

Monitoring and Evaluation Systems and Performance of Refugees Programmes in the United Nations High Commission for Refugees Nairobi, Kenya

^{1*}Phidel Hazel Arunga, ²Dr. Millicent Mboya

^{1*}Masters Student, Jomo Kenyatta University of Agriculture and Technology

²Lecturer, Jomo Kenyatta University of Agriculture and Technology

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Abstract

This purpose of this study is to examine the influence of monitoring and evaluation on programme performance in the United Nations High Commissioner for Refugees Support Office, Nairobi. The study is based on two specific objectives namely; to examine the effect of monitoring and evaluation plan on programmes in UNHCR Support Office, Nairobi and to establish the effect of training on programmes in UNHCR Support Office, Nairobi. The study is anchored on the following theories; Theory of change, Behavioral learning theory. The study adopted descriptive design and targeted 50 staff members working at the UNHCR Support Office, Nairobi. The study used census approach to sample the population and adopted a questionnaire for primary data collection. The study conducted a pilot study using five respondents to pretest the research questionnaire for validity and reliability upon which necessary amendments were made on the instrument before final data collection process. The final data collection involved administration of the questionnaire through a drop and pick later method and respondents allowed two weeks before picking of the questionnaires. Data analysis involved both qualitative and quantitative analysis. Regression analysis was also carried out to establish the extent of the relationship between the independent and dependent variables of the study. Analysed data was thereafter presented using tables. The study concludes that monitoring and evaluation plan has a positive and significant effect on programme performance in UNHCR Nairobi, Kenya. In addition, the study concludes that training has a positive and significant effect on programme performance in UNHCR Nairobi, Kenya. Based on the findings, the study recommends that UNHCR in Kenya should implement a real-time digital data collection and analysis system integrated with mobile-based tools. This would enable continuous tracking of key performance indicators, timely identification of implementation challenges, and evidence-based decision-making. In addition, the study recommends that UNHCR in Kenya should implement regular, needs-based capacity-building training for staff and implementing partners, focusing on practical skills such as results-based management, data analysis, and protection principles.

Keywords: *Monitoring and Evaluation Systems, Training, Monitoring and Evaluation Plan*

BACKGROUND OF THE STUDY

Monitoring and evaluation systems play salient role in the overall planning and execution of a project by providing valuable information on the outcomes, impacts, and progress of a specific programme (Mbogo, 2022). Furthermore, monitoring and evaluation can provide information on evidence-based planning and policy for sustainability as claimed by Meyer (2020). Chaudhri, CDC, and Miller (2022) define monitoring as the deliberate evaluation of the direction in which a program's operations are going as well as the gathering of data on various activities that are being carried out. Monitoring efforts should (though seldom do) contribute to evaluation. Conversely, evaluation is the process of determining the value or merit of a certain program, providing the basis for determining whether the program needs to be changed or discontinued (Mbogo, 2022). Institutions therefore, may ensure that all of their programs are in line with the needs of the stakeholders by using M&E as valuable learning tools (Oluleye, 2020).

Global challenges such as an increase in terrorism, territorial disputes, political trends and heightened conflicts like the one happening in the Middle East, Somalia, Ethiopia, Mali, Congo DRC etc. has created a crisis in humanitarian response to the United High Commission for Refugees (UNHCR) to offer humanitarian aid (Capgemini Consulting, 2021). While conflicts and natural disasters have occurred for a long time, media coverage of these events has never increased awareness of the extent of the destruction caused by a disaster more than it has in the twenty-first century (Reeve & Paperboy, 2021). One of the most prominent challenges that humanitarian relief groups, such as non-governmental organizations (NGOs), deal with is how to measure the impact of aid during a disaster (Thomas & Kopczak, 2022). This problem becomes more apparent when relief organizations try to evaluate the outcomes in order to enhance their catastrophe response procedures.

Karlsson and Eriksson (2020) posit that while expanding emergency response capabilities is commendable, it is accompanied by a number of obstacles and challenges, such as guaranteeing donor accountability for donated funds, preparing personnel for crisis management, and coordinating communication, security, and assistance in a timely manner. Within a project's management cycle, there is a thin line separating monitoring and evaluation, yet both are essential to the project's sustainability and rely on one another (UNDP, 2021). Monitoring is the process of routinely tracking key project implementation components, such as funding use, reporting, record keeping, and outcomes evaluation, to guarantee that the project is carried out effectively and in line with the plan. However, evaluation is a methodical and precise process used to review ongoing initiatives in order to meet the goals that are critical to their advancement (Gooding et al., 2020). M&E should offer thorough and pertinent data to assist with decision-making in general.

According to Crawford and Bryce (2020), a lot of development and humanitarian organizations now prioritize monitoring and evaluation (M&E). To appropriately and effectively evaluate the progress and program impact on development matters, recent advancements have been achieved in measurement methodologies, indicators and targets, performance monitoring, and managing for results (impact). Williams (2022), as referenced by Rogers (2020), states that monitoring gives management and the primary stakeholders a sense of how far along the intervention is in achieving the desired outcomes and how well funds are being used. Since monitoring offers crucial inputs for assessment, it is included in the total.

M&E is a methodical, continuous process that include gathering, evaluating, and applying data to support decision-making, enhance accountability, and improve program execution (Patton, 2023). It gives organizations a way to gauge the effectiveness, results, and impact of initiatives,

enabling them to draw lessons from past mistakes and modify their plans in light of new information (Bamberger et al., 2022). Effective M&E is essential in the context of humanitarian organizations to guarantee that resources are used as efficiently as possible, that interventions are tailored to the requirements of the community, and that organizational performance is continuously enhanced.

Bbosa et al.(2023) suggest that achieving the intended outcomes requires the proper functioning and efficiency of twelve basic components in Monitoring and Evaluation Systems (The M&E components consist of the following: partnerships for planning, coordinating, and managing the M&E system; organizational structures with M&E functions; human capacity for M&E; M&E frameworks/logical frameworks; M&E work plan and expenses; Evaluation and research, advocacy and culture for M&E, baseline surveys and surveillance, regular program monitoring, national and subnational databases, supportive supervision and data auditing, and data dissemination and usage are all included in this list (Kusek & Rist, 2023). Any slack in one or all of these components always causes program and project management to stall out. Systems for monitoring and evaluating programs and initiatives offer crucial input on their development.

According to Mbogo (2022), M&E practices are intended to assist in screening, measuring, and evaluating project outcomes against planned or stated aims. These procedures are a thorough process that directs a project from monitoring, recording, and data analysis to comparisons that are in line with the projects' stated aims and objectives (Kerzner, 2022). M&E practices are crucial for promoting communication and introspection during project execution, which needs to be planned and overseen at every stage of the project's life cycle (Nyonje et al., 2023).

The main objective of implementing Monitoring and Evaluation (M&E) systems within businesses is to enhance the management and oversight of outputs, outcomes, and impacts. These platforms play a major role in the evaluation of the performance of several initiatives undertaken by a variety of organizations, including government agencies, corporate sectors, international organizations, and non-governmental organizations (NGOs). They are essential in establishing connections between historical data, ongoing projects, and future strategies to ensure ongoing learning and development (Smith, 2021).

Statement of the Problem

Kaula (2020) posits that progressive projects rely on M&E to assess project performance in relation to objectives and targets. Effective management, oversight, and assessment greatly enhance project performance. Limitations in the application of M&E as a part of the project management cycle may lead to poor project performance. The performance of development projects has improved with the introduction of new tools, techniques and developments in project monitoring and assessment methodology. According to UNHCR (2022) Support Office, Nairobi is still with weak evidence-based operational design and implementation through less improved, comparable, and accessible data, and M&E systems. At present too, there is no dedicated staff in place at country level to plan and technically support implementation of M&E activities, yet, country operations are expected to establish and implement effective and robust M&E systems, including evaluations that inform operational interim and multi-year strategic planning, accountability, learning and advocacy to deal with humanitarian crisis.

A study by Ika et al. (2019) shows that data gathered at the grassroots level is crucial for informing evidence-based M&E plans and for influencing actions at the macro level. A report released in 2019 by United States Agency for International Development (USAID), the baseline provides a framework for analyzing how gender-based violence affects health, intergenerational dynamics, and demographic consequences. UNHCR data (2024) stated that, UNHCR Support

Office, Nairobi lacks adequate funding that affects overall programme performance. With an estimated total budget appeal of \$172, 000,000, the agency received only \$ 43, 221,363 (25%) with a remaining deficit of \$ 130,978,637

Literature further indicates that inadequate funding is among the major contributors to projects' inability to meet deadlines, which accounts for 32% of all project failures. Gaibo and Mbugua on their study found that the implementation of infrastructure projects was unaffected by M&E planning, management involvement and technical M&E knowledge. Similarly, Kihuha (2018) found that low staff awareness on M & E planning process, lack of control mechanisms to keep track of project progress, lack of utilization of M & E to support decision making during project implementation, lack of developed comprehensive strategic operational plans for regular monitoring and evaluation affected project performance.

Lack of effective M&E plans, trained personnel, robust data storage and management and baseline survey to understand the nature of the programme to be undertaken, may significantly affect the project's success (Gaibo & Mbugua, 2019). Improving employee performance is the primary objective of any organization, yet, this cannot be achieved without appropriate learning and development programs to close the skills, knowledge, and attitude gaps (Asfaw et al., 2020). While M&E is concerned with continuous collection of project data on the activities regarding the process and the use of financial, human, and material resources, the quality of the data on the project must be sufficient, dependable, accurate, valid, and acceptable (Gudda, 2020). According to Estrella and Gaventa (1998), a baseline survey help in determining the current state of affairs before the initiative is implemented. In order to identify pre-project circumstances against which future changes within a target population can be measured, baseline surveys gather data before a project begins. Owing to the above studies, this study therefore, examined the influence of monitoring and evaluation systems on programme performance in the United Nations High Commissioner for Refugees Support Office, Nairobi.

General Objective

The general objective of this study is to examine the effect of monitoring and evaluation systems on programme performance in UNHCR Nairobi, Kenya

Specific Objectives

The specific objectives of this study include;

- i. To examine the effect of monitoring and evaluation plan on performance of refugee programmes in UNHCR Nairobi, Kenya
- ii. To establish the effect of training on performance of refugee programmes in UNHCR Nairobi, Kenya

LITERATURE REVIEW

Theoretical Review

Theory of Change

The theory of change (ToC) was first presented by Carol Weiss in (1990) TC focuses on explaining how and what approaches a project employs to be effective, in addition to producing knowledge about whether or not a project is effective (Gaibo & Mbugua, 2019). The theory of change offers a blueprint for how a project should operate. Stated differently, TC offers a roadmap outlining the intended destination of the project. While communications aid in arriving at the destination by facilitating change, monitoring and evaluation test and improve the road map. Furthermore, the argument that the intervention is having an impact is supported by the theory of change (Naeem et al, 2020).

According to this theory, project personnel and evaluators will be able to track and measure the intended outcomes and compare them to the initial theory of change by knowing what the project is attempting to achieve, how, and why (Okafor, 2021). However, given that project success is far more complicated, this approach is not very effective (Hubert & Mulyungi, 2020). Understanding success entails more than just knowing "what works." Past experiences have demonstrated that merely replicating or magnifying an intervention is rarely effective (Rumenya & Kisimbi's, 2020).

Getting enough knowledge and understanding to be able to predict, with some degree of confidence, how a project and set of activities might work in a different situation, or how it needs to be adjusted to get similar or better results, thereby influencing project performance, is an important task for monitoring and evaluation (Odindo, 2023).

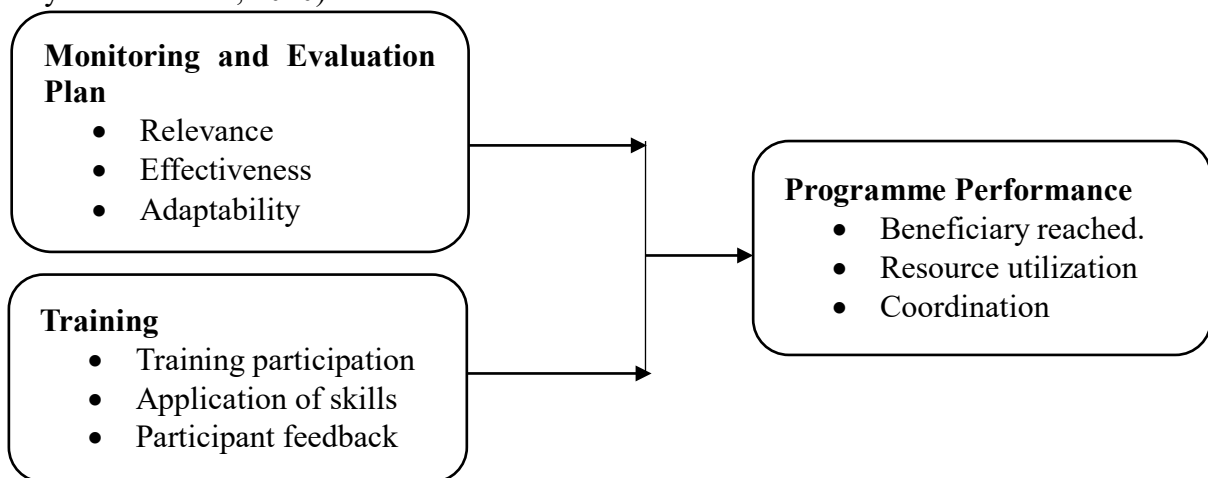
Behavioral Learning Theory

Behavioral learning theory (BLT) was developed by psychologists J.B. Watson and Ivan Pavlov in (1913). The theory states that all behaviors are acquired through conditioning and focused on observable behavior rather than internal mental states. However, Achackzai (2024) further expanded on Watson's work and developed operant conditioning, where behavior is shaped and maintained by its consequences (rewards and punishments). Flegl, Depoo, and Alcázar (2022) emphasized reinforcement and punishment as key factors in behavior modification (Bbosa et al, 2023).

BLT is relevant to this study since it provides a foundation for designing, implementing, and evaluating interventions aimed at modifying behavior, which is a central goal in many M&E frameworks, especially in sectors like education, health, and social behavior change (Achackzai, 2024).

Conceptual Framework

A conceptual framework (CF) is a research model that is used by the researcher to show the relationship between interconnected elements and factors that aid in problem solving in the real world. CF serves as the last lense through which to see a problem's deductive solution (Odindo, 2023). CF is also defined as an analytical model, map, structure, or arrangement of concepts that is used to represent and explain complex ideas, phenomena, or system in a simplified way (Rumenya & Kisimbi's, 2020).



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Monitoring and Evaluation Plan

Ivan (2019) observes that for monitoring and evaluating (M&E) techniques assist in addressing the problem of assessing project success and performance. M&E is now required for all projects undertaken by organizations. Without an M&E structure in place, no organization undertaking development objectives would move forward at all (Okafor, 2021). According to the World Bank (2022), monitoring is the ongoing evaluation of a project or program in respect to the predetermined implementation schedule.

According to Odindo (2023) monitoring is seen as a process that both gives information and guarantees that management uses it to evaluate the impact and deliberate and inadvertent impacts of projects. Its goal is to ascertain whether or not the desired results have been attained. In order to analyze the trends in the impacts and impact of the project, evaluation makes use of the data and information produced by the monitoring system (Rumenya & Kisimbi's, 2020). It is important to keep in mind that monitoring data may occasionally show a notable divergence from project expectations. In such situations, an assessment to look into the underlying presumptions and assumptions of the project design may be necessary (Crawford & Bryce, 2015).

According to Hubert and Mulyungi (2020), evaluation is a process that aims to ascertain the relevance, effectiveness, efficiency, sustainability, and impact of activities in relation to a project or program's performance in a methodical and objective manner. It primarily focuses on analyzing the progress made towards the achievement of the stated objectives. Evaluation is typically not prioritized in projects because monitoring is usually the main focus (Okafor, 2021). Evaluation serves a number of purposes, including helping to assess the extent to which the objectives have been met, figuring out and identifying the issues related to program planning and execution, and, finally, producing data that enables cumulative learning, which in turn helps to create better programs, better management, and a more accurate assessment of their effectiveness.

According to Naeem et al. (2020), evaluation helps in the reformulation of goals, guidelines, and tactics in projects and programs. It should be mentioned that assessment has occasionally been utilized to address non-programme problems that have an impact on various donors. For example, two groups engaged in different but related land management programs can evaluate the program as a whole to see how much they can work together (Gaibo & Mbugua (2019). According to Shapiro (2019), evaluation can therefore be understood as a procedure that establishes the viability of programs and initiatives and aids in decisions on the allocation of additional resources.

Training

Training is the process of improving a person's skills, knowledge, exposure, and talents (Afsana et al., 2022). According to Aljhany and Hmdan (2020), practices such as assessing training results, determining employees' requirements, offering equal training opportunities, and making resources available to staff members will assist them in staying informed about policy. Carliner (2022) asserts that training initiatives alone might not close the performance gap; instead, they must address pertinent goals and the difference between intended and actual performance.

According to Ole Kinisa & Gipson (2019), training is a sign of improved employee abilities, perspectives, and knowledge, all of which lead to more productive work output. One of the most important facets of HRM is training, which is essential to both employee development and company success. Itika (2022) states that "training is a learning experience that aims to achieve a relatively permanent change in an individual's knowledge, abilities, attitudes, or social

behaviors." This indicates that in order for a person to be effective in completing both current and upcoming duties and jobs, it is necessary to enhance their abilities and knowledge.

Improving employee performance is the primary objective of any organization, yet, this cannot be achieved without appropriate learning and development programs to close the skills, knowledge, and attitude gaps (Asfaw et al., 2022). Employees feel safe and comfortable in companies where HR policies are implemented, and more significantly, employee performance is improved (Yimam, 2022). Anitha and Kumar (2021) consider training as a holistic tool that integrates employees' learning of knowledge, skills, and attitudes to enable them to perform their jobs well. Abu Daqar and Constantinovits (2021) have shown that training is a vital and crucial instrument for enhancing employee performance and augmenting an organization's total worth.

Mpofu et al. (2019) argue that an organization is technically good as dead if its members lack the necessary skills and qualifications. The technical team's capacity for conducting evaluations, the importance of human resources' involvement in the policymaking process, and their drive to influence decisions can all have a significant impact on how M&E lessons are understood, shared, and acted upon. Practical M&E training is essential to staff capacity building as it facilitates the management and interaction of M&E systems. Therefore, educating the team about the connections between the project theory of change, the results framework, and related indicators is the first step in M&E training (CPWF, 2021). Nonetheless, to guarantee learning, training should be practical in nature (CPWF, 2023).

Human ability combined with the right education and experience is essential to producing M&E success. Any organization's potential is limited by its human resource capabilities; in other words, if it lacks the right personnel with the appropriate training, it is effectively doomed. The World Bank (2019) states that having an efficient M&E human resource capacity in terms of both quantity and quality is necessary. Since M&E is a relatively new profession, it has complications producing outcomes effectively. Therefore, this calls for a high demand for technical guidance, training course coordination, capacity building for M&E systems, and qualified personnel (Gorgens & Kusek, 2022). A variety of activities are required for M&E human capacity building, including as formal training, in-service training, mentorship, coaching, and internships.

Empirical Review

Monitoring and Evaluation Plan and Programme Performance

Gaibo and Mbugua (2019) carried out research on the impact of monitoring and evaluation plans on the execution of county government infrastructure development projects in Marsabit County, Kenya. The study adopted a descriptive cross-sectional design and targeted a sample of 165 personnel drawn from the county government. The study used questionnaires to gather primary data. The results showed that there was no relationship between management engagement, M&E planning, baseline survey results, and technical M&E expertise and project implementation. Based on the results, it was determined that M&E baseline surveys had no effect on the implementation of infrastructure projects. The study also found that the implementation of infrastructure projects was unaffected by M&E planning. The results showed no connection between the development project implementation and the M&E planning.

Naeem, Khanzada, Mubashir, and Sohail (2020) conducted research on the effect of monitoring and evaluation planning on project implementation in Pakistan. A questionnaire was used to collect data from one hundred project managers. Regression and correlation analysis were used to examine the relationship between M&E planning has shown to be successful. The study's

findings show that while the predictor has a non-significant effect on the response variable, it has a significant impact on both.

Okafor (2021) evaluated the influence of monitoring and evaluation system on the performance of Reading and Numeracy Activities (RANA) Project in Katsina State, Nigeria. The performance of the RANA project was evaluated in relation to the monitoring and evaluation plans, skills, and M&E information management systems. The realistic evaluation theory and the theory of change served as the study's guiding principles. Due to the small number of employees, the study used a descriptive survey research approach and focused on all 32 employees working on the RANA Project. The findings demonstrated that, as a management role, monitoring and evaluation do have an impact on project performance.

Hubert and Mulyungi (2020) examined the impact of monitoring and evaluation planning on project implementation in Rwanda. 72 NGOs in the Gasabo region of Kigali were the study's target group, and a descriptive research methodology was used. There were two responders allocated to each NGO (a financial manager and a mechatronics professional), for a total of 144 responses. The data were analyzed using correlation analyses and explanatory statistics. The Spearman correlation coefficient indicates a strong positive link of the planning and implementation of M&E projects.

Rumenya and Kisimbi's (2020) study examined the impact of monitoring and evaluation planning on project implementation in non-governmental organizations. Program personnel, managers, and monitoring and evaluation staff from 22 registered NGOs that collaborate with Mombasa County's Department of Education were included in the study. Through the completion of an online questionnaire, participants self-selected to be included in the study sample. The results show a high and positive correlation between organizational planning for M&E and project completion.

Odindo (2023) evaluated the influence of M&E planning on project implementation at the National Lands Commission in Nairobi City County, Kenya. The study used a descriptive design with a target population of 66 respondents comprising six project managers and sixty members of the project team. Questionnaires were sent to these individuals in order to collect data for the research. Both qualitative and quantitative data from the study were analyzed using thematic analysis and descriptive statistics, respectively. The findings showed that M&E planning significantly and favorably impacted project implementation. The study found that while M&E allows you to learn from prior successes and failures as well as lessons acquired during project execution, M&E planning aids in helping you make decisions with clear objectives in mind and helps you concentrate on results that matter.

Training and Programme Performance

Achackzai (2024) examined how training initiatives affect staff performance and changes in learning behaviors at the Ministry of Education in Afghanistan's General Directorate of Planning and Evaluation Department. The study assessed how well training programs improve employee attitudes, knowledge, and abilities using a cross-sectional approach and primary and secondary data sources. Seventy-one respondents who completed digitally disseminated structured questionnaires were chosen by a purposive sample technique. In order to understand the results, descriptive statistics and percentage analysis were used in the data analysis, which was done using Microsoft Excel and SPSS. The findings show that employees have a favorable opinion of the advantages of training, which include increased output, job satisfaction, performance, and skill development. However, there are still areas that need to be prioritized, like lowering accident rates and encouraging innovation.

Flegl et al. (2022) examined how training initiatives affected the work output of 839 analysts in a public financial institution in Mexico. Over the course of the two-year study, descriptive statistics and ANOVA were used to assess the data. The findings show that a small amount of training combined with over 166 hours of training per year has little to no effect on performance. Actually, there was a negative correlation between an employee's performance and the amount of training they received.

Bbosa et al. (2023) investigated the impact of monitoring and evaluation (M&E) techniques on the operations of the Uganda Red Cross Society (URCS) in Eastern Uganda. The study used a mixed approach method to collect data involving surveys, interviews and focus group discussion. The study discovered a substantial correlation between URCS performance and M&E techniques, with efficient M&E techniques resulting in higher performance. In addition, the study also discovered that M&E systems and the capacity of human resources are significant determinants of URCS performance. The findings further revealed that URCS employs a range of monitoring and evaluation techniques, such as indicator manuals, costed workplans, logical frameworks, and monitoring and evaluation plans. Additionally, the study discovered that URCS has sufficient human resources for M&E, with employees who are competent and informed in M&E, indicating that it has sufficient human resource capacity for M&E. Furthermore, URCS has a better monitoring and evaluation system that includes explicit policies, processes, and a champion for monitoring and evaluation. The results suggest that by fortifying M&E system even further, URCS can enhance its performance. This entails making certain that staff members receive proper training in M&E, that M&E data is utilized to guide decision-making, and that M&E is integrated into every facet of the organization's operations.

RESEARCH METHODOLOGY

Research Design

A research design is the blueprint of how data for the study will be collected (Kothari, 2019). This study adopted a descriptive design. Descriptive design is preferred since it produces accurate results. Additionally, this design allows the researcher to collect data for a predetermined amount of time and analyze the findings while taking the current environment into account (McCombes, 2023). Moreover, the design is employed to characterize traits or occurrences connected to a particular population (Cooper & Schindler, 2019). The design is also applicable to this study since it portrays situations as they exist without manipulation of study constructs, which is the basis of this investigation (Kothari, 2019). Descriptive design also allows for collection of both quantitative and qualitative data hence suitable for the study.

Target Population

A target population is a group of individuals or objects in their entirety where a researcher would want to generalize the study findings (Kothari, 2019). The target population for this study involved all 50 staffs working in the UNHCR (refuge program) Support in Nairobi (UNHCR, 2023). These included representative, deputy representative, administration, finance, program, protection, information management, ICT, and risk monitoring staffs totaling to 50 members. Due to the small number of members constituting the target population, the researcher used a census approach. This method is preferred because it allows the inclusion of all members of a given target population. Census approach is suitable in this study because the population is small, and therefore, all the 50 staffs were considered for the study (Mugenda & Mugenda, 2019). A response of 42, which is an 84% response rate, was achieved.

Table 1: Target Population Distribution

Department	Number of Staff Members
Representative	1
Deputy Representative	1
Administration	15
Programme	20
Programme Technical	5
ICT	2
Information management	4
Risk Monitoring	2
Total	50

Data Collection Instrument

The study used questionnaire to collect primary data. A questionnaire is a research tool that collects data from a wide group of people (Bryman, 2019). The questionnaire had both structured and unstructured, open and closed ended set of questions. A five-point non-comparative Likert scale was used for the closed ended questions, with the intention of getting a representation of the varied responses/opinions (Brace, 2019). Questionnaires are preferred in this study because they permit collection of more data from a large group of individuals within a short duration of time. Equally, they are inexpensive, require less time and offer confidentiality and anonymity of those involved (Cooper & Schindler, 2019).

Pilot Study

According to Gitman (2019) it is necessary to conduct a pilot study to determine the reliability and of the research instrument. A pilot study is defined as a preliminary study that is conducted to pretest the instrument for its reliability and validity of the questionnaire items (Creswell, & Plano, 2019). Creswell (2019) suggest that piloting improves the reliability and integrity of the data that is gathered. The study used five questionnaires (10%) of the target population in the pilot study. Lancaster et al. (2019) recommend that the sample size for high precision pilot studies should be between one to ten percent. Five respondents were chosen from UNHCR Support Office, Nairobi to take part in the pilot test. These respondents were not allowed to take part in the final study. The researcher administered the questionnaires in person and allowed them time to respond. During the pilot study, the research instruments' capacity to convey findings was assessed.

Data Analysis and Presentation

Data analysis involves the checking and verification of the data gathered to check for completeness, errors and some omissions that may occur during filling by the respondents (Dubey & Kothari, 2022). The data collected was screened for completeness and errors and then coded in the statistical package for social sciences (SPSS) software. Quantitative data was subjected to quantitative analysis whereas qualitative data was analyzed using thematic analysis. The quantitative data was analyzed using descriptive statistics to determine the trends through the mean and standard deviation with the aid of SPSS software. The qualitative analysis of the data was done through content analysis to quantify and analyze the presence, meanings and relationships of such certain words, themes, or concepts that shall be obtained from the data. Multiple linear regressions was carried out to examine the influence M&E systems of programme performance in UNHCR Support Office, Nairobi.

The study used the following linear regression model;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e_1$$

Where;

Y= Programme Performance

X₁= M&E Plans

X₂=Training

B₀= Constant

B₁, β₂, β₃, β₄=Regressions Coefficients

e₁ = error term

FINDINGS AND DISCUSSIONS

Descriptive Statistics Analysis

Monitoring and Evaluation Plan and Programme Performance

The first specific objective of the study was to examine the effect of monitoring and evaluation plan on programme performance in UNHCR Nairobi, Kenya. The respondents were requested to indicate their level of agreement on statements relating to monitoring and evaluation plan and programme performance in UNHCR Nairobi, Kenya. The results were as presented in Table 2.

From the results, the respondents agreed that the monitoring and evaluation plan is aligned with the program's objectives and expected outcomes (M=3.817, SD=0.781). In addition, the respondents agreed that the M&E plan effectively reflects the needs and priorities of the target beneficiaries and stakeholders (M=3.803, SD=0.519). Further, the respondents agreed that the M&E plan is effective in tracking the program's progress toward achieving its goals (M=3.767, SD=0.602).

From the results, the respondents agreed that the data collected through the M&E process is useful in identifying areas of improvement within the program (M=3.731, SD=0.900). In addition, the respondents agreed that the M&E plan is flexible enough to accommodate changes or adjustments to the program as it evolves (M=3.718, SD= 0.710). Further, the respondents agreed that the plan allows for adjustments based on the lessons learned during implementation or changes in the external environment (M=3.701, SD=0.847). The study results are supported by the findings of Naeem et al. (2020) who revealed that M&E planning significantly and favorably impacted project implementation. The study found that while M&E allows you to learn from prior successes and failures as well as lessons acquired during project execution, M&E planning aids in helping you make decisions with clear objectives in mind and helps you concentrate on results that matter

Table 2: Monitoring and Evaluation Plan and Programme Performance

	Mean	Std. Deviation
The monitoring and evaluation plan is aligned with the program's objectives and expected outcomes.	3.817	0.781
The M&E plan effectively reflects the needs and priorities of the target beneficiaries and stakeholders.	3.803	0.519
The M&E plan is effective in tracking the program's progress toward achieving its goals.	3.767	0.602
The data collected through the M&E process is useful in identifying areas of improvement within the program.	3.731	0.900
The M&E plan is flexible enough to accommodate changes or adjustments to the program as it evolves.	3.718	0.710
The plan allows for adjustments based on the lessons learned during implementation or changes in the external environment.	3.701	0.847

The respondents were also requested to indicate in their views how else monitoring and evaluation plan influences programme performance in UNHCR Nairobi, Kenya. From the results the respondents emphasized that systematic monitoring allows for real-time adjustments to activities, helping staff align interventions with set objectives and donor requirements. They noted that clear indicators within the M&E framework improve resource allocation by highlighting which areas require more attention or support. Moreover, regular evaluation creates a feedback loop that fosters evidence-based decision-making, enabling programmes to remain relevant to the dynamic needs of refugees and host communities. The results are in line with the findings of Naeem et al. (2020) who indicated that monitoring and evaluation plan enhances project performance.

Additionally, staff pointed out that M&E enhances collaboration, learning, and overall organizational efficiency. Through periodic assessments, teams can document best practices, share lessons learned, and reduce duplication of efforts across units. This contributes to continuous improvement and strengthens staff accountability by linking outputs directly to performance targets. Respondents further highlighted that the presence of a robust M&E plan helps to build trust with stakeholders—particularly donors, government agencies, and implementing partners—by demonstrating transparency and measurable impact.

Training and Programme Performance

The second specific objective of the study was to establish the effect of training on programme performance in UNHCR Nairobi, Kenya. The respondents were requested to indicate their level of agreement on the statements relating to training and programme performance in UNHCR Nairobi, Kenya. The results were as shown in Table 3

From the results, the respondents agreed that the program provides adequate opportunities for participants to engage and participate actively in the training (M=3.890, SD=0.663). In addition, the respondents agreed that participants are given sufficient time and resources to complete the training modules or sessions (M=3.862, SD=0.897). Further, the respondents agreed that the skills learned during the training are successfully applied to their work or daily activities (M=3.853, SD=0.554).

From the results, the respondents agreed that the training provides them with practical knowledge that can be implemented in their job (M=3.784, SD=0.633). In addition, the respondents agreed that the training sessions meets their expectations and addresses their learning needs (M=3.711, SD= 0.739). Further, the respondents agreed that the training is interactive and provides ample opportunities for feedback and clarification on key concepts (M=3.674, SD=0.818). The results are in line with the findings of Flegl et al. (2022) who established that employees have a favorable opinion of the advantages of training, which include increased output, job satisfaction, performance, and skill development. However, there are still areas that need to be prioritized, like lowering accident rates and encouraging innovation.

Table 3: Training and Programme Performance

	Mean	Std. Deviation
The program provides adequate opportunities for participants to engage and participate actively in the training.	3.890	0.663
Participants are given sufficient time and resources to complete the training modules or sessions.	3.862	0.897
The skills learned during the training are successfully applied to my	3.853	0.554

work or daily activities.		
The training provides me with practical knowledge that can be implemented in my job.	3.784	0.633
The training sessions meets my expectations and addresses my learning needs.	3.711	0.739
The training is interactive and provides ample opportunities for feedback and clarification on key concepts.	3.674	0.818
Aggregate	3.796	0.717

Further, the respondents were requested to indicate in their views how else monitoring and evaluation Training influences programme performance in UNHCR Nairobi, Kenya. From the results the respondents observed that monitoring and evaluation (M&E) training significantly improves programme performance in UNHCR Nairobi by equipping staff with the technical skills needed to collect, analyze, and interpret data effectively. They noted that training builds staff capacity to design appropriate indicators, apply standardized tools, and ensure data quality, which in turn enhances the accuracy of programme reporting. By improving staff competency, training reduces reliance on external consultants and promotes internal ownership of M&E processes, thereby increasing efficiency and sustainability. Respondents further emphasized that well-trained staff are better positioned to identify gaps, provide timely feedback, and integrate lessons learned into programme design and implementation.

In addition, respondents highlighted that M&E training fosters a culture of accountability and continuous improvement within UNHCR. Training enhances teamwork and cross-departmental collaboration by ensuring all staff have a shared understanding of performance standards and reporting requirements. It also strengthens communication with stakeholders, including donors and implementing partners, since trained staff can present results more clearly and convincingly. The findings conform to the findings of Achackzai (2024) who revealed that training enhances project performance.

Programme Performance

The respondents were requested to indicate their level of agreement on various statements relating to programme performance in UNHCR Nairobi, Kenya. The results were as presented in Table 4.

From the results, the respondents agreed that the program successfully reached the target number of beneficiaries as per the initial plan (M=3.819, SD=0.817). In addition, the respondents agreed that the program effectively addresses the needs of the beneficiaries, ensuring that they receive the intended support (M=3.800, SD=0.785). Further, the respondents agreed that the resources allocated for the program are used efficiently to achieve the desired outcomes (M=3.716, SD=0.863).

From the results, the respondents agreed that the program effectively monitors and tracks resource usage to avoid waste and ensure sustainability (M=3.702, SD=0.581). In addition, the respondents agreed that there is effective coordination between different stakeholders involved in the program (M=3.686, SD= 0.914). Further, the respondents agreed that the communication among team members and external partners is clear and timely, ensuring smooth implementation (M=3.677, SD=0.684).

Table 4: Programme Performance

	Mean	Std. Deviation
The program successfully reached the target number of beneficiaries	3.819	0.817

as per the initial plan.		
The program effectively addresses the needs of the beneficiaries, ensuring that they receive the intended support.	3.800	0.785
The resources allocated for the program are used efficiently to achieve the desired outcomes.	3.716	0.863
The program effectively monitors and tracks resource usage to avoid waste and ensure sustainability.	3.702	0.581
There is effective coordination between different stakeholders involved in the program	3.686	0.914
The communication among team members and external partners is clear and timely, ensuring smooth implementation.	3.677	0.684
Aggregate	3.733	0.774

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (monitoring and evaluation plan and training) and the dependent variable (programme performance in UNHCR Nairobi, Kenya) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients.

Table 5: Correlation Coefficients

		Programme Performance	Monitoring and Evaluation Plan	Training
Programme Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	42		
Monitoring and Evaluation Plan	Pearson Correlation	.844**	1	
	Sig. (2-tailed)	.001		
	N	42	42	
Training	Pearson Correlation	.871**	.177	1
	Sig. (2-tailed)	.000	.088	
	N	42	42	42

From the results, there was a very strong relationship between monitoring and evaluation plan and programme performance in UNHCR Nairobi, Kenya ($r = 0.844$, p value = 0.001). The relationship was significant since the p value 0.001 was less than 0.05 (significant level). The findings are in line with the findings of Naeem et al. (2020) who indicated that there is a very strong relationship between monitoring and evaluation plan and programme performance.

Moreover, the results revealed that there is a very strong relationship training and programme performance in UNHCR Nairobi, Kenya ($r = 0.871$, p value = 0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings conform to the findings of Achackzai (2024) that there is a very strong relationship between training and programme performance.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (monitoring and evaluation plan and training) and the dependent variable (programme performance in UNHCR Nairobi, Kenya)

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884	.781	.780	.10129

a. Predictors: (Constant), monitoring and evaluation plan, training

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.781. This implied that 78.1% of the variation in the dependent variable (programme performance in UNHCR Nairobi, Kenya) could be explained by independent variables (monitoring and evaluation plan, training).

Table 7: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	98.312	2	49.156	69.43	.000 ^b
1 Residual	27.631	39	.708		
Total	125.943	41			

a. Dependent Variable: programme performance in UNHCR Nairobi, Kenya

b. Predictors: (Constant), monitoring and evaluation plan, training

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 69.43 while the F critical was 3.238. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of monitoring and evaluation plan and training on programme performance in UNHCR Nairobi, Kenya.

Table 8: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	0.264	0.071		3.718	0.000
	monitoring and evaluation plan	0.368	0.096	0.367	3.833	0.001
	training	0.383	0.099	0.384	3.869	0.000

a. Dependent Variable: programme performance in UNHCR Nairobi, Kenya

The regression model was as follows:

$$Y = 0.264 + 0.368X_1 + 0.383X_2 + \varepsilon$$

According to the results, monitoring and evaluation plan has a significant effect on programme performance in UNHCR Nairobi, Kenya ($\beta_1=0.368$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the findings of Naeem, Khanzada, Mubashir, and Sohail (2020) who indicated that there is a very strong relationship between monitoring and evaluation plan and programme performance

The results also revealed that training has significant effect on programme performance in UNHCR Nairobi, Kenya, ($\beta_1=0.383$, p value= 0.000). The relationship was considered significant

since the p value 0.000 was less than the significant level of 0.05. The findings conform to the findings of Achackzai (2024) that there is a very strong relationship between training and programme performance

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The study concludes that monitoring and evaluation plan has a positive and significant effect on programme performance in UNHCR Nairobi, Kenya. Findings revealed that relevance, effectiveness and adaptability influences programme performance in UNHCR Nairobi, Kenya.

In addition, the study concludes that training has a positive and significant effect on programme performance in UNHCR Nairobi, Kenya. Findings revealed that training participation, application of skills and participant feedback influences programme performance in UNHCR Nairobi, Kenya.

Recommendations

The study recommends that UNHCR in Kenya should implement a real-time digital data collection and analysis system integrated with mobile-based tools. This would enable continuous tracking of key performance indicators, timely identification of implementation challenges, and evidence-based decision-making.

In addition, the study recommends that UNHCR in Kenya should implement regular, needs-based capacity-building training for staff and implementing partners, focusing on practical skills such as results-based management, data analysis, and protection principles.

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