on the performance of water projects in Kenya. The study highlighted that the proper selection and application of M&E tools and techniques are crucial for tracking project progress, identifying potential issues, and making informed decisions. This led to better project outcomes as it allowed project managers to proactively address problems and ensure that the projects stayed on track. The researchers concluded that the use of advanced M&E tools, such as real-time data collection and analysis software, significantly enhanced the effectiveness of project management practices. Ochieng and Chitere (2020) focused on the relationship between M&E

techniques and project performance in public sector projects in Kenya. Their study found that employing advanced M&E tools improved project performance by enhancing accountability and transparency. The research showed that when project managers utilized comprehensive M&E frameworks, it resulted in better resource management and timely completion of project milestones. The findings emphasize the importance of integrating sophisticated M&E tools into project management processes to improve oversight and ensure the successful delivery of public sector projects.

Availability of Funds and Project Performance

Njeri and Were (2019) assessed the impact of funds availability on the performance of healthcare projects in Kenya. The researchers found that having sufficient and timely funds was crucial for the successful implementation of projects. Adequate availability of funds ensured that all necessary resources were accessible when needed, minimizing delays and improving project efficiency. The study highlighted the significance of comprehensive financial planning and management to ensure that healthcare projects meet their objectives and provide the intended benefits to the community. Chigudu et al. (2020) investigated how funds availability and financial management practices affect the performance of non-profit projects in Zimbabwe. Their findings indicated that effective management of available funds and rigorous financial oversight notably enhanced project outcomes by ensuring that resources were utilized effectively and accounted for correctly. The study emphasized the importance of financial transparency and accountability in improving project performance. The researchers suggested that non-profit organizations adopt strong financial management practices to maximize resource use and achieve more successful project results.

RESEARCH METHODOLOGY

This study adopted a descriptive research design, specifically a survey design, which is aimed at illustrating the characteristics of a particular population or phenomenon (Kothari, 2018). This study considered the 20 IMAM sites in Narok County as outlined in the Kenya Demographic Health Survey (KDHS, 2022). These sites form the unit of analysis. The target population consisted of 521 project members who directly benefit from the IMAM projects, 18 project managers, and 2 technical officers from the County Monitoring and Evaluation Office. Thus, 541 respondents were targeted. A sample of 230 was used as calculated by the Yamane formula. The primary data collection instrument for this study was a structured questionnaire. Stratified Random Sampling was employed to select the respondents from project members, project managers, and technical officers. Collected data was analyzed through both descriptive and inferential statistics.

RESEARCH FINDINGS, ANALYSIS & DISCUSSION

The study sampled 230 respondents from IMAM sites in Narok, Kenya. Out of these, 172 questionnaires were completed and returned, yielding a response rate of 75%. According to Mugenda & Mugenda (2017), a response rate above 70% is considered excellent for data analysis and reporting.

Table I: Response Rate

Questionnaire	Frequency	Percent
Returned	172	75.0
Non returned	58	25.0
Total	230	100.0

Descriptive Statistics

This section presents the descriptive results of the variables of the study: M&E Tools, Funds Availability, and the Performance of IMAM Projects.

M&E Tools and Techniques

The study aimed to evaluate the effectiveness of the tools and techniques used in monitoring and evaluation (M&E) and their impact on project performance. The responses were measured on a 5-point Likert scale, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The results are summarized in Table II.

Table II: Level of agreement with statements on M&E Tools and Techniques

Statement	Mean	Std. Dev.
The M&E tools and techniques used in the project are suitable for the project's needs.	4.15	0.74
The selected M&E methods are cost-effective and provide good value for the project.	4.20	0.73
The M&E tools support the effective utilization of M&E data for project management.	4.18	0.75
The M&E techniques used encourage proper documentation and lesson learning from the project.	4.17	0.76
The indicators and performance measures used for M&E maintain high data quality standards.	4.16	0.74
The M&E tools and techniques facilitate the effective implementation of monitoring and evaluation activities.	4.14	0.77
Aggregate Score	4.17	0.75

The findings demonstrate strong agreement among participants regarding the effectiveness and suitability of the M&E tools and techniques employed. A mean score of 4.15 for the suitability of the tools indicates that respondents perceive the tools as well-aligned with the project's needs. The cost-effectiveness of the M&E methods, with a mean score of 4.20, suggests that the methods offer good value and are perceived as economical. The tools were reported to support effective data utilization, with a mean score of 4.18, highlighting their role in enhancing project management. Additionally, the techniques used were seen as fostering proper documentation and lesson learning, reflected in a mean score of 4.17. This indicates that the techniques encourage thorough record-keeping and the extraction of valuable insights from project activities.

The indicators and performance measures, which maintain high data quality standards, received a mean score of 4.16, reinforcing the reliability of the data collected. The tools and techniques' facilitation of effective M&E implementation, with a mean score of 4.14, underscores their role in the successful execution of M&E activities. These results align with Ochieng and Chitere (2020) findings, which emphasized that advanced M&E tools enhance project performance by improving accountability and transparency. Their research supports the notion that sophisticated M&E frameworks contribute significantly to resource management and the successful achievement of project goals in the public sector.

Funds Availability

The study assessed various aspects of funds availability and its impact on monitoring and evaluation (M&E) activities. The responses were evaluated on a 5-point Likert scale, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The results are presented in Table III.

Table III: Level of agreement with statements on Funds Availability

Statement	Mean	Std. Dev.
The availability of funds affects how often and how long monitoring and evaluation activities take place.	4.05	0.80
Adequate funding for M&E activities ensures that all planned monitoring and evaluation tasks are carried out effectively.	4.07	0.79
Having enough funds improves the quality of the data collected through monitoring and evaluation.	4.08	0.78
Easy access to funds enhances the effective use of M&E information.	4.06	0.81
Proper use of M&E funds supports thorough documentation and capturing of lessons learned.	4.04	0.82
The availability of resources impacts the execution of monitoring and evaluation activities.	4.09	0.79
Aggregate Score	4.07	0.80

The results reflect a high level of agreement regarding the availability and management of funds for M&E activities. The statement "The availability of funds affects how often and how long monitoring and evaluation activities take place" received a mean score of 4.05, indicating that respondents believe funding influences the frequency and duration of M&E activities. A mean score of 4.07 for "Adequate funding for M&E activities ensures that all planned tasks are carried out effectively" suggests that respondents feel sufficient funds support the comprehensive execution of M&E tasks. Additionally, the statement "Having enough funds improves the quality of the data collected through monitoring and evaluation" scored a mean of 4.08, highlighting that adequate financial resources are perceived as crucial for high-quality data collection. The mean score of 4.06 for "Easy access to funds enhances the effective use of M&E information" reflects the importance of accessibility in optimizing the use of M&E data. The statement "Proper use of M&E funds supports thorough documentation and capturing of lessons learned" received a mean score of 4.04, indicating that respondents value the role of funds in ensuring comprehensive documentation and learning.

Furthermore, the mean score of 4.09 for "The availability of resources impacts the execution of monitoring and evaluation activities" suggests a strong consensus on the significance of resource availability in facilitating effective M&E execution. This high aggregate score of 4.07 underscores the overall positive perception of how funds are managed and utilized for M&E activities. These findings are consistent with Njeri and Were (2019), who emphasized that sufficient and timely funding is crucial for the successful implementation of healthcare projects in Kenya. Their study highlighted that adequate financial resources help minimize delays and enhance project efficiency. Similarly, Chigudu et al. (2020) found that effective financial management and oversight significantly improved project outcomes by ensuring proper resource utilization and accountability.

Correlation Analysis

From the findings, the correlation between M&E Tools and Techniques and Project Performance was $r=0.738$, $p<0.01$, also indicating a strong and statistically significant relationship. The correlation between Funds Availability and Project Performance was $r=0.709$, $p<0.01$, suggesting a strong and statistically significant relationship. All variables exhibited correlation coefficients exceeding +0.3, with p-values equal to or less than 0.01, indicating significant and strong relationships among them. These results suggest that M&E Tools and Techniques and Funds Availability are all crucial contributors to the performance of IMAM projects in Narok County.

Table III: Correlation Coefficients

		M&E Tools and Techniques	Funds Availability
Project Performance	Pearson	.738**	.709**
	Sig. (2-tailed)	.000	.000
	N	172	172

Regression Analysis

The regression coefficients provide insights into the individual contribution of each independent variable to project performance. The findings are summarized in Table IV.

Table IV: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.298	0.184		1.620	0.001
M&E Tools and Techniques	0.298	0.065	0.248	4.592	0.001
Funds Availability	0.280	0.073	0.215	3.842	0.004

The regression model was as follows:

$$Y = 0.298 + 0.298X_1 + 0.280X_2 \dots \dots \dots (i)$$

Y = Project Performance; X₁ = M&E Tools and Techniques; X₂ = Funds Availability;

The coefficient for M&E Tools and Techniques suggests that a one-unit increase in the effective use of M&E tools and techniques results in a 0.298-unit improvement in project performance. This finding highlights the significance of having the right tools and techniques for accurate monitoring and evaluation. Effective tools facilitate better data collection and analysis, which are crucial for successful project management. This is aligned with the literature that underscores the role of appropriate M&E tools in project success (Chigudu et al., 2020).

The coefficient for Funds Availability indicates that an increase in available funds by one unit leads to a 0.280-unit enhancement in project performance. Adequate financial resources are essential for the successful implementation of project activities. This finding supports the notion that financial stability is crucial for achieving project goals and ensuring the efficient use of resources. Previous studies have also highlighted the importance of adequate funding for project success (Görgens & Kusek, 2018; Bamberger et al., 2020).

CONCLUSION OF THE STUDY

The study concluded that the use of appropriate M&E tools and techniques significantly contributes to IMAM project performance. Relevant tools ensure accurate data collection, analysis, and reporting, which are essential for informed decision-making. The applicability of these tools in the field increases the efficiency of monitoring efforts, enabling project staff to measure progress and make necessary adjustments in real time, thereby optimizing project success.

Furthermore, the study concluded that funds availability plays a critical role in the successful implementation of IMAM projects. The research highlighted that the sufficiency of funds, coupled with timely allocation and effective utilization, is directly linked to the achievement of project deliverables. Delays in fund disbursement or inadequate financial resources can hinder the implementation of key project activities, affecting overall project performance.

RECOMMENDATION

The management of IMAM projects should institute regular reviews and updates of the monitoring and evaluation tools and techniques being used. This will ensure that the tools remain relevant and appropriate to the evolving project context. In addition, proper training on the application of these tools is recommended to enhance data accuracy and project success. Regular feedback mechanisms should also be in place to assess the effectiveness of these tools.

To ensure the successful implementation of IMAM projects, there is a need for robust financial planning and monitoring mechanisms. Management should prioritize the timely allocation of funds and ensure their effective utilization for intended project activities. By establishing transparent financial oversight processes, delays can be minimized, and resources can be efficiently used to achieve project goals.

RECOMMENDATION FOR FURTHER STUDIES

further research is recommended to investigate additional elements that could influence the performance of IMAM projects. Moreover, conducting comparative studies in other counties would help to identify region-specific challenges and best practices that could improve project performance across different contexts.

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