International Journal of Science and Research (IJSR)
ISSN: 2319-7064
SJIF (2020): 7.803

Monitoring, Evaluation Practices and Sustainability of Community Based Projects in Embu County, Kenya

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Abstract: ***Over the years, community-based projects in Embu County have experienced a significant increase in number. However, sustainability of the projects has become a challenge to many communities and organizations. Thirty seven percent of the community based projects are left uncompleted while twenty nine percent are completely abandoned since they cannot meet long term needs of the society. The projects failure is associated to lack of continuous auditing and appraisal. However, this study investigated the influence of monitoring and evaluation on sustainability of community based projects in Embu County, Kenya. Specifically, the study examined the effects of project planning, feedback, resource allocation and training on sustainability of community based projects in Embu County. The investigation was anchored on three theories which include theory of sustainability, resource based theory and system theory. A target population of 2 community based projects in Embu County, notably, Makima wash and street children rehabilitation and empowerment were used. The study targeted 71 respondents who were involved in the two community based projects. The technique of stratified random sampling was utilized determine 55 sample size of the interviewees. A planned investigative instrument was used for data gathering from the respondents. Descriptive and multiple regression analysis techniques were adopted. Based on the regression analysis, the study found that project planning has significant positive upshot on Embu County sustainability of community based projects in Kenya. The study found that feedback has significant positive upshot on Embu County sustainability of community based projects in Kenya. Also, the study established that resource allocation had significant positive effect on sustainability of community based projects in Embu County, Kenya. Finally, the study found that project staff training had significant positive effect on sustainability of community based projects in Embu County, Kenya. The study recommends that effective project planning be put in place by the project team and management. Project team member should ensure that their personal monitoring and evaluation control plan aligns with the project M&E plan. The study further recommends that there should be sound feedback system on the different project phases, from initiation to execution stages. Projects execution should be well coordinated with transparency in decision making on monitoring and evaluation feedback. The study also recommends that there should be enhanced human resource competency to monitoring and evaluation resource planning. There should be efficient monitoring and evaluation resource allocation in projects activities. The study further recommends that project training should be handled with utmost importance. Project team members should continually be adequately trained to identify and handle monitoring and evaluation errors in the projects. The study recommends that additional studies be focused on community based projects in other counties in Kenya so as to produce county specific results.***

Keywords: Monitoring, Evaluation, Project Performance

1. Introduction

Recently, there has been significant increase in the number of community based projects globally. Governments, organizations and communities all implement economic and social projects reasons which are to improve cash flow, living standards and to develop projects so as to deliver its objectives to the citizens [4]. However, completion and continual and cost-effective maintenance of such projects has become a challenge to many communities and organizations as they fail to develop productive M&E practices [8]. [11] Several community based projects in USA extended their timeframe, some were abandoned, and others lacked consistency of service and failed to meet the expected benefits.

Countries like Nigeria, Uganda and Kenya have also not been left behind in their endeavors to elevate the feasibility of communal projects [2]. In the three countries, the projects vary in size, objective and method of implementation. Implementation of these projects indicates the institution's commitment to achieve use of resources to improve human life. Communities initiate these projects with the aim of providing specific benefits to the target group. Community based projects requires significant amounts of capital and only yield outputs in the long term. Community based programs can be a single goal or a complement to other projects. Project feasibility has been a subject to review and research by numerous authors. Governments and individuals use communal projects to develop the society. However, as per [7] many of the community based projects as failed terribly in terms of sustainability in Kenya due to mismanagement of resources and lack of proper monitoring and evaluation compared to Uganda and Nigeria.

Kenya is one of the ranked growing countries with many international and local projects such as dam construction among others running [13]. Kenyan government has adopted modern project management methodologies so as to improve the feasibility of projects, although, according to [7], 75 percentage of the project initiated few years back are witnessed unsustainable. Embu County government specifically is in first line in terms of community based

projects initiation. The county has focused on initiating as many projects as possible in order to improve living standards of its people despite several of them failing to benefits community members. So far several projects that had been initiated included Makima wash and livestock rearing projects [8]. From [9], failure of a project is linked with lack of project monitoring and evaluation.

1.1 Statement of the problem

Despite Embu County investing much in community based project to change popular attitudes as well as accelerate economic growth, reduce inequality and eradicate poverty, projects sustainability remains the main concern as well as social structures changes [7]. According to studies done elsewhere including Rwanda, Murang'a, Garissa, Nairobi,Bungoma, Kisii, Pokot and Machakos Town Constituencies just to name a few, many project are not sustainable due to insufficient finances and failure to develop productive M&E plans. Consequently, 37% the community based projects are left incomplete while 29% are completely abandoned since they cannot meet long term needs of the society [13]. The problem is highly associated with lack of productive M&E plans in projects [9].

Studies done elsewhere based on various study variables such as M&E resource allocation, management commitment, M&E staff training, technical expertise, design/approach, stakeholder participation, M&E feedback, planning, supportive supervision, financial management and leadership revealed to have a constructive and remarkable influence on feasibility of a project. However, several of these studies lacked clear conceptualization, others failed to follow the established project management guidelines and others focused on study variables. Besides, there were nonrelated studies done on communal programs in Embu County.

[8] Determined that the execution of effective M&E gives more confidence to the stakeholders as a reliable approach to project success and sustainability, therefore, this research intends aims at demonstrating the impact of M&E on sustainability of communal programs in Embu County. Majority of the studies on M&E operations and sustainability were largely focused on other countries. Studies which focused on the Kenyan context were similarly focused on other sections such as commercial banks. Other studies isolated key elements of M&E. In view of the existing gaps, this comprehensive research sought at establishing the implications of M&E operations on sustainability of Embu County community based projects in Kenya.

1.2 Objectives of the Study

The main purpose of this study was to establish the influence of monitoring and evaluation operations on the sustainability of Embu County community based projects in Kenya.

1.2.1Specific Objectives

1) To examine project planning effect on the sustainability of Embu County community based projects in Kenya.
2) To establish feedback effect on the sustainability of Embu County community based projects in Kenya.
3) To investigate resources allocation effect on the sustainability of Embu County community based programs in Kenya.
4) To establish project training effect on the sustainability of Embu County community based projects in Kenya.

1.3 Significance of the Study

The fallout of this investigation provide help in achieving significant success in statistics for projects in the county and other areas. Factually, this research provides vital information to project managers on establishing productive monitoring and evaluation techniques in cooperative projects. These factors of success also contribute to both the long and short term sustainability of projects. In equal measure, this research contributes factual information to other researchers, authors, instructors, and academicians-literature on the implications of monitoring and evaluation programs on project sustainability. Note that there exists limited information on the sustainability of public programs. Equally important, future researchers are aided in building their studies on the outcomes of this study.

2. Theoretical Review

Many theoretical suggestions and concepts have been developed in an attempt to demonstrate the existing association flanked by monitoring and evaluation, and program sustainability. However, this research was ground on the three theories: sustainability theory, resource based theory and system theory. Subsequent parts of this chapter present a comprehensive discussion on the stated theories and factual investigations developed.

Firstly, Sustainability theory was initiated in 1972 through World Conservation Strategy developed by International Union for Nature Conservation and reviewed by Laberge in the year 2015. Sustainability theory focuses on the economic perspective by defining project sustainability as that which meets the needs of the present cohort devoid of compromising the knack of meeting the future generation needs. After a review by Laberge, the theory further revises the social and economic aspects by describing sustainable project development as the kind of human activity that perpetuates and nourish the historical performance of the entire life of community on earth, via continual service provision and benefit realization.
The RBV hypothesis claims that ownership of premeditated resources gives an institution with an environment for competitiveness and success course. The RBV managerial framework came into existence through Ricardian and Penrosian theories (1950) that assert that sustainable projects bank on vital and reliable resources. In this case, common properties like land are not strategic resources because other projects can quickly obtain them. In that manner, resources in RBV are difficult to imitate, non-substitutable, valuable and rare. There varied types of resources have a distinct

influence on project sustainability. From a narrow perspective, monitoring and evaluation resources have a direct effect on sustainability. Note that intangible resources, also strategic resources, give a project competitive advantage compared to other projects [10].

A biologist Hungarian Ludwig developed system theory in 1972. The approach provides a comprehensive description of individual elements that constitute a more extensive system. Ludwig's approach practically organizes aspects of a system rather than describe observations. A system is a collection of components that make a whole organ working through the defined mechanism and interconnecting network. [1] Asserts that the system theory assists managers in understanding single elements and dynamics of a project in a quest to identify, analyze and combat problems. Also, the theory is vital in developing balanced intervention methods that maintain "goodness to fit" between persons and their environment.

2.1 Conceptual Framework

Figure 2.1 illustrates a conceptual framework exploring the link between M&E feedback, training, communication, resource allocation and project sustainability.

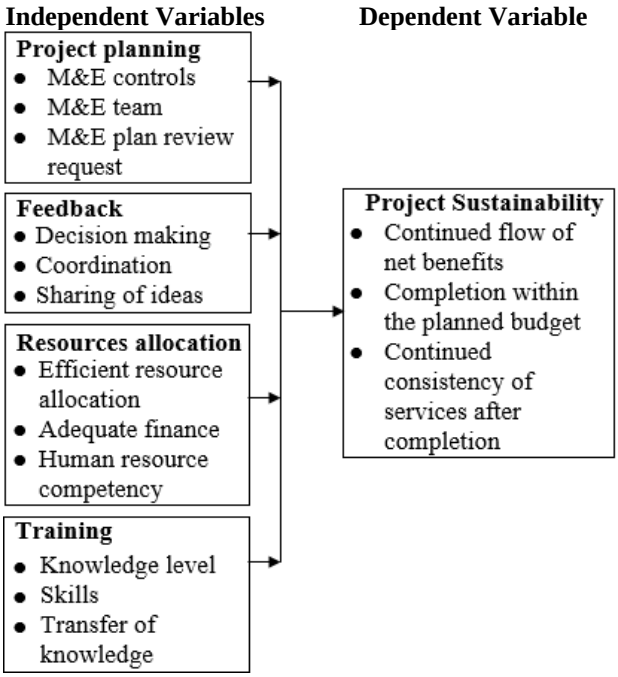

Figure 2.1: Conceptual Framework
Source: Researcher (2021)

3. Research Methodology

The authors considered a structure in which the conceptual framework is done. This involves the collection, measurement and data analysis. This research therefore employed descriptive survey research design to ascertain the effects of selected M&E methods on sustainability of Embu County community based projects. A descriptive type of study is meant to get information that explains a situation of concern by enquiring from individuals about their attitudes, perception, behaviors and their value system [6]. Additionally, a descriptive research design is preoccupied with establishing everything a about a phenomenon. The design is therefore the most appropriate as the researcher determined the impact of project planning, feedback, couching and resource allocation on sustainability of Embu County communal projects.

The target population of the study was drawn from 2 Embu County community based projects which are Makima wash, street children rehabilitation and empowerment. The target respondents were 71 staff involved in the 2 projects who were project management staff and support staff.

The researcher used a random stratified sampling in selecting participants by categories of project management staff and support staff. The method was preferred because it gives an equal chance for individuals involved in Embu County community based projects to be selected and have an opportunity to participate in the research

3.1. Data Collection Instrument

A structured questionnaire was preferred because they conserve time, money and energy. Structured questionnaires are relevant because they encourage respondents to provide their satisfaction about question items on the questionnaire while having confidence that they are not forced to hold nor give information that they might like to share. [3] Explained that questionnaires are good data collection methods since they collect data that cannot easily be observed, they also inquire on a person's feelings, accomplishments, motivations, experiences and attitudes. The structured instrument constituted six segments where the first segment provided information on respondent's background, segment two provided information on M&E planning, third section on M&E feedback, fourth section on M&E resource allocation, fifth section on M&E training and finally, six section provided information on project sustainability. Several questions used likert scale of 1-5 ranges from "not at all" and "to a very large extent," others were "yes" or "No" and others open ended. Additionally, as recommended by [5], constructs that should be considered as reliable should have cut off of 0.7 or more. A pilot research was used to evaluate the feasibility, duration and scope to enhance the instrument's reliability.

3.2. Data Analysis

First, data was extracted from the questionnaire and cleaned for any inconsistency. Secondly, the data was coded and fed into the SPSS software. Descriptive analysis made use of tables to present statistics such as frequencies, percentages, mean score and standard deviation of the research characteristics. Also, inferential statistics of the Pearson correlation analysis to determine the degree of association between M&E feedback, training, communication, resource allocation and project sustainability was used. Additionally, diagnostic test and multiple regression analysis was carried out to investigate normality of data distribution and the

effects of M&E feedback, training, communication and resource allocation on project sustainability. The study expressed the multiple regression models as follows;

$Y = \beta_0 + \beta_1X_1+\beta_2X_2+\beta_3X_3+\beta_4X_4 + e$
Where
Y = outcome variable (Project sustainability)
β_0 = intercept term
β_1, β_2, β_3 and β_4 = are the coefficients of independent variables
X_1= Project planning
X_2= Feedback
X_3= Resource allocation
X_4= Project Training
e = Error term

3.3 Ethical Consideration

Ethics is regarded as a code of conduct that governs humanity and significantly affects its wellbeing (Kothari & Gaurav, 2014). Ethical issues need to be taken into consideration so as to avoid stud credibility. Acknowledgement of new ideology from other academicians prevented plagiarism in this study. Moreover, persons of interest will be required to duly fill the questionnaires and vice versa. Consent of unpaid respondents will be properly presented for the duration of this investigation. There was stern compliance of respondent secrecy so as to prevent unauthorized person from accessing the information. For the sake of confidentiality, the respondents will not provide their names. Participants of the study were assured that personal data and information obtained is primarily used for academic purpose. The researcher sought acquiescence to amass data from NACOSTI and Kenyatta University.

4. Research Findings

4.1. Response Rate

The study had a response rate and non-response rate of 72.73% and 27.27% respectively. [5] Recommended 50% response rate and above to be considered satisfactory for analyses. As such, the response rate of 72.73% as obtained in this study is satisfactory and adequate for analyses.

4.2 Reliability Analysis

The reliability of the research instruments was examined employing Cronbach's Alpha ranging flanked by 0 and 1.00. The advanced the coefficient, then more reliability is assured.

Table 1: Reliability analysis

	Reliability Cronbach's Alpha
Project Planning	.821
Feedback	.786
Resource Allocation culture	.776
Project Training	.841
Project Sustainability	.793

Source: Survey Data (2021)

Table 4.2 indicated that project planning, feedback, resource allocation, project training and sustainability had Cronbach's value of 0.821, 0.786, 0.776, 0.841 and 0.793. Notably, the research variables reportedly had Cronbach's value above 0.7 thereby, indicating that the research instrument used was reliable in capturing the intended constructs of the study as per [5].

4.3 Descriptive Analysis

Descriptive analysis on the investigative variables was documented in this section. Each of the research variables was presented descriptively in the succeeding sub-sections. A structured questionnaire with 5 likert scale ((1) No at all, (2) To small extent (3) To moderate extent (4) To a large extent and (5) To a very large extent) was used to measure the strength of the respondents' responses on the study variables items. The responses of the respondents were analyzed using percentages but only the items individual means and corresponding standard deviations were interpreted where the aggregate mean/standard deviation was compared to previous findings on the subject matter

Table 2: Descriptive Statistics on Project Planning

Statement	N	Mean	Std. Deviation
You require additional training on monitoring and evaluation planning process	40	4.0315	.65465
You understand various component of monitoring and evaluation planning	40	3.8141	.72593
Your personal monitoring and evaluation control plan aligns with the project M&E plan	40	4.2281	.68184
Would you say knowledge of M&E planning in place has helped you in execution of project activities	40	4.1959	.78580
M&E plan is regularly revised and updated	40	4.1579	.92175
M&E plan scope is well structured to accommodate changes	40	3.9649	.77839
Average Score	**40**	**4.0654**	**0.75806**

Source: Study Data (2021)

With an aggregate mean of 4.0654 illustrates that the responses from the respondents were largely in agreement. This could be attributed to the role performed by project planning in the effective determination of optimal operational level of monitoring and evaluation.

Table 3: Descriptive Statistics on Feedback

Statement	N	Mean	Std. Deviation
There was transparency in decision making on monitoring and evaluation feedback	40	4.0877	.98389
Projects were coordinated well	40	4.5614	.56750
Accountability was enhanced to minimize project financial mismanagement	40	3.5789	.94392
The feedbacks from monitoring and evaluation enhanced project decision making	40	4.0415	.67726
There was sharing of idea management of	40	4.1341	.78981

project risks			
There was a clear channel established to communicate M&E feedback	40	3.9782	.67955
Average Score	**40**	**4.0636**	**0.77365**

Source: Study Data (2021)

A composite mean score of 4.0636 further affirms that the respondents were in agreement in their responses to the avowals on feedback.

Table 4: Descriptive Statistics on Resource Allocation

Statement	N	Mean	Std. Deviation
There was efficient monitoring and evaluation resource allocation in projects activities	40	4.3684	.69774
Enhanced human resource competency to M&E resource planning	40	3.4035	.79865
There was assurance of M&E budget adequacy	40	3.3278	.74783
There was an embedded system to control slippage on M&E resource	40	4.5965	.82981
There was a clear M&E resource planning	40	4.3509	.51725
There was a system embedded in the projects to monitor resource allocation	40	4.1402	.64295
Average Score	**40**	**4.0312**	**0.70571**

Source: Study Data (2021)

The respondents to a large extent were in agreement in their responses to the various statements on resource allocation as evidenced by a composite mean of 4.0312. The study revealed that it is important as a mirror in which it offers a platform for exhibiting transparency to individuals and organizations involved in a project, accountability and accelerate institutional learning by use of documenting demonstrations learnt in sustainability of programs.

Table 5: Descriptive Statistics on Project Training

Statement	N	Mean	Std. Deviation
There was continuous M&E training and development of the project staff to acquire skills on how to implement projects	40	4.0877	.95389
Project management provided necessary support to strengthen M&E team work	40	3.5789	.91264
Project staff were assigned responsibilities and duties as per their project skills on M&E	40	4.3011	.88173
Project staff were adequately trained to identify and handle M&E errors in the project	40	4.0584	.81571
M&E training help project staff to appropriately take immediate action in case of deviation occurrence	40	3.9875	.71438
You have frequency special training in M&E apart from academic qualification	40	4.5614	.60751
Average Score	**40**	**4.0958**	**0.81431**

Source: Study Data (2021)

With an average mean of 4.0958, it is evidence that interviewees were in agreement in their individual responses on the statements on project staff training. The study result with respect to project staff training established that, resource allocation for M&E activities greatly influenced utilization of M&E results, operations and project outcome. This means that resources remained key in the execution of projects.

Table 6: Descriptive Statistics on Sustainability

Statement	N	Mean	Std. Deviation
The cost projects consumed was within the budgeted figure	40	4.6254	.95483
Projects experienced finances shortage due to fund mismanagement	40	2.7182	.61647
Projects ensured continuous delivery of services after completion	40	3.9284	.77122
Projects ensured a continuous net benefits flow to the stakeholder	40	4.0827	.95285
The overall performance of the project was satisfactory	40	3.8473	.85374
Average Score	**40**	**3.8404**	**0.82982**

Source: Study Data (2021)

Furthermore, a composite mean of 3.8404 indicated the respondent to a great magnitude agreed to the statements on sustainability. The study findings with regards to sustainability is in agreement with [13] who concluded that M&E training, financial management, leadership influenced youth project sustainability positively. Yamane further supports the argument that M&E human resource, training, planning and implementation strategy positively and significantly influenced project performance.

4.4 Correlation Analysis

The analysis of correlation is contained in this section as demonstrated in Table 4.14.

Table 7: Correlation analysis matrix

	PS	PP	F	RA	PT
PS	1				
PP	.487**	1			
F	.783**	.474**	1		
RA	.675**	.261	.467**	1	
PT	.361**	.002	.394**	-.147	1

Key: Project Sustainability (PS), Project Planning (PP), Feedback (F), Resource Allocation (RA), Project Training (PT)
Source: Survey Data (2021)

Table 4.14 provided the correlation analysis results. The findings from the correlation analysis indicated that monitoring, evaluation practices namely: project planning, feedback, resource allocation, project training had significant positive correlation with sustainability of community based projects in Embu County, Kenya. Therefore, it was observed that feedback and resource

allocation has a strong correlation with project sustainability while project planning and project training exhibited a weak correlation.

4.5 Multi-regression Analysis

Table 8: Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Project planning	.733	1.365
Feedback	.443	2.255
Resource allocation	.650	1.537
Project training	.668	1.497

Source: Survey Data (2021)

Table 4.13 illustrated no grave Collinearity issue in the data. The result showed that the explanatory variables (project planning = 1.365, Feedback = 2.255, Resource allocation = 1.537 and project training = 1.497) have VIF values less than 5 meaning that Collinearity does not constitute a serious issue in the model and hence, Collinearity in the model has no significant effect on the regression estimates.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Sig. F Change
1	.901[a]	.811	.797	.000
a. Predictors: (Constant), Project planning, Feedback, Resource Allocation, Project Training				

Source: Survey Data (2021)

Table 4.15 revealed that the R-square was 0.811 and adjusted R-square was 0.797. This therefore indicated that the predictor variables namely project planning, feedback, resource allocation and project training collectively account for 81.1 percent of the variations in sustainability of Embu County community based projects in Kenya.

Table 10: ANOVA Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101.126	4	25.282	55.875	.000b
	Residual	23.528	52	.452		
	Total	124.654	56			

a. Dependent Variable: Project performance
b. Predictors: (Constant), Project Planning, Feedback, Resource Allocation, Project Training
Source: Survey Data (2021)

Table 4.16 contained the outcomes of the analysis of variance. The findings presented a likelihood value of 0.000, implying significance and thus the form was considered appropriate for estimation.

Table 11: Regression Coefficients

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	-15.712	1.364	-11.521	.000
	PP	.499	.179	2.784	.007
	F	1.109	.306	3.622	.001
	RA	1.415	.205	6.907	.000
	PT	1.309	.314	4.174	.000

a. Dependent Variable: Sustainability
Source: Survey Data (2021)

$$Y = -15.712 + 0.499X_1 + 1.109X_2 + 1.415X_3 + 1.309X_4$$

The study findings indicated that holding the predictor variables constant, the regression constant stood at 0.983. This notably was significant at 0.05 with a p-value of (0.00), however with a negative effect. This therefore implies that in the absence of monitoring and evaluation practices proxies, sustainability of Embu County community based projects in Kenya would be negatively impactful on the communities.

The study established that project planning has significant positive effect on sustainability of community based projects in Embu County, Kenya as illustrated by a significant p-value of 0.007 and positive coefficient of 0.499. This therefore implies that a unit rise in project planning leads to a 0.499 increase in sustainability of community based projects in Embu County, Kenya. The outcomes can be attributed to the notion the effective project planning serves as an important ingredient for the sustainability of projects. The researcher's main objective was to establish how M&E plans, human capital dimensions, type and evident features of M&E systems incorporated, and the role of the community, practitioners, hospitals and project stakeholders in M&E influence the productivity of health programs. The study concluded that project planning is key for sustainability of projects.

The study established that feedback has significant positive effect on sustainability of community based projects in Embu County, Kenya. This is evidenced by a p-value of 0.001 and coefficient of 1.109 which implies positive significance. This is an indication that a unit increase in feedback leads to a 1.109 increase in sustainability of community based projects in Embu County, Kenya. Feedbacks provide the project team and management with vital information which influences corrective measures when necessary, thus ensuring the sustainability of projects. The study results concur with that of previous literature on feedback and sustainability. It was found that M&E feedback is important as a mirror in which it offers a platform for exhibiting transparency to individuals and organizations involved in a project, accountability and accelerate institutional learning by use of documenting demonstrations learnt in sustainability of programs.

The study established that the effect of resource allocation is significant and positive on sustainability of community based projects in Embu County, Kenya. This is shown by the obtained probability value of 0.000 and coefficient of 1.415. A unit increase in resource allocation increases sustainability of community based projects in Embu County, Kenya by 1.415. Therefore, indicating that improvements in resource allocation enhance sustainability of community based projects in Embu County, Kenya. Resource allocation planning assists in managing risks in subsequent project operations. The study findings are in agreement with those obtained from previous research works. It was revealed that resource allocation remarkably and constructively correlated

with the sustainability of new product development projects in profit-oriented banks.

The study revealed that project training has significant positive effect on sustainability of community based projects in Embu County, Kenya as indicated by a probability value of 0.000 and coefficient of 1.309. Thus, signifying that a unit rise in project training leads to 1.309 increase sustainability of community based projects in Embu County, Kenya. Project training enables the project team to become specialists and experts thereby ensuring the sustainability of projects. The results of this study in view of the effect of project training on sustainability of community based projects are consistent with previous studies. The empirical results of the research indicated that project training positively and significantly influenced project performance. The study documented that project training is vital in every project sustainability program.

5. Recommendations

The study documented that all the monitoring and evaluation practices namely, project planning, feedback, resource allocation and project training were significant predictors of sustainability of community based projects in Embu County, Kenya. The study recommends that effective project planning be put in place by the project team and management. Project team member should ensure that their personal monitoring and evaluation control plan aligns with the project M&E plan.

The study further recommends that there should be sound feedback system on the different project phases, from initiation to execution stages. Projects execution should be well coordinated with transparency in decision making on monitoring and evaluation feedback. Additionally, there should be clear channels put in place for communication on monitoring and evaluation feedback. Project defects should well identified and corrective measures proficiently and efficiently taken.

The study also suggests that there should be enhanced human resource competency to monitoring and evaluation resource planning. There should be efficient monitoring and evaluation resource allocation in projects activities. A well designed system should be embedded in the projects to monitor resource allocation. The study further recommends that project training should be handled with utmost importance. Project team members should continually be adequately trained to identify and handle monitoring and evaluation errors in the projects.

6. Areas for Further Studies

Since this study was based on focused on monitoring, evaluation practices and sustainability of community based projects in Embu County, Kenya, the study suggests that additional studies be focused on community based projects in other counties in Kenya. Additionally, further studies should consider the moderating effect of working environment on the link flanked by monitoring, evaluation practices and sustainability of community based projects in Embu County, Kenya.

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