

Effects of Monitoring and Evaluation Reporting on the Performance of Infrastructure Projects in Nakuru County, Kenya: The Moderating Role of Government Policies

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Abstract

Infrastructure projects in public hospitals form a pillar of healthcare delivery, driving greater access to quality services in Nakuru County, Kenya. Yet, delays, cost overruns, and substandard work persist. Monitoring and Evaluation (M&E) reporting is a key mechanism for tracking progress and ensuring accountability however, many public hospitals in the county lack comprehensive M&E frameworks. This gap leads to inconsistent and ineffective performance assessment and consequently, project outcomes often fall short of expectations. Although government policies are meant to strengthen project oversight, their inconsistent enforcement often diminishes the utility of M&E findings. This study examines this relationship by investigating how government policies moderate the effects of M&E reporting on the performance of infrastructure projects in public hospitals in Nakuru County, Kenya. The study was anchored on the Theory of Change and employed an explanatory research design. From a population of 1,104 stakeholders in hospital infrastructure projects, a sample of 294 was drawn using Yamane's (1967) formula at 95% confidence. Stratified and simple random sampling guided respondent selection, while structured questionnaires provided primary data. The pilot study was undertaken to test the validity and reliability of the questionnaire. The Statistical Package for the Social Sciences (SPSS) version 24 was used to do the analysis on the data that was obtained. In addition to this, a correlation, regression, ANOVA, and model summary was produced. Tables and figures were used to present the results. Monitoring and evaluation reporting recorded the highest mean value ($M=4.21$) and demonstrated the strongest correlation with performance ($r=0.738$, $p<0.01$). Regression results ($\beta=0.367$, $p<0.05$) and moderated regression ($\beta=0.415$) confirmed its critical role in enhancing accountability and project success. M&E reporting significantly improves the performance of hospital infrastructure projects, especially when supported by enabling government policies. Public hospitals should institutionalize standardized

and participatory M&E reporting systems integrated with decision-making frameworks.

Keywords: Monitoring and evaluation, reporting, government policies, infrastructure projects, performance, Nakuru County

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Introduction

Monitoring in project management refers to the systematic observation and assessment of progress against predetermined schedules, resource utilization, and service delivery to intended beneficiaries (Muchelule, 2018). In contrast, evaluation involves an impartial appraisal of ongoing or completed projects with respect to their design, implementation, and outcomes (Maendo, James, & Kamau, 2018). Together, monitoring and evaluation (M&E) provide project managers with critical insights into the status of projects, allowing timely and evidence-based decisions on necessary adjustments. Hence, generating structured feedback, M&E strengthens understanding of project frameworks, emerging challenges, and expected completion timelines, making it an indispensable tool for effective infrastructure project management (Tesfaye, 2019).

Infrastructure and social projects are often established to address specific problems, satisfy community needs, or leverage business opportunities. However, disparities in project performance between developed and developing countries are evident. In many developing contexts, project delivery is undermined by limited financial resources, weak strategic planning, inadequate technical skills, poor communication, and ineffective monitoring systems (Shivambu, 2024). Jitpaiboon, Smith, and Gu (2019) emphasize that project performance is influenced by multiple factors, including the clarity of project objectives, senior management support, sound project design, customer service quality, adoption of supporting technology, customer involvement, continuous monitoring, and effective feedback and communication mechanisms.

Globally, M&E is recognized as a cornerstone of project success. In Europe, tracking progress toward development

goals has contributed to sustained economic and social growth (Rickels et al., 2016). Spain, for example, has integrated M&E into ecological, economic, and social sustainability initiatives (Lombardo & Maetzke, 2019). Similarly, in China, government-led surveillance systems enhance accountability and transparency in project delivery (Wu, Liu, Jin, & Sing, 2016). These cases illustrate how structured monitoring frameworks strengthen transparency, adaptability, and overall project impact.

Many developing nations face persistent weaknesses in M&E capacity, which limit project performance. Mzungu (2021) observes that financial challenges, poor planning and weak communication systems affects effective monitoring. In Morocco, Bajjou and Chafi (2020) identified construction delays arising from poor site management, inadequately trained labor, and weak monitoring practices. Nigeria faces similar challenges, where inadequate service quality and limited M&E mechanisms restrict project delivery (Enaifoghe, Durokifa, Jili, & Richard, 2023). Broader socio-economic conditions, including unemployment, poverty, and underdevelopment, further constrain funding availability and the scope of impact assessments (Florin, 2015). South Africa also struggles with service delivery, as public institutions are frequently criticized for failing to complete development programs on time and to the satisfaction of taxpayers (Thusi, Matyana, & Jili, 2023). In such environments, both project managers and stakeholders often lack access to timely and reliable information on project progress, which undermines the ability to implement projects in line with established plans.

In Kenya, infrastructure development is a critical driver of economic growth and social welfare (Mohammed, 2021). Investments in

roads, hospitals, schools, and other public facilities not only deliver essential services but also generate employment and raise living standards. A key milestone in the evolution of monitoring and evaluation (M&E) was the launch of Kenya Vision 2030 in 2008, which replaced the Economic Recovery Strategy (ERS) as the national development blueprint (Kigunda, 2018). This was supported by the National Integrated Monitoring and Evaluation System (NIMES), which strengthened accountability and guided progress toward the Vision's goals. During this period, the M&E function was shared between the Monitoring and Evaluation Department (MED) and a newly established unit within the Ministry of Planning to oversee flagship projects (Mugo & Oleche, 2015). Since independence, the government has initiated numerous development plans, but their implementation has often been hindered by cost overruns, delays, and substandard quality, creating a persistent gap between intended outcomes and actual results (Gituro & Mwawasi, 2016; Ong'ondo, Gwaya & Masu, 2019).

In particular, several NG-CDF projects have failed to meet required standards despite funds being allocated and spent, with some offering little to no benefit to communities (Oisanga, 2022). These challenges frequently result in stalled or incomplete projects, mismanagement of resources, and inflated costs through corruption and inefficiencies.

Public hospitals, which serve as vital service hubs, face additional challenges. Limited budgets, understaffing, outdated infrastructure, and bureaucratic inefficiencies hinder project execution and sustainability (Amba, 2024). Weak M&E systems, coupled with poor stakeholder engagement, further reduce

accountability and continuity. Infrastructure projects in public hospitals form a pillar of healthcare delivery, driving greater access to quality services in Nakuru County, Kenya. However, most of the development initiatives in Nakuru County have stopped as a result of inadequate evaluation standards. The projects' progress has not been well represented by the project evaluation that has been done. The initiatives ultimately failed, which caused their closure. There have been media stories criticizing the insufficient assessment of projects carried out in Nakuru County. The study draws attention to the lack of accountability for the distributed monies and the lack of any proof that the county's goals for receiving the funds were met. The county has not documented reports outlining how the funds were used and their effects. Monitoring and evaluation (M&E) inside a project-type management style increases the likelihood of project success, according to Herman (2023).

M&E reporting in project management is an indispensable practice that ensures projects stay on course and fulfill their intended goals. Reporting serves as the bridge between M&E activities and decision-making, shared findings in a clear, regulated manner. These reports keep investors informed, enabling them to make informed verdicts and fostering a culture of continuous improvement by drawing valuable lessons from past projects ((Muchelule, 2018). M&E reporting is the linchpin that ensures projects not only meet their objectives but also deliver lasting value and learning opportunities for future endeavors (Inisha & Elly, 2022). The effectiveness of M&E findings in influencing project outcomes can be shaped by various external factors. Among these, the role of government policies is paramount. Government policies, including legal frameworks,

procurement regulations, transparency and accountability measures, and institutional capacity-building initiatives, can either create a conducive environment for M&E findings to be acted upon or, conversely, render them ineffective (Chepchieng, 2018). A robust policy environment can mandate the use of M&E, enforce compliance, and provide a clear framework for applying lessons learned, thereby strengthening the link between M&E reporting and improved project performance. However, weak or non-existent policies may lead to M&E reports being ignored, filed away, or used merely as a bureaucratic formality. Although studies have examined M&E and project performance in counties such as Mombasa (Maalim, 2017), Makueni (Muindi, 2018) and Uasin Gishu (Musyimi & Ondara, 2022), research in Nakuru County remains limited. Given the documented shortcomings in hospital infrastructure projects, this study focuses on the moderating role of government policies on the relationship between M&E reporting and infrastructure project performance in public hospitals in Nakuru County, Kenya.

Theoretical Framework

The study was grounded on the Theory of Change (ToC), first introduced by Carol Weiss in 1995. The theory explains both the why and the how of an initiative, providing a framework for understanding the pathways through which change is expected to occur (Weiss, 1995). It generates knowledge on the effectiveness of a project and the strategies employed, while also guiding project goals and clarifying the results to be achieved. Monitoring and evaluation (M&E) refine and test the roadmap, whereas communication ensures that stakeholders remain engaged in achieving the intended outcomes (Anderson, 2005). In this way,

ToC forms the foundation for determining whether change is realistic and achievable.

The development of ToC in the 1990s was a response to limitations in program theory. While program theory outlined the logic of interventions, it often lacked clarity on assumptions and measurable indicators. ToC addressed these gaps by offering a systematic and testable approach that connects inputs, activities, outputs, outcomes, and impacts (Connell & Kubisch, 1998). It has since become a practical tool for solving complex societal problems by helping practitioners design measurable, transparent, and accountable interventions (Taplin & Clark, 2012).

The relevance of ToC to this study lies in its focus on accountability and performance. When applied to public projects, ToC assures managers that activities align with desired results and that resources are efficiently used. It emphasizes the relationship between inputs and results, ensuring that projects deliver measurable outcomes. In the context of public infrastructure and health projects, ToC highlights the need for systems that test liability, track progress, and review performance (Stein & Valters, 2012). This link between accountability, risk management, capacity building, and performance review makes ToC a valuable theoretical foundation.

For public hospitals in Kenya, ToC provides a framework for understanding how M&E can track progress, assess efficiency, and guide decision-making. Hence, articulating assumptions and pathways of change, ToC clarifies how hospital infrastructure projects can achieve intended goals. The integration of ToC with M&E practices creates a structured approach to determining the success of interventions, improving

transparency, and strengthening service delivery.

Empirical Review

Monitoring and Evaluation on Performance of Public Projects

Globally, Monitoring and Evaluation (M&E) has been shown to significantly improve public project performance when integrated into project management systems. Evidence from the World Bank's Independent Evaluation Group indicates that projects with robust M&E frameworks perform better, achieve development objectives more reliably, and face fewer delays and cost overruns compared to those with weak systems (World Bank IEG, 2024). From an agency theory perspective, M&E also reduces principal-agent problems by addressing information asymmetries and aligning incentives, thus improving efficiency and accountability (Amin et al., 2024). In infrastructure and sustainability megaprojects across Europe, structured results-based M&E frameworks provide adaptive management capacity and promote sustainability outcomes (Lou, 2025). Similarly, global case studies confirm that the consistent use of clear key performance indicators (KPIs), feedback loops, and data-driven reporting strengthen both decision-making and project sustainability (Xue, 2013).

In Africa, the application of M&E has demonstrated both successes and persistent challenges. In Rwanda, studies reveal that projects with well-defined KPIs, active field monitoring, and timely evaluation achieve better results by correcting scope creep and reducing delays (Moussa & Akims, 2024). Energy infrastructure projects in the country also show that routine evaluation contributes to accountability and performance

improvements (Umurungi & Rusibana, 2021). In Malawi, performance contracting in the civil service improved accountability and service delivery when integrated with clear M&E indicators and independent verification, although outcomes depended on institutional capacity and political support (Manyunya & Farhat, 2020). Broader reviews across West Africa show that NGO-led projects with dedicated M&E units tend to achieve higher sustainability and completion rates, though systemic issues such as weak data systems, limited staff training, and inadequate stakeholder involvement remain key barriers (Ovcina & Arslanagic-Kalajdzic, 2024).

In Kenya, the performance of public projects has long been a concern due to challenges such as cost overruns, poor quality, delays, and political interference in project selection. Historically, projects lacked measurable benchmarks and accountability mechanisms, with engineers and managers operating without clear liability lines prior to the adoption of performance contracting. The introduction of Vision 2030 and the National Integrated Monitoring and Evaluation System (NIMES) marked a turning point, institutionalizing M&E practices in the country's development agenda (Kigunda, 2018). Empirical studies have largely confirmed a strong positive relationship between effective M&E practices and improved project performance. Kiruja (2015) examined the role of monitoring and evaluation (M&E) on the performance of public organization projects at the Kenya Meat Commission. Using a descriptive survey of 81 employees selected through stratified sampling, the study established that human resource, implementation strategy, training, and planning significantly and positively influenced project performance. Wanjiku

(2015) studied M&E factors influencing road infrastructural projects in Nyandarua County. Drawing responses from 122 participants, the study revealed that training, cost management, time management, and the strength of the monitoring team were critical to project performance. The findings highlighted weaknesses in planning, budgeting, and information systems, showing that most employees lacked M&E training and that political interference limited community participation.

Njeru and Kirui (2022) assessed M&E practices in road construction projects by the Kenya National Highways Authority in Nairobi City County. Using descriptive and explanatory designs, they found that budget allocation, timely disbursement of funds, baseline surveys, performance reviews, and capacity building positively affected project delivery in terms of cost, time, and quality. Banzi (2025) investigated M&E practices in county-funded health construction projects in Kilifi County. Employing descriptive design and stratified random sampling, the study found that resource allocation, stakeholder involvement, staff training, and functioning M&E systems significantly improved project performance.

Waweru and Kimathi (2022) focused on water and sanitation projects in Machakos County. Based on a stratified random sample of 159 respondents, the study found that effective M&E practices enhanced project performance, with both quantitative and qualitative data showing that stakeholder input and structured M&E processes were central to outcomes. Kioko (2017) assessed factors influencing effective M&E of projects funded by Machakos County Government. The study revealed that budget allocation, technical expertise, stakeholder participation, and ICT adoption had significant positive

effects, with budgetary allocation emerging as the strongest determinant of M&E effectiveness. Kihuha (2018) analysis of UNEP-GEF projects in Kenya found that M&E planning and technical capacity significantly improved project performance, and that management engagement strengthened those effects. The study recommends formal M&E plans and management buy-in to raise implementation quality. The collective findings of these studies form the basis for this research hypothesis:

***Ho₁:** Monitoring and evaluation reporting has no significant influence on the performance of infrastructure projects in Nakuru County, Kenya.*

Government Policies on Performance of Public Projects

Government policies on monitoring and evaluation (M&E) practices in public projects serve as critical mechanisms for strengthening accountability, transparency, and efficiency in the use of public resources. These policies typically define procedures for tracking project budgets, timelines, and outcomes, while requiring the establishment of measurable indicators and benchmarks (World Bank, 2024; OECD, 2025). Many governments have institutionalized M&E by creating specialized units within ministries and agencies or mandating external, independent assessments (Kusek & Rist, 2004). A recurring feature of these policies is stakeholder participation, with communities, civil society organizations, and other actors actively engaged in planning, implementation, and evaluation to align projects with citizen priorities. Findings generated through M&E processes are expected to feed into policy reviews and inform future project design, thereby fostering learning, accountability,

and improved service delivery (OECD, 2025).

In addition, partnerships between governments, donors, and non-governmental organizations (NGOs) play an influential role in shaping project performance. Such collaborations enhance resource mobilization, institutional sustainability, and beneficiary participation. Donors frequently regard NGOs as key actors in sustaining development initiatives, and these partnerships distribute risks, responsibilities, and decision-making across multiple stakeholders (World Bank, 2024).

Despite these policy frameworks, political interference remains a significant challenge. Political leaders, particularly Members of County Assemblies (MCAs) in Kenya, often control project identification, budgeting, and oversight. This dual role creates conflicts of interest, undermining the accountability mechanisms established by M&E policies (Government of Kenya, 2022). Citizens frequently perceive devolved funds as personal allocations from politicians, which reduces their capacity and willingness to demand transparency (Nshimiyimana, 2024).

The decentralization of resources through devolution has created space for locally driven development, yet weaknesses in institutional and management structures persist. Project selection often favors initiatives with political visibility rather than socio-economic value, while cross-boundary projects are neglected due to community ownership issues. This dynamic has left many education and health projects stalled or underutilized, primarily due to inadequate staffing and recurrent funding constraints (Moussa & Akims, 2024). Furthermore, political control over evaluation scope and information sharing weakens the role of M&E in improving

project performance (Government of Kenya, 2022). Based on this discussion, this study hypothesizes that:

H₀₂: Government policies do not significantly moderate the relationship between monitoring and evaluation reporting on the performance of infrastructure projects in Nakuru County, Kenya.

Conceptual Framework

According to Kivunja (2018), a conceptual framework is comprised of a

set of general ideas and hypotheses that assist a researcher in precisely finding the problem, phrasing their enquiries, and selecting articles that are pertinent to the topic at hand. The investigation of this topic is to influence the moderating role of government policies on the relationship between monitoring and evaluation reporting and the performance of infrastructure projects in public hospitals in Nakuru County, Kenya. The independent and dependent variables in this research are as follows.

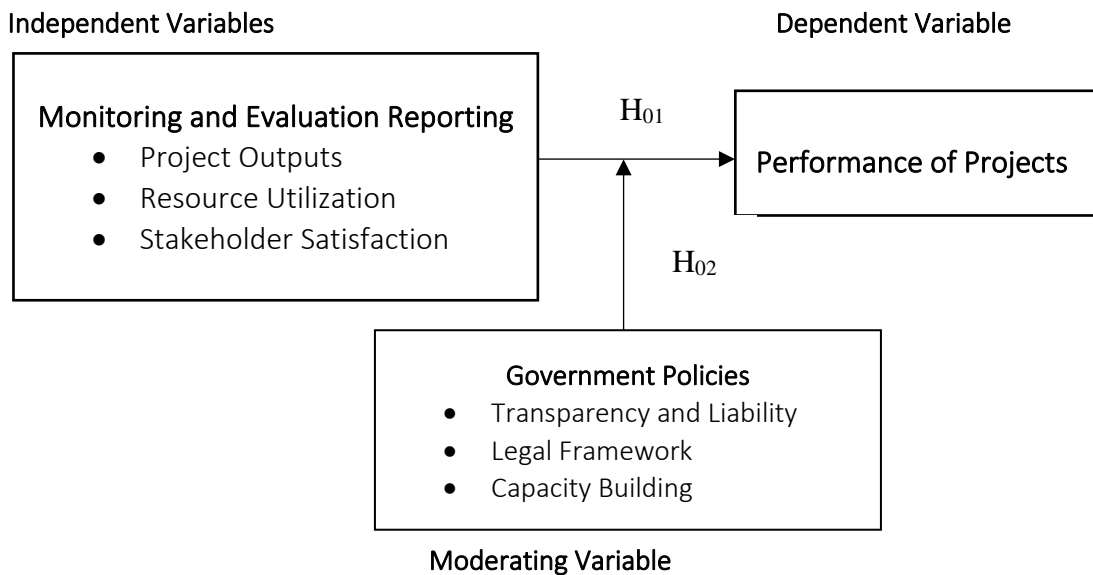


Figure 1: Conceptual Framework

Based on the literature reviewed, a conceptual framework showing how monitoring & evaluation reporting which is independent variables relates to performance of infrastructure projects which is dependent variable and the moderating variable which is government policies are shown in Figure1 above.

Methodology

The study adopted an explanatory research design to assess how monitoring and evaluation (M&E) reporting

influences the performance of infrastructure projects in public hospitals in Nakuru County, while examining the moderating role of government policies. The research was conducted in Nakuru County, a major urban and agricultural hub in Kenya. The target population consisted of 1,104 project-related personnel from 184 health facilities, including project committees, project managers, contractors, and hospital managers. A sample size of 294 respondents was calculated using the Yamane (1967) formula. To ensure a

representative sample, a stratified random sampling method was used, dividing the target population into distinct groups (strata) based on their roles, followed by simple random sampling within each group. Primary data was collected using structured questionnaires. These questionnaires had two sections: one for general information and another using a 5-point Likert scale to measure variables. A pilot test involving 29 respondents (10% of the sample) was conducted in Laikipia County to check the reliability and validity of the questionnaire. Content validity was determined by expert judgment from supervisors, and reliability was assessed using Cronbach's alpha coefficient. The collected data was processed and analyzed using SPSS version 24. The analysis involved both descriptive and inferential statistics. Pearson's correlation analysis was used to measure the relationship between the variables, while multiple regression analysis was tested to establish the effect of the independent variables on the dependent variable. A hierarchical regression model was used to test the moderating effect of government policies. The regression model was defined as:

$$Y = \alpha + \beta_1 X_1 + \beta_2 M + X_1 + \varepsilon$$

Where;

α : is the intercept.

Y: Performance of Infrastructure Projects

X_1 : Monitoring And Evaluation Reporting

M: Government Policies

ε : error term.

$\beta_{1,2}$: coefficient of the independent variable in which measures the responsiveness of Y to changes in i.

Results and Discussion

Response Rate

Findings represent the level to which study participants were involved in

the study. A good number of participants took part in the study as illustrated in Table 1.

Table 1: Response rate

Response	Frequency	Percentage
Returned Questionnaires	250	85.1%
Questionnaires not returned	44	14.9%
Total	294	100%

Source: Research Data (2025)

The strong response rate of 85.1% substantially enhances the credibility and validity of your study. High response rates reduce the likelihood of non-response bias, ensuring that the views captured are more representative of the target population. As noted by Baruch and Holtom (2021), studies with response rates above 80% provide more reliable and generalizable findings since they reflect the perspectives of a broader sample rather than a limited subset of respondents. In this case, the high return rate indicates that the data collected is robust, giving poise to policymakers, scholars, and practitioners that the conclusions drawn from the study are grounded in compacted empirical evidence.

Pilot Results

The 29 respondents, or 10% of the sample size was used in the piloting of data collection instrument at some of the chosen health facilities in Laikipia County. Due to the researcher's aptness, the health facilities chosen for the pretesting of the research questionnaire were not also included in the actual studies, so removing bias. The pilot study sought to test the research technique and process

while also lowering the chance of error and early discovery of anticipated concerns. The validity and reliability of the research tools was evaluated using the data from the pilot study.

Reliability Test Results

The study employed Cronbach's coefficient alpha as a statistical method to

assess the internal reliability of the questionnaire. The reliability test determined the consistent measurement of a concept through its scale or questions as indicated in Table 2. Alpha values range from zero to one, where a value of zero indicates the absence of internal consistency, and a value of one show perfect internal consistency.

Table 2: Reliability test results

Variable	Items	Cronbach's Alpha	Remarks
Monitoring and Evaluation Reporting	6	0.803	Reliable
Government Policies	6	0.754	Reliable
Performance of Projects	6	0.713	Reliable

Source: Research Data (2025)

The reliability test results reveal that all study variables achieved Cronbach's Alpha values above the 0.70 threshold, indicating internal consistency and reliability of the measurement instruments. Specifically, Monitoring and Evaluation Reporting ($\alpha = 0.803$) recorded the highest reliability, followed closely by government policies ($\alpha = 0.74$) and performance of Projects ($\alpha = 0.713$) suggesting the scales used were dependable. These findings align with Taber (2021), who emphasized that Cronbach's Alpha values between 0.70 and 0.90 reflect good reliability, ensuring that results are stable and replicable. Therefore, the instruments applied in this study can be considered robust for drawing valid inferences on the relationship between the variables.

Validity Test Results

Validity denotes the extent to which the research effectively assesses the targeted constructs and precisely replicates the genuine differences among the participants. Content validity is a form of validity that gauges the extent to which a measurement tool adequately involves

the fundamental aspects and topics that are relevant to the research being conducted. The determination of content validity was based on the expert judgement of the supervisors.

Descriptive Statistics

Monitoring and Evaluation Reporting

Study participants were asked to indicate the extent to which they agree to statements relating to monitoring and evaluation reporting. The findings are presented in Table 3.

The highest-rated statement was that stakeholders, including beneficiaries and partners, are engaged and involved in hospital projects ($M=4.185$, $SD=0.879$), which highlights the importance placed on inclusivity and collaboration in evaluation processes. Other highly rated aspects include the utilization of project funds as planned ($M=4.134$, $SD=0.894$) and the establishment of quality standards and criteria in project deliverables ($M=4.098$, $SD=0.894$), suggesting that hospitals are perceived as exercising accountability in resource use and adhering to performance benchmarks.

Table 3: Monitoring and evaluation reporting

Statement	Mean	Std.dev
Project funds allocated for the hospital's developments are utilized as planned.	4.134	.894
The project's intended outcomes and objectives for the hospital has been achieved.	3.973	.869
There has been progress in the well-being, quality of life or conditions of the hospital's recipients.	4.051	.617
The project budget has been managed capably together with the financial status and expenses of the hospital.	3.731	.967
The project deliverables and outputs of the hospital have established quality standards and criteria.	4.098	.894
Stakeholders including beneficiaries and partners have been engaged and involved in the hospital's project.	4.185	.879
Overall Mean	4.029	

Source: Research Data (2025)

The lowest-rated statement was that project budgets are managed capably (M=3.731, SD=0.967), reflecting possible challenges in financial management and resource allocation despite positive perceptions of project outcomes and processes. The overall mean score of 4.029 indicates that M&E reporting practices in public hospitals in Nakuru County are rated as above average and relatively effective. This suggests that hospitals are achieving their project objectives, engaging stakeholders meaningfully, and improving the well-being of beneficiaries through well-monitored interventions. However, the lower scores in budget management signal an area requiring strengthening to ensure that financial accountability keeps pace with project performance. According to Kariuki and Mutiso (2022), robust M&E systems not only track outcomes but also improve transparency in financial management, which is essential for sustainable healthcare infrastructure projects. Therefore, while M&E reporting practices are contributing positively to project success in Nakuru County, enhancing financial monitoring and accountability mechanisms would further

improve project performance and credibility.

Government Policies

Study participants were asked to indicate the extent to which they agree to statements relating to government policies. The findings are presented in Table 4. The highest-rated statement was that government entities actively involve stakeholders in public project design, implementation, and evaluation (M=3.794, SD=0.744), reflecting recognition that inclusivity and participation are increasingly emphasized in public project management. Public access and independent scrutiny of project performance data (M=3.526, SD=0.787) also scored relatively high, suggesting a moderate perception of openness and accountability mechanisms. However, lower-rated statements included the adequacy of resources such as money, staff, and technology for project M&E (M=3.263, SD=0.712) and the priority given to rigorous M&E mechanisms (M=3.320, SD=0.813), pointing to gaps in resource allocation and systematic oversight despite policy intentions.

Table 4: Government Policies

Statement	Mean	Std.dev
A rigorous monitoring and evaluation mechanism for all public projects is a government priority to promote accountability and openness.	3.320	.813
All public projects have a transparent and measurable performance metrics to track progress and efficiency.	3.419	.871
Government entities actively involve stakeholders in public project design, implementation, and evaluation.	3.794	.744
All government agencies and project stakeholders must follow monitoring and assessment criteria.	3.371	.632
Proper money, staff, and technology facilitate public project monitoring and evaluation during all phases.	3.263	.712
Public access and independent scrutiny of project performance data are government priorities.	3.526	.787
Overall Mean	3.448	

Source: Research Data (2025)

The overall mean of 3.448 suggests that while government policies on monitoring and evaluation are perceived as moderately effective, their implementation is uneven. Respondents acknowledge progress in stakeholder participation and efforts toward transparency, but weaknesses in resource allocation and enforcement of monitoring criteria undermine policy effectiveness. This finding aligns with Ndiritu and Wanjohi (2022), who argue that although Kenya has established policy frameworks for accountability in public projects, challenges such as inadequate funding, bureaucratic bottlenecks, and limited enforcement capacity hinder full realization of intended outcomes. The implication is that government policies provide a foundation for accountability, but to strengthen the performance of hospital infrastructure projects in Nakuru County, there is a need for greater investment in resources, stronger enforcement mechanisms, and consistent application of evaluation standards across all public institutions.

Performance of Projects

Participants were asked to indicate the extent to which they agree to statements relating to government policies. The findings are presented in Table 5. The results on project performance show generally favorable perceptions, with mean scores ranging from 3.726 to 4.194. The highest-rated statement was that information on stakeholder consent is precisely selected to monitor project performance (M=4.194, SD=0.944), highlighting the importance placed on inclusivity and stakeholder involvement in ensuring accountability. Other highly rated aspects include the use of cost efficiency as a basis for assessment (M=3.919, SD=0.897) and the participatory approach in planning for monitoring and evaluation (M=3.971, SD=0.835), reflecting an emphasis on resource efficiency and collaborative practices. The lowest-rated statement was that there is adequate feasibility assessment of recommended project activities (M=3.726, SD=0.944), suggesting potential weaknesses in the planning

phase that may affect sustainability and effectiveness of hospital projects despite

positive perceptions of inclusivity and skills.

Table 5: Performance of projects

Statement	Mean	Std.dev
Most of hospital's projects have data about the initial starting point or state before any meddling has taken place.	3.869	.871
In the hospital's projects, cost efficiency provides the basis for subsequent assessment of how efficiently the projects are being implemented.	3.919	.897
There is information on stakeholder consent precisely selected to monitor project performance on a regular basis.	4.194	.944
There is utilization participatory approach in planning for monitoring and evaluation in the hospital.	3.971	.835
There is adequate personnel skills and experience on monitoring and evaluation in the hospital.	3.963	.733
There is assessment of feasibility of the recommended project activities for the hospital.	3.726	.944
Overall Mean	3.940	

Source: Research Data (2025)

The overall mean of 3.940 indicates that project performance in public hospitals in Nakuru County is perceived as above average, but with identifiable gaps that require attention. The results imply that while hospitals are making progress in involving stakeholders, applying participatory approaches, and leveraging skilled personnel, there is a need to strengthen feasibility assessments to ensure project activities are realistic and aligned with available resources. This aligns with Mwangi and Otieno (2021), who found that in Kenyan healthcare infrastructure projects, strong stakeholder engagement improves accountability, but weak feasibility analysis often results in delays and resource inefficiencies. The implication, therefore, is that project performance is moderately strong, but improving planning rigor through feasibility studies could significantly enhance the

sustainability and impact of hospital infrastructure projects in Nakuru County.

Correlational Results

A correlation is a statistical measure of the relationship between two variables. When applied to variables that have a linear relationship with one another, the measure performs well. The results are displayed in Table 6. Monitoring and evaluation reporting also shows a significant positive relationship with project performance ($r=.212$, $p<0.01$). Reporting mechanisms are essential for accountability and transparency in project execution. In Nakuru County hospitals, timely and accurate M&E reports allow stakeholders, including county governments and donors, to track progress against planned milestones. Reports serve as communication tools that highlight both achievements and challenges, thereby facilitating adaptive project management.

Table 6: Correlational Results

Component		PP	MER	GP
Performance of Infrastructure Projects (PP)	Pearson Correlation	1		
	Sig. (2-tailed)			
Monitoring and Evaluation Reporting (MER)	Pearson Correlation	.212**	1	
	Sig. (2-tailed)	.000		
Government Policies (GP)	Pearson Correlation	.270**	.469**	1
	Sig. (2-tailed)	.000	.000	

Source: Research Data (2025)

The relatively weaker correlation (compared to data analysis and baseline surveys) suggests that reporting alone may not directly influence outcomes unless complemented by effective policy support and follow-up actions. Nonetheless, MER remains an indispensable component of evaluation practices that sustains trust and accountability among stakeholders. Government policies are positively correlated with project performance ($r=.270$, $p<0.01$) and strongly linked with M&E reporting ($r=.469$, $p<0.01$). This shows that supportive government policies amplify the effectiveness of evaluation practices on project performance. Policies provide the legal, financial, and institutional frameworks necessary for enforcing evaluation standards, allocating budgets, and ensuring compliance. For instance,

county-level health infrastructure policies can strengthen data collection mechanisms, require baseline surveys, and demand reporting accountability. In the absence of enabling policies, even strong evaluation practices may fail to translate into improved project outcomes. Thus, government policies act as a moderating variable that enhances or constrains the impact of evaluation practices on project performance.

Hypothesis testing

To test the first hypothesis (H_{01}), which stated that monitoring and evaluation reporting does not significantly influence the performance of infrastructure projects in Nakuru County, Kenya, a regression analysis was performed. The results are summarized in Table 7.

Table 7: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	β	Std. Error	Beta	t	Sig.
(Constant)	.477	.349		1.368	.176
Monitoring and Evaluation Reporting	.241	.077	.538	3.134	.022

Source: Research Data (2025)

Monitoring and evaluation (M&E) reporting showed a positive and significant effect on project performance ($\beta=0.241$, $t=3.134$, $p=0.022$). This means that for every unit increase in the

efficiency of M&E reporting, project performance improves by 0.241 units. Although its unstandardized coefficient is lower than that of data collection and analysis, the standardized Beta value

(0.538) indicates a relatively strong influence. Therefore, the null hypothesis (H_{01}) which stated that monitoring and evaluation reporting has no significant influence on the performance of infrastructure projects in Nakuru County, Kenya) was rejected. This highlights the importance of timely, transparent, and accurate reporting in ensuring that stakeholders remain informed, adjustments are made where necessary, and accountability is maintained throughout the project cycle. The findings of this study are similar to those of Kiruja (2015) who reported that effective M&E, through human resource capacity, training, planning, and implementation strategies, enhanced project performance at the Kenya Meat Commission. Similarly, Njeru and Kirui (2022) found that practices such as timely budget disbursement, baseline surveys, and performance reviews significantly improved delivery of road projects in Nairobi. Banzi (2025)

reinforced these insights in Kilifi County's health construction projects, showing that M&E systems, stakeholder involvement, and resource allocation were key drivers of success. Likewise, Waweru and Kimathi (2022) demonstrated that structured M&E processes and stakeholder input strengthened performance in water and sanitation projects in Machakos.

Moderated Regression Analysis for Government Policy on Monitoring and Evaluation Reporting and Performance of Projects

To evaluate the second hypothesis (H_{02}) which stated that government policy does not significantly moderate the relationship between monitoring and evaluation reporting and the performance of infrastructure projects in Nakuru County, a moderated regression analysis was conducted. The results are shown in Table 8.

Table 8: Moderated regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	.557	.260		2.142	.034
Government Policy	.132	.044	.149	2.987	.003
1 Monitoring and Evaluation Reporting	.197	.043	.260	4.545	.000
Interaction term	.327	.052	.414	6.311	.034

a. Dependent Variable: Performance of Projects

Source: Research Data (2025)

The moderated regression analysis shows that government policy has a positive and significant effect on project performance ($\beta=0.132$, $p=0.003$). This implies that supportive government frameworks such as regulations, guidelines, and funding provisions play an important role in enhancing project results, although the effect is modest when considered in isolation. Monitoring and Evaluation (M&E) reporting also

demonstrates a strong and highly significant influence on project performance ($\beta=0.197$, $p<0.001$). This finding highlights the importance of systematic tracking, reporting, and feedback mechanisms in improving accountability, decision-making, and overall project success. More importantly, the interaction term between government policy and M&E reporting is significant and shows a much stronger effect ($\beta=0.327$,

$p=0.034$). Since the p -value is below the 0.05 threshold, the null hypothesis (H_{02}), which stated that government policy does not significantly moderate this relationship, is rejected. This confirms that supportive government policies enhance the effectiveness of M&E reporting in improving the performance of infrastructure projects in Nakuru County. In practice, this means that when M&E systems operate within a supportive policy environment, their effectiveness in driving project success is amplified. Therefore, while both government policy and M&E reporting independently improve performance, their combined effect creates a more powerful influence on achieving project objectives. This result concurs with prior studies of Banzi (2025) who found that county health projects in Kilifi benefitted greatly from policies that encouraged stakeholder participation and well-functioning M&E systems. Similarly, Waweru and Kimathi (2022) showed that government-backed M&E structures improved water and sanitation project outcomes by institutionalizing accountability and stakeholder inclusion. Kioko (2017) emphasized that policy-linked enablers like ICT adoption and budget allocation were strong predictors of effective M&E, while Kihuha (2018) demonstrated that management policies and engagement boosted M&E capacity in UNEP-GEF projects.

Conclusion

The study established that monitoring and evaluation (M&E) reporting has a strong positive effect on infrastructure project performance in public hospitals. M&E reporting promotes accountability and transparency by providing stakeholders with timely updates on progress, challenges, and achievements. It also facilitates the identification of deviations from set plans, allowing for timely

corrective measures to be undertaken. Hence, M&E reporting serves as a key feedback mechanism that enhances decision-making, improves effectiveness, and ensures project objectives are met effectively.

Recommendations

For M&E reporting to be effective, hospitals should design standardized reporting templates and performance dashboards that ensure uniformity, clarity, and ease of interpretation across sections. Hospitals should implement real-time monitoring systems that allow stakeholders to track progress continuously and identify emerging risks early. Additionally, linking M&E reporting to policy reviews and managerial decision-making ensures that reports are not simply filed but actively inform corrective measures and strategic realignment. The use of participatory M&E approaches, where stakeholders co-create indicators and validate results, strengthens ownership of the process and increases the likelihood of adopting recommendations.

The research contributes to knowledge by bridging a vital gap between policy frameworks and project management outcomes in the health sector. While previous studies have largely examined M&E practices as independent determinants of project success, this research advances knowledge by showing how government policies act as a critical moderating factor that can either strengthen or weaken the effectiveness of M&E systems in enhancing project performance. Precisely, it shows the contextual role of regulatory guidelines, budgetary allocations, compliance standards, and health sector reforms in shaping the impact of monitoring and evaluation on timely delivery, cost

efficiency, and viability of hospital capital projects.

Suggestion for Further Research

Based on the findings, though monitoring and evaluation reporting was found to have significant contributions, further research could focus on additional variables such as stakeholder engagement, funding adequacy, project leadership, and institutional capacity, which may account for the remaining unexplained variance. Moreover, since the high correlation suggests strong relationships among variables, future research could apply structural equation modeling (SEM) or longitudinal designs to test causal relationships more robustly across different counties and sectors of public infrastructure in Kenya.

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