Journal of
Entreprenuership and Project Management
(JEPM)

Monitoring Planning and Implementation of Donor Funded Agricultural Projects in Kenya

CARI Journals

Journal of Entrepreneurship and Project Management
ISSN: 2520-9116 (Online)
Vol.9, Issue No.1, pp 29 – 49, 2024
www.carijournals.org

Monitoring Planning and Implementation of Donor Funded Agricultural Projects in Kenya

[1*]Bernard Kiongera Kamau, [2]Dr. Jane Queen Omwenga (PhD), [3]Dr. Bernard Lango (PhD)
[1*]Postgraduate Student, [2, 3]Lecturer
[1*, 2, 3]School of Business and Entrepreneurship Jomo Kenyatta University of Agriculture and Technology
https://orcid.org/0009-0002-7006-7123

Accepted: 15th Jan 2024 Received in Revised Form: 31st Jan 2024 Published: 13th Feb 2024

Abstract

Purpose: The purpose of this study was to examine the relationship between monitoring planning and implementation of donor funded agricultural projects in Kenya. The study also sought to establish the moderating effect of project environment on the relationship between monitoring planning and implementation of donor funded agricultural projects in Kenya. In the realm of donor-funded agricultural projects in Kenya, effective monitoring planning is integral to successful project implementation. Activities such as resource acquisition, organization of materials, and training farm operators depend on a well-structured plan. The International Union for Conservation of Nature (IUCN, 2014) emphasizes the need for a seamless integration of techniques, procedures, people, and systems rooted in thoughtful planning.

Methodology: This study employed a descriptive research design utilizing questionnaires as the primary data collection method, emphasizing a positivism philosophy grounded in quantifiable observations and statistical analysis. The target population encompassed various roles within donor-funded agricultural projects, totaling 383 individuals, with a sample size of 196 determined through simple random sampling. Reliability was assessed through a pilot test, utilizing Cronbach's Alpha, and statistical techniques were employed for data analysis, including descriptive statistics, multiple regression analysis, and statistical tests such as ANOVA. The study tested hypothesis related to the influence of monitoring planning on project implementation, as well as the moderating effect of the project environment.

Findings: The study's statistical analyses reject the hypothesis (H_{01}) that monitoring planning does not significantly influence the implementation of donor-funded agricultural projects in Kenya ($F(1, 155) = 70.985$, $p < 0.001$). Instead, it establishes a positive and substantial relationship between monitoring planning and project implementation, with monitoring planning explaining 31.4% of the variability in project outcomes ($R^2 = 0.314$, $p < 0.001$). Additionally, the second hypothesis (H_{02}) suggesting no significant moderating effect of project environment on the relationship between monitoring planning and project implementation is as well rejected ($F(2, 154) = 64.066$, $p < 0.001$), emphasizing the statistically significant influence of project environment dynamics on the effectiveness of monitoring planning strategies

Unique contribution to theory, practice and policy: Give that the study findings establishes a positive and substantial relationship between monitoring planning, project environment and project implementation, it is recommended that project managers and stakeholders actively recognize and account for the influence of project environment dynamics on monitoring planning. This entails conducting comprehensive assessments to tailor monitoring plans to specific project contexts, fostering adaptability and responsiveness to varying conditions. By collectively defining and adhering to best practices, the sector can enhance its ability to navigate diverse project environments effectively, ultimately contributing to the success of donor-funded agricultural projects in Kenya.

Keywords: *Monitoring planning, Implementation, Donor-funded projects, Agricultural sector, Project success.*

1.1 BACKGROUND OF THE STUDY

In the realm of donor-funded agricultural projects in Kenya, effective monitoring planning is integral to successful project implementation. Activities such as resource acquisition, organization of materials, and training farm operators depend on a well-structured plan. The International Union for Conservation of Nature as cited in Ndonye (2022) emphasizes the need for a seamless integration of techniques, procedures, people, and systems rooted in thoughtful planning. Continuous assessment of project implementation against design schedules, as described by De Lisle (2015), underscores the critical role monitoring plays in evaluating progress and ensuring resource utilization aligns with plans. Globally, leading countries like Australia, Canada, and the USA prioritize monitoring systems for project sustainability. Studies on the specific influence of monitoring planning components on project performance, such as financial resources, stakeholder involvement, staff training, and technology use, are limited but essential. Donor-funded agricultural projects worldwide serve as catalysts for social development, and proper monitoring planning is indispensable for sustaining their benefits (Ahsan & Gunawan, 2010).

In Africa, policymakers have introduced regional control and evaluation schemes to enhance the success of infrastructure projects. However, the effective application of monitoring planning faces challenges in regions with complicated bureaucratic structures (Nabulu, 2015). Locally, the Kenyan government emphasizes the importance of monitoring planning for project success, particularly with devolved governance mechanisms and fiscal devolution in play. Management support, stakeholder involvement, employee skills, and information technology use are critical components contributing to successful outcomes (Kamau & Bin Mohamed, 2015). Recognized as a vital stage in the project lifecycle and a crucial management practice, monitoring planning faces challenges in gaining acceptance as an integral part of organizational projects in Kenya (Crawford & Bryce, 2010). The successful implementation of donor-funded agricultural projects, constituting 80-85% of project activities, hinges on meticulous planning and continuous monitoring (Mantel, Meredith & Shafer, 2010). With the economic importance of agriculture in Africa, a closer examination of funding mechanisms becomes necessary, highlighting the role of monitoring planning in navigating climate risks and ensuring resilient agriculture. Thus, understanding the influence of monitoring planning on the implementation of donor-funded agricultural projects in Kenya is essential for project success and the sustainable development of the agricultural sector.

1.2 Statement of the Problem

The agricultural sector stands as a linchpin for sustainable development and economic growth in Africa, contributing 14% to the Gross Domestic Product (GDP) in Sub-Saharan Africa and employing the majority of the population (Steensland, 2022). Despite its significance, challenges persist, with approximately 256 million people in Africa facing hunger, according to the Food and Agricultural Organization [FAO] report of 2017-2018. While subsidy policies are in place, their

effectiveness hinges on the fiscal space of countries to enact necessary actions (Dianjaya & Mukti, 2022).

In Kenya, where the economy heavily relies on agriculture, the sector serves as the cornerstone for other industries. It directly contributes 25% to the GDP and indirectly contributes another 27% through linkages with agro-based and associated industries (Flaherty et al., 2019). The sector employs 75% of the total labor force, generates 60% of export earnings, and provides a significant portion of industrial raw materials and government revenue. To boost the sector's growth, the government and donors fund youth and women groups for agricultural projects. However, despite monitoring efforts, the performance of these groups falls short of expectations (Ministry of Agriculture report, 2011). Implementation of donor-funded agricultural projects in Kenya has been inconsistent, facing a decline after the post-election violence of 2008 (Ministry of Agriculture report, 2011). During the 2010/11 financial year, the country experienced a deficit of 10 million bags of maize, a staple food. Donor financial aid, often short-term, lacks sustainability and has not yielded the desired outcomes, as seen in various developing countries post-monitoring.

Previous studies have not comprehensively addressed the relationship between monitoring planning and the implementation of donor-funded agricultural projects. Existing research, such as Anne and Paul (2019) and Musau (2020), focused on specific aspects like stakeholder involvement but overlooked other critical elements of monitoring planning. Moreover, studies like Quail (2020) and Natnael (2019) did not specifically delve into donor-funded agricultural projects, leaving a significant research gap. This study aims to fill this knowledge gap by examining the impact of monitoring planning on the implementation of donor-funded agricultural projects in Kenya, with a focus on enhancing planning strategies for improved project outcomes.

1.3 Specific Objectives

i). To determine the influence of monitoring planning on implementation of donor funded agricultural projects in Kenya.

ii). To establish the moderating effect of project environment on the relationship between monitoring planning and implementation of donor funded agricultural projects in Kenya.

1.4 Research Hypotheses

i). H_{01}: Monitoring Planning does not influence the implementation of donor funded agricultural projects in Kenya.

ii). H_{02}: Moderating effect of project environment does not influence the relationship between monitoring Planning and implementation of donor funded agricultural projects in Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical framework

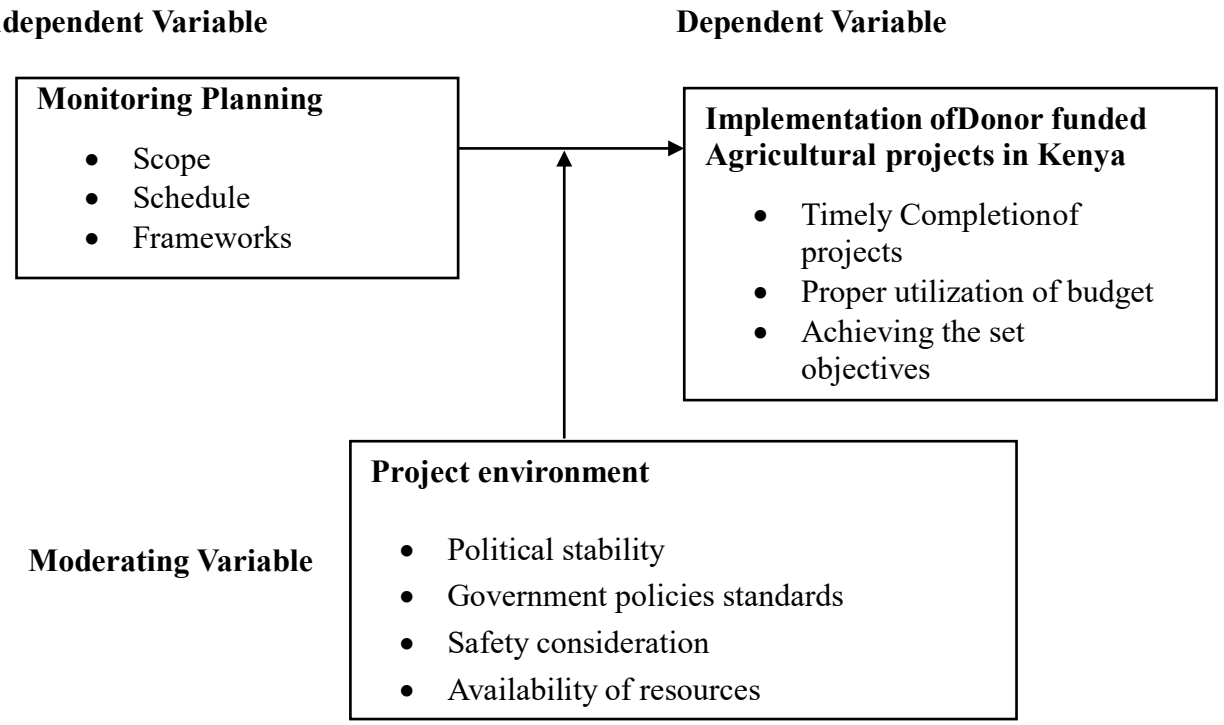
Effective project implementation requires an understanding of the organizational political landscape and adept communication across all levels (Oxford Business Group, 2021). Communicating the impacts of unrealistic project schedules and budgets to corporate executives, who are under pressure from various stakeholders, poses a challenge.

Suchman's Program Theory (1960s) aids in planning and evaluating projects, delineating cause-and-effect relationships. The theory of change, an offshoot in the 1990s, focuses on solutions to complex social issues and provides a model for project planning, implementation, and evaluation (Omunga & Gitau, 2019). This theory offers a comprehensive framework for monitoring, evaluation, and integrated approaches to enhance the understanding of monitoring planning' influence on project effectiveness. Koskela & Howell's Management Theory of Project Management (2002) emphasizes planning, execution, and control. Planning involves resource organization, execution requires effective communication and feedback mechanisms, while control employs models like the thermostat and scientific experimentation. This theory guides the exploration of how monitoring planning influences the effective implementation of donor-funded agricultural projects.

2.2 Empirical review

Monitoring planning plays a crucial role in project implementation activities (Chaplowe, 2008). Monitoring planning is highlighted as a cornerstone for successful project completion, with clear benefits including realistic schedules, cost estimation, and effective communication with stakeholders (AlNasseri, 2015). Stakeholder involvement is emphasized in studies by Anne and Paul (2019) and Musau (2020), revealing its significant impact on project execution. Additionally, research by Mwangi and Ngugi (2014) and Shadrack (2020) underscores the importance of project resource availability, indicating that dependence on donor funding and proper budgeting competencies influence project development and implementation. Overall, these empirical studies provide valuable insights into the multifaceted aspects of monitoring and implementing donor-funded agricultural projects, emphasizing the importance of planning, and project environment.

2.3 Conceptual framework



3.0 RESEARCH METHODOLOGY

This study employed a descriptive research design utilizing questionnaires as the primary data collection method, emphasizing a positivism philosophy grounded in quantifiable observations and statistical analysis. The target population encompassed various roles within donor-funded agricultural projects, totaling 383 individuals, with a sample size of 196 determined through simple random sampling. Reliability was assessed through a pilot test, utilizing Cronbach's Alpha, and statistical techniques were employed for data analysis, including descriptive statistics, multiple regression analysis, and statistical tests such as ANOVA. The study tested hypotheses related to the influence of monitoring planning on project implementation, as well as the moderating effect of the project environment. Ethical considerations incorporated obtaining consent, ensuring confidentiality, and treating respondents with respect. These statistical methods provided a robust framework for analyzing the relationship between monitoring practices and the successful implementation of donor-funded agricultural projects in Kenya.

4.0 RESEARCH RESULTS AND DISCUSSION

The purpose of the study was to examine the influence of monitoring planning and implementation of donor funded agricultural projects in Kenya.

4.1 Descriptive statistics

4.1.1 Monitoring Planning

Monitoring planning was considered as the independent variable in this study. The variable had six constructs with each rated on a 5-point Likert scale ranging from 'not at all' to very large extent. Results indicates that respondents' organizations have largely adopted a pre-planning on donor funded agricultural projects (mean = 4.1 median = 4.0 mode = 4.0 standard deviation = 0.9) and have been following the monitoring schedule during implementation of these projects (mean = 4.0 median = 4.0 mode = 4.0 standard deviation = 1.0). In addition, monitoring plans are, largely, applicable in donor funded agricultural projects activities (mean = 3.9 median = 4.0 mode = 4.0 standard deviation = 0.8) and employees are being trained on effective monitoring planning planning in donor funded agricultural projects (mean = 3.8 median = 4.0 mode = 3.0 standard deviation = 1.0).

There also exists effectiveness of the monitoring frameworks on implementation donor funded agricultural projects (mean = 3.8 median = 4.0 mode = 4.0 standard deviation = 0.9), and the projects use of project management software for monitoring plans (mean = 3.6 median = 4.0 mode = 4.0 standard deviation = 1.0). The average mean on monitoring planning was 3.9 with median being 4.0 while mode and standard deviation were 3.8 and 0.9 respectively as presented in Table 1.

Table 1: Respondents' Rating of Monitoring Planning Factors

Statement	Not at all	Small Extent	Moderate Extent	Large Extent	Very Large Extent	Mean	Median	Mode	Std. Deviation
a) Pre-planning on donor funded agricultural projects	1.3	2.5	22.3	36.9	36.9	4.1	4.0	4.0**a**	0.9
b) Employees being trained on effective monitoring planning in donor funded agricultural projects	2.5	5.1	36.3	24.2	31.8	3.8	4.0	3.0	1.0
c) Monitoring plans are applicable in donor funded agricultural projects activities	0.0	9.6	10.2	59.9	20.4	3.9	4.0	4.0	0.8
d) Donor funded agricultural projects use of project management software for monitoring plans.	3.8	13.4	18.5	48.4	15.9	3.6	4.0	4.0	1.0
e) Following the monitoring schedule during implementation of donor funded agricultural projects	0.0	10.8	12.7	39.5	36.9	4.0	4.0	4.0	1.0
f) Effectiveness of the monitoring frameworks on implementation donor funded agricultural projects	0.0	8.3	31.2	36.9	23.6	3.8	4.0	4.0	0.9
Average	**1.3**	**8.3**	**21.9**	**41.0**	**27.6**	**3.9**	**4.0**	**3.8**	**0.9**

Note: **a** *means that multiple modes exist. The smallest value is shown*

The results imply that monitoring planning is central in implementation of donor funded agricultural projects in Kenya with key instruments and approaches being pre-planning, following the monitoring schedule, use of monitoring plans and frameworks, as well as use of project management software for monitoring plans. This can be affirmed by World Bank (2013) that monitoring use different instruments and approaches, some of which are either correlative or substitute to each other while others are either wide or limit. Additionally, Wambugu (2013) observes that planning affected the timely completion of rural electrification projects in Kenya and that the quality and importance of project planning had been considered a major cornerstone of every successful project. Vater et al. (2013) makes the point that in research and development (R&D) projects, too much planning can lead to failure as formal control limits creativity.

In particular, a framework is a fundamental manual for checking as it clarifies how the venture should function by laying the means expected to accomplish the coveted outcomes. A structure, along these lines, expands the comprehension of the project objectives and target by characterizing the connections between factors key to usage, and in addition articulating the interior and outer components that could influence the project's prosperity. A decent monitoring system can help with thoughts through the venture procedures and destinations on whether they are perfect and most suitable to execute. While the logical framework identified internationally, is a matrix that makes use of planning indicators at each stage of the project as well as identifies possible risks. The logical framework hence shows the conceptual foundation on which the project monitoring system is built (Chaplowe, 2008). It also works well with other monitoring planning (Jaszczolt *et al.*, 2010).

4.1.2 Project Environment

Project environment was considered as a moderating variable in this study. The variable was defined by four constructs rated on a 5-point Likert scale continuum scaled between ‘not at all’ to ‘very large extent’. Based on the findings of the study the proximity and availability and geographical distribution of facilities, resources, infrastructure and materials had the highest moderating effect of the monitoring planning and the implementation of the donor funded agricultural projects (mean = 4.2 median = 4.0 mode = 4.0 standard deviation = 0.8). This was followed by government policies standards (mean = 4.2 median = 5.0 mode = 5.0 standard deviation = 1.0). Other factors that moderated the effect of government management practice and the implementation of donor funded agricultural projects were political stability within the economy where project is being carried out (mean = 4.0 median = 4.0 mode = 4.0 standard deviation = 0.7), as well as the safety considerations (mean = 3.8 median = 4.0 mode = 4.0 standard deviation = 0.9). The average mean was 4.0 while the median, mode and standard deviation were 4.3, 4.3, and 0.9 respectively. Table 2 presents the findings.

Table 2: Respondents' Rating of Project Environment Factors

Statement	Not at all	Small Extent	Moderate Extent	Large Extent	Very Large Extent	Mean	Median	Mode	Std. Deviation
a) Political stability within the economy where project is being carried out	0.0	3.8	14.0	59.2	22.9	4.0	4.0	4.0	0.7
b) Government policies standards	1.3	3.8	17.8	26.1	51.0	4.2	5.0	5.0	1.0
c) Proximity and availability and geographical distribution of facilities, resources, infrastructure and materials	0.0	3.8	15.3	42.7	38.2	4.2	4.0	4.0	0.8
d) Safety considerations	0.0	8.3	31.2	36.9	23.6	3.8	4.0	4.0	0.9
Average	**0.3**	**4.9**	**19.6**	**41.2**	**33.9**	**4.0**	**4.3**	**4.3**	**0.9**

The results indicate that project environment largely moderated the effect of monitoring planning and the implementation of donor funded agricultural projects. In particular, proximity, availability, and geographical distribution of facilities, resources, infrastructure and materials has the highest influence same as government policies, political stability and safety considerations. The strong consensus among respondents regarding the influence of effective resource monitoring, timely material delivery, and strategic budget allocation further emphasizes the multifaceted nature of resource availability. Effective resource management planning, such as monitoring, play a pivotal role in optimizing the use of available resources, ensuring that they are allocated efficiently, and avoiding wastage. Timely delivery of project materials is crucial for maintaining project momentum and preventing unnecessary delays. Lastly, budget allocation for improved implementation highlights the need for organizations to allocate funds strategically to enhance the quality and impact of donor-funded agricultural projects.

It is therefore important to recognize that resource availability is often a complex and dynamic

aspect of project management. While the study's respondents acknowledge the importance of adequate financial resources and effective resource management, it is equally important for organizations to adopt transparent financial planning, allocate budgets based on well-defined project goals, and continuously monitor resource utilization to address any discrepancies. Additionally, the findings highlight the need for organizations to establish mechanisms for timely material procurement and delivery, as delays in this aspect can have cascading effects on project schedules and outcomes.

The current study on the monitoring planning and implementation of donor-funded agricultural projects in Kenya aligns with past research, particularly in recognizing the significant moderating effect of the project environment. Drawing on findings from studies by Omolloh et al. (2023), Agostino et al. (2023), and Simiyu (2018), the research highlights the importance of factors such as community involvement, government policies, political stability, and resource availability in shaping the success and sustainability of agricultural projects. Involving community members and stakeholders, as highlighted by Omolloh et al. (2023), allows projects to better address local needs and priorities, while considerations of the project environment, as emphasized by Agostino et al. (2023) and Simiyu (2018), influence project outcomes and performance. Moreover, the current study's findings regarding the influence of environmental enablers on project management practices and implementation resonate with the broader literature. Factors such as the proximity, availability, and distribution of resources, alongside government policies and political stability, emerge as critical moderators in ensuring effective project execution. The alignment of these findings with past research underscores the multidimensional nature of project environments and highlights the importance of considering contextual factors and stakeholder dynamics in planning and executing donor-funded agricultural projects, ultimately contributing to their long-term success and impact in fostering agricultural development in Kenya.

4.2 Inferential Statistics

The objective for this study was to determine the influence of monitoring planning on implementation of donor funded agricultural projects in Kenya as well as establishing the moderating effect of project environment on the relationship between monitoring planning and implementation of donor funded agricultural projects in Kenya. To achieve these objectives, coefficient of determination (R^2), Change in R^2, analysis of variance (ANOVA) as well as model coefficients were generated.

4.2.1 Influence of Monitoring Planning on Implementation of Donor Funded Agricultural Projects in Kenya

The null hypothesis was stated as follows:

H_{01}: Monitoring planning does not significantly influence the implementation of donor funded agricultural projects in Kenya.

Table 3: R^2 (Monitoring Planning and Project Implementation)

R	R Square	Adjusted R Square	Std. Error of the Estimate
.560a	0.314	0.31	0.266

a Predictors: (Constant), Monitoring Planning

Table 3 shows an R^2 of 0.314 with the standard error of estimate being 0.266. This implies that, at bivariate level, the model on the relationship between monitoring planning and implementation of donor funded agricultural projects was suitable for this study given that monitoring planning explain 31.4% of any variation in implementation of donor funded agricultural projects.

Table 4: ANOVA (Monitoring Planning and Project Implementation)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.016	1	5.016	70.985	0.000b
Residual	10.952	155	0.071		
Total	15.967	156			

a Dependent Variable: Implementation of Donor Funded Agricultural Projects

b Predictors: (Constant), Monitoring Planning

Results in Table 4 show F-Calculated (1, 155) = 70.985 which is greater than F-Critical (1, 155) = 3.902 at 5% significant level (2-tailed test) and p-Value = 0.000. This shows that monitoring planning has a significant influence on implementation of donor funded agricultural projects. We therefore reject null hypothesis.

Table 5: Model Coefficients (Monitoring Planning and Project Implementation)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.389	0.143		16.752	0.000
Monitoring Planning	0.308	0.037	0.560	8.425	0.000

a Dependent Variable: Implementation of Donor Funded Agricultural Projects

As indicated in Table 5, when the independent variable (monitoring planning) is held constant, implementation of donor funded agricultural projects will remain at 2.389. At the same time, an increase in monitoring planning by one unit would lead to an increase in implementation of donor funded agricultural projects by 0.308 units with a p-Value of 0.000<0.05. A positive beta coefficient implies that monitoring planning has a direct and positive influence on the dependent variable (implementation of donor funded agricultural projects). The model $Y= \beta_0 + \beta_1 X + e$ can therefore be estimated as:

$\boldsymbol{Y = 2.389 + 0.308X}$ Where: Y = Implementation of donor funded agricultural projects;

X = Monitoring planning

In summary, the statistical analysis presented in Tables 3, 4, and 5 provides compelling evidence regarding the crucial role that monitoring planning plays in influencing the implementation of donor-funded agricultural projects in Kenya. These findings strongly support the hypothesis (H0) that monitoring planning significantly contributes to project success. The moderate to high R-squared value of approximately 0.314 suggests that monitoring planning accounts for a substantial portion (31.4%) of the variability in project implementation outcomes. This signifies that the extent to which a project is carefully planned and monitored has a meaningful impact on whether it achieves its objectives. The adjusted R-squared value, though slightly lower, reinforces the robustness of the relationship between monitoring planning and project implementation.

Furthermore, the highly statistically significant ANOVA results, with an F-statistic of 70.985 and a p-value of 0.000, leave no doubt about the critical role of monitoring planning. This indicates that organizations and stakeholders must invest time and resources in developing comprehensive monitoring plans that encompass key project elements, from defining goals and milestones to specifying evaluation criteria. The strong standardized coefficient (Beta) of 0.560 for monitoring planning underscores its substantial positive influence on project implementation. This suggests that meticulous planning not only sets the stage for effective execution but also helps project teams

navigate challenges, make informed decisions, and adapt to changing circumstances during implementation.

Thus, these findings emphasize that successful implementation of donor-funded agricultural projects in Kenya is closely tied to the quality of monitoring planning. As such, organizations and project managers should prioritize the development and adherence to robust monitoring plans as a fundamental pillar of project management. By doing so, they can enhance project transparency, accountability, and overall effectiveness, ultimately contributing to the successful achievement of project goals and positive impacts in the agricultural sector. These findings align well with the literature on monitoring planning, which emphasizes its role in defining project objectives, strategies, methodologies, and deadlines to achieve desired outcomes. Puthamont & Charoenngam (2007) highlight that monitoring planning involves aligning clients' expectations and available resources with project goals, selecting appropriate strategies, and evaluating options to ensure effective implementation. Moreover, a well-designed monitoring framework serves as a guide, clarifying project goals, key factors influencing implementation, and the steps necessary to achieve success. It enhances project understanding, facilitates decision-making, and helps stakeholders navigate project processes and objectives effectively.

Furthermore, the literature underscores the importance of integrating budgeting, technical expertise allocation, and risk assessment into the monitoring system, as highlighted by Dobi (2012) and Chaplowe (2008). The logical framework, as an internationally recognized tool, forms the conceptual basis for project monitoring, allowing for the identification of planning indicators and potential risks. This comprehensive approach to monitoring planning ensures alignment with project goals and enhances the effectiveness of implementation strategies. Additionally, the literature acknowledges the diversity of monitoring instruments and approaches, emphasizing the need for tailored monitoring plans that consider project type, sector, and country-specific factors, as noted by Kiura (2017) and Koffi-Tessio (2002). By integrating diverse monitoring methodologies and aligning them with project objectives, organizations can enhance their capacity to track progress, address challenges, and optimize project outcomes effectively.

4.2.2 Moderating Effect of Project Environment on The Relationship Between Monitoring Planning and Implementation of Donor Funded Agricultural Projects in Kenya.

The null hypothesis was stated as:

$H0_2$: There is no significant moderating effect of project environment on the relationship between monitoring planning and implementation of donor funded agricultural projects.

Table 6: Change in R^2 (Monitoring Planning, Project Environment and Project Implementation)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.560a	0.314	0.310	0.266	0.314	70.985	1	155	0.000
2	.674b	0.454	0.447	0.238	0.140	39.509	2	154	0.000
3	.714c	0.509	0.500	0.226	0.055	17.253	3	153	0.000

a Predictors: (Constant), Monitoring Planning

b Predictors: (Constant), Monitoring Planning, Project Environment

c Predictors: (Constant), Monitoring Planning, Project Environment, Monitoring Planning * Project Environment

Table 6 illustrates the change in R^2 for various models involving monitoring planning, project environment (considered as the moderating variable), and their interaction in influencing project implementation. In Model 1, with monitoring planning alone, the R^2 was 0.314, explaining 31.4% of the variability in project outcomes. Model 2, introducing the project environment as a variable, increased the R^2 to 0.454, signifying a substantial improvement with an additional explanatory power of 14.0%. The change in R^2 was statistically significant (F Change = 39.509, p = 0.000). Model 3, which included the interaction between monitoring planning and the project environment, showed a further increase in R^2 to 0.509, representing an additional 5.5% explanatory power. This change was also statistically significant (F Change = 17.253, p = 0.000). The findings highlight the cumulative effect of monitoring planning and the moderating role of the project environment in influencing project implementation, emphasizing their interconnected contribution to project success.

Table 7: ANOVA (Monitoring Planning, Project Environment and Project Implementation)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.016	1	5.016	70.985	.000b
	Residual	10.952	155	0.071		
	Total	15.967	156			
2	Regression	7.252	2	3.626	64.066	.000c
	Residual	8.716	154	0.057		
	Total	15.967	156			
3	Regression	8.135	3	2.712	52.969	.000d
	Residual	7.832	153	0.051		
	Total	15.967	156			

a Dependent Variable: Implementation of Donor Funded Agricultural Projects

b Predictors: (Constant), Monitoring Planning

c Predictors: (Constant), Monitoring Planning, Project Environment

d Predictors: (Constant), Monitoring Planning, Project Environment, Monitoring Planning * Project Environment

Table 7 presents the ANOVA results for three models involving monitoring planning, project environment, and their interaction in influencing project implementation. In Model 1, the regression of monitoring planning on project implementation was statistically significant ($F = 70.985$, $p = 0.000$). Model 2, which introduced the project environment as an additional predictor, showed a significant increase in explanatory power ($F = 64.066$, $p = 0.000$). Model 3, incorporating the interaction between monitoring planning and the project environment, continued to demonstrate statistical significance ($F = 52.969$, $p = 0.000$). These results reinforce the importance of both monitoring planning and the project environment in shaping project outcomes, with their combined effect being a crucial factor in project success.

Table 8: Model Coefficients (Monitoring Planning, Project Environment and Project Implementation)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.389	0.143		16.752	0.000
	Monitoring Planning	0.308	0.037	0.56	8.425	0.000
2	(Constant)	2.026	0.14		14.457	0.000
	Monitoring Planning	0.122	0.044	0.223	2.776	0.006
	Project Environment	0.268	0.043	0.504	6.286	0.000
3	(Constant)	1.93	0.135		14.271	0.000
	Monitoring Planning	0.146	0.042	0.266	3.449	0.001
	Project Environment	0.2	0.044	0.377	4.583	0.000
	Monitoring Planning * Project Environment	0.028	0.007	0.257	4.154	0.000

a Dependent Variable: Implementation of Donor Funded Agricultural Projects

Table 8 displays the coefficients for the three models assessing the relationship between monitoring planning, project environment, and their interaction in influencing the implementation of donor-funded agricultural projects. In Model 1, the constant (2.389) represents the expected implementation score when monitoring planning is zero, and the coefficient for monitoring planning (0.308) indicates the change in the dependent variable for a one-unit change in monitoring planning. This model demonstrates a significant positive relationship between monitoring planning and project implementation ($t = 8.425$, $p = 0.000$). Model 2 introduces the project environment as an additional predictor. The constant (2.026) now represents the expected implementation score when both monitoring planning and the project environment are zero. The coefficient for monitoring planning (0.122) signifies the change in the dependent variable for a one-unit change in monitoring planning, holding the project environment constant. The coefficient for the project

environment (0.268) indicates the change in the dependent variable for a one-unit change in the project environment, while monitoring planning is held constant. Both monitoring planning (t = 2.776, p = 0.006) and the project environment (t = 6.286, p = 0.000) have significant positive effects on project implementation.

Model 3 includes the interaction between monitoring planning and the project environment. The constant (1.93) represents the expected implementation score when monitoring planning, the project environment, and their interaction are all zero. The coefficients for monitoring planning (0.146), the project environment (0.2), and the interaction term (0.028) indicate the change in the dependent variable for a one-unit change in each respective variable. Monitoring planning (t = 3.449, p = 0.001), the project environment (t = 4.583, p = 0.000), and the interaction term (t = 4.154, p = 0.000) all have significant positive effects on project implementation. To test the hypothesis H_{02}, which suggests no significant moderating effect of the project environment on the relationship between monitoring planning and the implementation of donor-funded agricultural projects, the interaction term in Model 3 is crucial. Since the interaction term has a significant positive coefficient, it indicates that the project environment moderates the relationship between monitoring planning and project implementation. Consequently, we reject the null hypothesis (H02), concluding that the project environment does have a significant moderating effect on the relationship between monitoring planning and the implementation of donor-funded agricultural projects.

The findings aligns well with the literature on monitoring planning and project implementation which emphasizes the critical role of planning in project success. Wambugu (2013) highlights the importance of project planning in achieving timely completion and meeting stakeholders' expectations, while Baldwin and Bordoli (2014) highlight the common objectives of project planning, including realistic scheduling and cost estimation. Dvir et al. (2003) and Dvir & Lechler (2004) emphasize the correlation between effective project planning and stakeholder satisfaction, underscoring the importance of clear specifications and successful implementation procedures. Moreover, Baldwin and Bordoli (2014) delineate the numerous benefits of effective project planning, ranging from resource forecasting to team coordination. These findings collectively reinforce the significance of monitoring planning and its integration with the project environment, as highlighted by Omolloh et al. (2023), Agostino et al. (2023), and Simiyu (2018), in shaping the implementation and sustainability of donor-funded agricultural projects. Overall, the collaboration between empirical evidence and theoretical insights underscores the intricate relationship between monitoring planning, project environment, and project success in the context of donor-funded agricultural initiatives in Kenya.

5.0 CONCLUSION OF THE STUDY

The study aimed to investigate the influence of monitoring planning on the implementation of donor-funded agricultural projects in Kenya and to assess the moderating effect of the project

environment on the relationship between monitoring planning and implementation. Regarding H_{01}, the results strongly reject the null hypothesis. The statistical analysis demonstrated a significant positive relationship between monitoring planning and the implementation of donor-funded agricultural projects. The regression analysis revealed that monitoring planning explained 31.4% of the variability in project implementation outcomes. This suggests that proper monitoring planning plays a crucial role in enhancing project transparency, accountability, and overall effectiveness. Concerning H_{02}, the results indicated a significant moderating effect of the project environment on the relationship between monitoring planning and project implementation. The interaction term in the model demonstrated that the project environment influences how monitoring planning contributes to project success. This highlights the importance of considering contextual factors and adapting monitoring planning strategies to specific project environments for optimal outcomes. Therefore, the study provides evidence that monitoring planning significantly influences the implementation of donor-funded agricultural projects in Kenya. Additionally, the project environment serves as a critical moderator, shaping the impact of monitoring planning on project implementation. These findings have practical implications for project managers and organizations involved in donor-funded agricultural projects, emphasizing the need for tailored monitoring planning strategies aligned with the specific project context for enhanced project outcomes.

6.0 RECOMMENDATIONS

Based on the study's findings, several recommendations can be made to enhance the effectiveness of monitoring planning in donor-funded agricultural projects in Kenya. Firstly, organizations and project managers should prioritize the development and implementation of comprehensive monitoring plans, considering factors such as pre-planning, adherence to schedules, training of employees, and the use of project management software. This will contribute significantly to project transparency, accountability, and overall success. Secondly, recognizing the moderating role of the project environment, project managers should conduct thorough environmental assessments to understand context and adapt monitoring planning strategies accordingly. Tailoring monitoring plans to specific project environments will improve their relevance and impact. Lastly, stakeholders involved in donor-funded agricultural projects should collaborate to establish industry-wide standards and best practices for monitoring planning, fostering a shared understanding of effective strategies that can be universally applied to ensure successful project implementation.

REFERENCES

Agostino, J. K., Kyalo, D. N., & Mulwa, A. S. (2023). Effect Of Project Environment Enablers on The Link Between M&E Tools and Sustainability of Community Agricultural Projects

Supported by Caritas in Meru County, Kenya. *African Journal of Emerging Issues*, *5*(3), 81-94.

Ahsan, K., & Gunawan, I. (2010). Analysis of cost and schedule performance of international development projects. *International journal of project management*, *28*(1), 68-78.

AlNasseri, H. A. (2015). Understanding applications of project planning and scheduling in construction projects.

Anne, V., & Paul, S. N. A. (2019). Influence of Stakeholder Involvement on the Successful Implementation of Projects at Kenya Railways Corporation in Kenya. *Journal of Entrepreneurship and Project Management*, *4*(1), 52-77.

Baldwin, A., & Bordoli, D. (2014). *Handbook for construction planning and scheduling*. John Wiley & Sons.

Chaplowe, S. G. (2008). Monitoring and evaluation planning. *American Red Cross/CRS M&E Module Series, American Red Cross and Catholic Relief Services (CRS), Washington, DC and Baltimore, MD*.

Crawford, L. & Nahmias, A. (2010). Competencies for managing change. *International Journal of Project Management,* vol. 28, no. 4, pp. 405-412.

De Lisle, J. (2015). The promise and reality of formative assessment practice in a continuous assessment scheme: The case of Trinidad and Tobago. *Assessment in Education: Principles, Policy & Practice*, *22*(1), 79-103.

Dianjaya, A. R., & Mukti, T. A. (2022). Analyze Performance of FAO during 2017-2020 Focusing on the Borno States. *International Journal of Multicultural and Multireligious Understanding*, *9*(10), 78-90.

Dobi, B. A. (2012). *Factors influencing adoption of monitoring and evaluation system for project management among NGOs in Rarieda District, Siaya county, Kenya* (Doctoral dissertation, University of Nairobi).

Dvir, D., & Lechler, T. (2004). Plans are nothing, changing plans is everything: the impact of changes on project success. *Research policy*, *33*(1), 1-15.

Dvir, D., Raz, T., & Shenhar, A. J. (2003). An empirical analysis of the relationship between project planning and project success. *International journal of project management*, *21*(2), 89-95.

Flaherty, K., Murithi, F., Mulinge, W., & Njuguna, E. (2019). Kenya-recent developments in public agricultural research. *Gates Open Res*, *3*(813), 813.

Jaszczolt, K. M. (2010). Situated temporal reference: A case for compositional pragmatics? *Journal of Pragmatics*, *42*(11), 2898-2909.

Kamau, C. G., & Mohamed, H. B. (2015). Efficacy of monitoring and evaluation function in achieving project success in Kenya: a conceptual framework.

Kiura, H. M. (2017). *Influence of Monitoring and Evaluation Strategies on the Implementation of Ng-cdf Projects: a Case of Ngariama Njukiini Water Project Gichugu Constituency Kirinyaga County* (Doctoral dissertation, University of Nairobi).

Koffi-Tessio, B. (2002). Efficacy and efficiency of monitoring-evaluation (MES) for projects financed by the Bank Group. *African development bank group*.

Koskela, L. J., & Howell, G. (2002). The underlying theory of project management is obsolete. In *Proceedings of the PMI research conference* (pp. 293-302). PMI.

Mantel, S. J., Meredith, J. R., & Shafer, S. M. (2010). *Project management in practice*. Wiley Global Education.

Ministry of Agriculture report (2011)

Musau, J. K. (2020). *Project Management Practices Influence levels on Successful Implementation of Borehole Water Projects in Makueni County, Kenya* (Doctoral dissertation, JKUAT-COHRED).

Mwangi, C. I., & Ngugi, K. (2014). Determinant of Regulations on Growth of Electricity Projects in Kenya: A Case Study of Rural Electrification Authority. *European Journal of Business Management*, *1*(11), 336-352.

Nabulu, L. O. (2015). *Factors influencing performance of monitoring and evaluation of government projects in Kenya: A case of constituency development fund projects in Narok East Sub-County, Kenya* (Doctoral dissertation, University of Nairobi).

Natnael, G. G. (2019). *The Role Of Monitoring And Evaluation In Horticultural Research Projects On Their Effectiveness In The Case Of Debre Birhan Agricultural Research Center (DBARC)* (Doctoral dissertation).

Ndonye, H. N. (2022). *Project Design Activities, Regulatory Environment and Performance of Community Based Conservation Projects in Kenya: a Case of Laikipia Region Conservancies* (Doctoral dissertation, University of Nairobi).

Omolloh, J., Were, S., & Muchelule, Y. (2023). Time Management and Performance of County Referral Hospitals in Kenya; The Moderating Role of Stakeholder Participation. *International Journal of Management and Business Research*, *5*(1), 444-457.

Omunga, L., & Gitau, R. (2019). Influence of monitoring and evaluation on performance of building construction projects in Nairobi City County, Kenya. *The Strategic Journal of Business & Change Management*, *6*(4), 480-496.

Oxford Business Group. (2021). *The Report: Abu Dhabi 2021*. Oxford Business Group.

Puthamont, G. C. S., & Charoenngam, C. (2007). Strategic project selection in public sector: Construction projects of the Ministry of Defence in Thailand. *International journal of project management*, *25*(2), 178-188.

Quail, S. E. (2020). *Climate Smart Agriculture to Constrain Deforestation, Land-Cover Change Modeling, and Leakage: Analyzing Tradeoffs and Synergies at a REDD+ Pilot Project in Kilosa District, Tanzania* (Doctoral dissertation, University of Florida).

Shadrack, J. (2020). *Effect of Performance of Microenterprises Supported by 410 Bridge International on Well-being of Households in Makueni County, Kenya* (Doctoral dissertation, University of Nairobi).

Simiyu, N. R. (2018). *Project management practices and performance of agricultural projects by community-based organizations in Bungoma county, Kenya* (Doctoral dissertation, Doctoral dissertation, Doctoral Thesis, Kenyatta University, Nairobi, Kenya).

Steensland, A. (2022). 2022 Global Agricultural Productivity Report: Troublesome Trends and System Shocks. *Global Agricultural Productivity Report*.

Vater, A., Schröder-Abé, M., Ritter, K., Renneberg, B., Schulze, L., Bosson, J. K., & Roepke, S. (2013). The Narcissistic Personality Inventory: a useful tool for assessing pathological narcissism? Evidence from patients with Narcissistic Personality Disorder. *Journal of Personality Assessment*, *95*(3), 301-308.

Wambugu, D. M. (2013). Determinant of successful completion of rural electrification projects in Kenya: A case study of Rural Electrification Authority. *International Journal of Social Sciences and Entrepreneurship.* Vol.1, Issue 2, 2013, 1 (2), pp.549-560

World Bank. (2013). *The world bank annual report 2013*. The World Bank.