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Project Initiation, Monitoring and Control on Performance of the Regional Pastoral Livelihoods Resilience Project, Kenya

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Abstract:
The performance of Regional Pastoral Livelihoods Resilience Project-Kenya is informed by how well the project management understands and manages the key project life cycle concept. Literature provides that over 40% of the projects fail to perform because of lack of poor conceptualization of the project life cycle concept. Thus, the link between project life cycle management and performance of RPLRP-Kenya was brought out in this inquiry. Specifically, the focus of the inquiry was on project initiation and project monitoring & control in relation to performance of RPLRP-Kenya. The accessible target population of the study were 289 National Project Coordinating Unit, County Coordinating Unit, Community leaders, representatives from the Ministry of Agriculture, Livestock & Fisheries, representatives from the ministry of National Treasury and beneficiaries of the RPLRP-Kenya which were the unit of analysis of the study. The study adopted stratified random sampling to select 165 respondents. The study gathered primary data using questionnaires and interviews. Reliability and validity of the instruments was determined through a pilot study. The analysis of the findings was conducted using descriptive statistics (means and standard deviations) and regression analysis. Before conducting regression analysis, the study conducted diagnostic tests that covered normality test, multicollinearity test and heteroscedasticity. Tabulation and visual aids helped in presenting the evidence of the inquiry. It was shown that project lifecycle management and performance are significantly interconnected. The inquiry came to the conclusion that project lifecycle management significantly shapes the ability of projects to perform. The study recommended that the policy makers in the ministry of Ministry of Agriculture, Livestock & Fisheries should formulate progressive policies that support M&E of other activities RPLRP-Kenya so as to enhance its performance.

Keywords: RPLRP-Kenya, heteroscedasticity, Livestock & Fisheries, Ministry of Agriculture

1 Introduction

1.1. Background of the Study

Not all well formulated projects end up being successful in terms of realization of the intended goals, satisfaction and acceptance by the end users and adherence to timelines, quality and cost budgetary provisions (Kerzner, 2017). Traditionally, project performance had largely been limited to three indicators of time, quality and costs. However, there are growing concerns with unresolved debate among researchers on whether performance of the project should be restricted to these measures. In whichever cases, failure of the project to meet these indicators of quality, cost and time will have a significant adverse effect on success and overall performance of the project. Poor quality standards in project may increase the project costs. Demirkesen and Ozorhon (2017) confirm that in United States, nonconformance to quality in construction costs result into 12% of the total project costs. Similarly, Oppong, Chan and Dansoh (2017) argue that failure to adhere to quality standards of the projects results into rework which push the overall costs of the project by 2-12 % of all the costs of the project.

The initiation phase helps in defining and determining the nature and scope of the project to be undertaken. This is an important phase of the project because when it is not well performed, the ability of the project to meet the expectations of the community will have been compromised (MacMillan, Loseto& Hoover, 2017). Furthermore, this initiation phase lays the foundation for the subsequent phases of the project that ultimately results into project success and performance. The initiation phase makes sure that the required technical specifications have been integrated within the project (Boeraeve, Dufrene, De-Vreese, Jacobs, Pipart, Turkelboom&Dendoncker, 2018). The initiation phase of the project helps in initiation of the stakeholders (both legitimate and the valid ones), with their respective powers towards the project success. Involving stakeholders at the project initiation phase reduces conflicts across the subsequent phases of the project and ultimately makes the project to be accepted by the final end users after closure (Flifel, Zakić&Tornjanski, 2017).

Project monitoring ensures that the planned activities are compared with the actual performance so as to determine progress and final performance of the project. On the other hand, evaluation of the process through which the real situation of the project is determined and it helps in determining whether the project is being operated as required or

not (Callistus& Clinton, 2016). Monitoring of the project activities has a direct and far-reaching effect on the final quality of the project and hence performance. It is important to appraise projects before and after they have been implemented. Callistus and Clinton (2018) argue that stakeholder involvement in this monitoring and evaluation phase of the project increase the chances of success and ultimate performance of the project. Involving stakeholders in the M&E stage ensure that challenges and hindrances faced by the project are well established. Monitoring ensures that stakeholders in the project received regular feedback on the progress attained (Gashaw, 2018). On the other hand, evaluation ensures that completed or ongoing activities in the project are ruinously and independently appraised so as to establish the degree which they are realizing the stated objectives of the project.

The objective of the RPLRP-Kenya is to ensure that the livelihood resilience of the pastoral and agro pastoral communities is enhanced. The RPLRP-Kenya was initiated with four key areas of intervention as including the management of the natural resources, enhancing accessibility to market and trade, supporting the overall livelihood of the pastoralists and managing exposure to risk by the pastoral communities. Apart from Kenya, RPLRP has other implementing countries including Ethiopia, Uganda and IGAD. The RPLRP-Kenya covers fourteen Arid and Semi-Arid counties indicated on appendix IV (The Ministry of Agriculture, Livestock & Fisheries, 2019). RPLRP-Kenya has a two-tier implementation approach comprising of 14 County Project Implementation Units at the County level and the National Project Implementation Unit which operate in the headquarter in Nairobi. The RPLRP-Kenya comes in handy with the Big-4 Agenda of the National Government (health care, food security, housing and manufacturing). In fact, this RPLRP-Kenya can be regarded as one of the pillars of the Big-4 Agenda by the National government because its success will directly contribute towards food security in the country (GoK, 2018). The overall performance of RPLRP-Kenya and thus ultimate realization of the Big-4 Agenda will largely be informed by how the project activities are coordinated across the various cycles of the project. However, the complexities encountered as the project transit from one phase of the life cycle to the other makes it hard for the project managers to effectively coordinate these entire life cycle. Furthermore, each of the phases of the project life of unique experiences to the project managers in terms of skills and resources this may ultimately have an influence on overall performance of the project.

1.2. Statement of the Problem

RPLRP-Kenya is currently having challenges with regard to its performance which include cost overruns and poor coordination of the activities resulting into delays in executing the laid down goals. Furthermore, majority of the pastoralists in arid areas like Narok, Turkana and Baringo have continually fought over limited water infrastructure facilities which is an implication that RPLRP-Kenya is not performing well (GoK, 2014). These concerns of performance of RPLRP-Kenya may be due to poor project lifecycle management. This is because the success and overall performance of the RPLRP-Kenya is largely influenced by how various activities of the project are coordinated across its life cycle (GoK, 2014). The unique features and attributes of each of the phases of the project life cycle provide a challenge for the project team of RPLRP-Kenya to enhance project performance (The Ministry of Agriculture, Livestock & Fisheries, 2019).

Studies conducted on project life cycle include Willar*et al.*(2019) who analyzed the effect of project life cycle and its execution in infrastructure projects noting that most project managers had an understanding of the stages of the project life cycle in Indonesia.Sulemana, Musah and Simon (2018) looked involvement of the stakeholders in M&E activities and its link with performance if the project using Ghana as the context. It was shown that there was a low level of stakeholder participation in M&E of the projects and this negatively affected accountability and transparency of the projects. However, the inquiry largely focused on involvement of stakeholders in M&E practices and not broadly on project management. In South Africa, Sejanamane (2018) focused on project life cycle and performance of municipal projects noting that the project managers should be well versed with all the phases of the project for successful execution of the activities.

Orimba, Mungai and Awiti (2018) carried out a study on involvement of the stakeholders in PLC and its link with performance; where a positive and significant link was noted.   Maunda and Moronge (2016) did an assessment of PLC management and project completion in Kenya noting that the planning, execution and closure phases are critical for success of the project activities. Nyamasege and Mburu (2015) focused on water development projects in Kenya top determine the interaction between project life cycle management and performance noting that the planning phase of the cycle has significant prediction on performance.

Thus, from the reviewed literature, it is evident that none of the study focused on RPLRP-Kenya. Some of the reviewed studies were conducted in other countries like South Africa and Ghana (Sulemana et al., 2018 &Sejanamane, 2018) and not in Kenya and thus creating contextual gap. Other studies focused on project implementation and project performance and thus creating conceptual gap. Some studies (Maunda&Moronge, 2016) were cross sectional and not case studies creating methodological gap.

1.3. Objectives of the Study
- To determine the effect of project initiation on performance of RPLRP-Kenya
- To determine the effect of project monitoring and control on performance of RPLRP-Kenya

1.4. Research Hypotheses
The study sought to test the following hypotheses:
- H_{01}: Project initiation has no significant effect on performance of RPLRP-Kenya
- H_{02}: Project monitoring and control has no significant effect on performance of RPLRP-Kenya

2. Literature Review

2.1. Theoretical Review

2.1.1. Stakeholder Theory

Freeman (1984) developed this theory and it helps in addressing values and morals as far as the management of the organization is concerned. The theory identifies a group of people who are regarded as stakeholders that influence how a given actively is conducted. Traditionally, the stakeholder views have been regarded as powerful forces of comprehending the firm and how it operates in its environment. The stakeholder views aim at broadening the vision of the management of the firm to go beyond the need to maximize the level of profits (Govan&Damnjanovic, 2016). According to Patton (2008), the stakeholder views indicate that all individual or groupings of people who have legitimate interests to engage in organizations do so in order to derive some benefits. On overall, the theory helps the management of an organization to understand its legitimate stakeholders so as to ensure that they are strategically managed for success of the enterprise. Involvement of the stakeholders in the activities of the firm has been associated with long term performance and survival of the enterprise (McManus, 2004). Although it originated from the field of strategic management, the stakeholder views have been widely adopted and applied in other fields, functions and schools of thoughts including in project management. The theory provides the rationale for involvement of stakeholders throughout the phases of the PLC. Through this, the project managers will have increased the chances of the project success and thus overall performance.

2.1.2. Resource Based View

It was Barney (1991) brought this theory into existence to provide a connection of strategic resources and competitive positioning of the project entities. When talking about resources, two classifications covering internal or external assets can be recognized. Relative to external assets, an entity can best remain to be competitive by leveraging on internally established resources (Govan&Damnjanovic, 2016). The available resources should be optimally utilized by an entity so as to gain competitive positioning (Hoskisson, Gambeta, Green& Li, 2018). It is only when the entity has an upper advantage as compared to other entities dealing in related products that the firm can remain competitively positioned. Resources are critical since they support the extent which the entity remains effective and efficient (Burvill, Jones-Evans & Rowlands, 2018). Performance of the projects requires entities to have in place sufficient resources. Realization of the key goals of the project require adequate supply of resources in the entity hence the need for the theory in this inquiry. These resources can be in financial and non-financial forms including the human capital, the combination of skills and competencies of the project team. Consider Table 2.1 which is a summary of the theories.

2.2. Empirical Literature Review

2.2.1. Project Initiation and Performance

Aapaoja, Haapasalo and Söderström (2013) looked at involvement of the stakeholders in defining the activities of the project. The study mainly focused on determining the actual stakeholder in the project that need to be involved at the initial phases of the project. The methodology adopted by the study includes an intensive review of past and relevant literature followed by the use of interviews. The review of literature was centered on the following themes: the stakeholders in the project, the roles played by these stakeholders in renovating the projects and the relevant stage where these stakeholders should be involved in projects. It was revealed that various levels of stakeholders are covered by the projects and their purpose and requirements need to be given consideration and well managed. However, the study created a conceptual gap as it failed to link initiation phase with performance of the projects.

Ghasemi, Sari, Yousefi, Falsafi and Tamošaitienė (2018) were interested in determining the role played by portfolio risk initiation and analysis in the context of project management. In order to carry an effective risk analysis, the study leveraged on Bayesian network. In development of this model, the study first identified the levels of portfolio risks and the risks that are linked with interdependences in the project activities. The estimation of the probabilities of portfolio risk was estimated using the Bayesian networks. The model was effective and adopted in analysis and initiation of risks in portfolio in the context of Iran. Furthermore, the model was effective in initiation of risks in the portfolio and making of strategic decisions. However, the study was conducted in Iran and it focused on initiation of portfolio risk and not project initiation hence creating a contextual and conceptual gap respectively.

El-khalek, Aziz and Morgan (2019) focused on the criteria of identifying the subcontractor and its role on success of the project. The study focused on the construction industry of Alexandria. The study used a random sample of 120 construction entities who received an invitation to take part in the analysis. The response rate stood at 58 per cent. The factors (criteria) established as key during initiation and selection of the contractor's included timeliness, pricing and reputation. The study however failed to bring out and discuss concrete issues in project selection and initiation but was merely related and linked with procurement functions in an organization.

2.2.2. Project Monitoring and Control and Performance

Abalang (2016) did a study on performance of the M&E in South Sudan. A total of 1,464 respondents were targeted and included in the study. The design adopted was descriptive survey. From the targeted respondents, 146 of them were sampled and included in the study. Information for the study was obtained with aid of the questionnaires. The study noted that the M&E tools were useful in evaluation of project success. The management has an influence on M&E

system through allocation of resources, planning and setting of objectives. The study recommended pro-activeness in management in ensuring that the M&E systems are strengthened. Kananura, Ekirapa-Kiracho e*t al.* (2017) did a study on participatory M&E approaches and their interaction on decision making ability. The study obtained data from maternal and newborn health projects that had been implemented in Uganda. The data was both qualitative and quantitative in nature. It was noted that M&E approaches helped in initiation of the key issues and challenges in the project and the probable solutions to these challenges. The dependent variable of the study was decision making and not performance creating a conceptual gap.

Mwangi *et al.*(2015) had a sole aim of bringing out the key issues that are, linked with how the M&E are effective. The variables of the study included budgetary allocations, participation of stakeholders, politics and technical ability. The adopted design was descriptive. The method used to sample out respondents was Stratified random sampling where it was shared that M&E influence performance of the project. It was recommended that there is need for efficient M&E of projects so as to increase chances of their success. Kathongo (2018) did a study on participatory M&E and its influence on project's ability to perform. Data was gathered with aid of the questionnaires. The inquiry did note that taking part in M&E activities by the participants was too low. Contextually, the study focused on learning institutions, the present study will be conducted with specific reference on RPLRP-Kenya.

2.3. Conceptual Framework
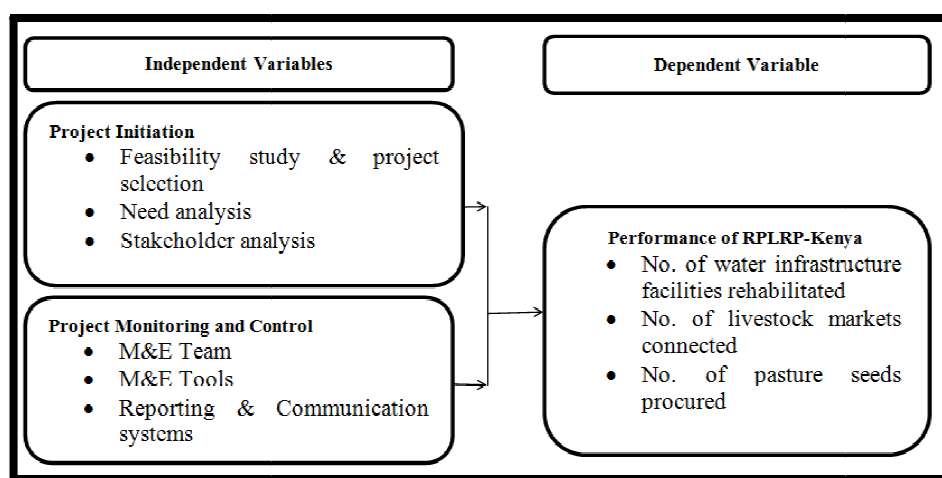Figure 1 is the conceptual framework of the inquiry.

Figure 1: Conceptual Framework

3. Research Methodology

3.1. Research Design
In this study, an explanatory and descriptive design was adopted. The essence of the explanatory design was to help the researcher in bringing out relationship between PLC and performance. On the other hand, the descriptive design enabled the researcher to determine PLC and performance of RPLRP-Kenya.

3.2. Target Population
This study targeted 30 representatives from the National Project Coordinating Unit, 52 from the County Coordinating Unit, 52 Community leaders, 10 representatives from the MALF, 5 representatives from the ministry of National Treasury and 140 beneficiaries of the RPLRP-Kenya who include the pastoralists and all these stakeholders add up to 289 respondents as shown in Table 1.

Category	Population	Sample Proportion (%)
National Project Coordinating Unit Representatives	30	10.4
County Coordinating Unit Representatives	52	18.0
Community Leaders	52	18.0
Representatives from National Treasury	5	1.7
Representatives from the Ministry of Agriculture, Livestock & Fisheries	10	3.5
Project Beneficiaries	140	48.4
Total	289	100.0

Table 1: Target Population

3.2.1. Sample Size and Sampling Technique

The below formulae (Kothari, 2004) shaped determination of the sample of the inquiry:

$$n = \frac{z^2 . N . \partial_p^2}{(N-1)e^2 + z^2 \partial_p^2}$$

n = $\dfrac{1.96^2 * 289 * 0.5^2}{(289-1)0.05^2 + 1.96^2 * 0.5^2}$

=277.5556/ (.72+0.9604)

=277.5556/1.6804

n= 165 respondents

Where; n=Size of the sample

N=Size of the population

e= Acceptable error given as 0.05

$\partial^2 \hat{p}$= the standard deviation of the population and given as 0.5 where not known

Z= standard variation at a confidence level given as 1.96 at 95% confidence level

Table 2 gives a breakdown of how the researcher selected the samples from the population using census and random sampling techniques.

Category	Population	Sampling Method	Sample Size
National Project Coordinating Unit Representatives	30	Simple random sampling	17
County Coordinating Unit Representatives	52	Systematic random sampling	28
Community Leaders	52	Stratified random sampling	28
Representatives from National Treasury	5	Census	5
Representatives from the Ministry of Agriculture, Livestock & Fisheries	10	Census	10
Project Beneficiaries	140	Simple random sampling	77
Total	289		165

Table 2: Sample Size

Table 3.2 indicates that the sample size was 165 respondents. First, census was used to select 5 representatives from National Treasury and 10 representatives from the Ministry of Agriculture, Livestock & Fisheries. Census was used as this category of the population was relatively small to sample. From the remaining 150 respondents (165-15), simple random sampling was used to select 17 National Project Coordinating Unit Representatives and 77 project beneficiaries. For the other remaining 56 respondents (150-94), systematic random sampling was used in selecting the 28 County Coordinating Unit Representatives. Stratified random method was used to select the remaining 28 community leaders. In this regard, the community leaders were stratified into 14 representative regions (appendix IV) such that every region had a representative community leader.

3.3. Data Collection Instruments

This study gathered primary data with the aid of the questionnaire and interview guide. The questionnaire was structured into relevant sections to the specific objective variables of the inquiry. The Likert scale of 1-5 helped in structuring some of the items on the question in that 1 implied strongly disagree and 2 meant strongly agree. The interview guide was used in gathering information from the KIs who included ministry representatives and community leaders.

3.4. Pilot Study

It was important to pilot test the study instruments before the actual study as this helps in ensuring that they are as reliable and valid as possible (Berger, 2018). For the purpose of this study, 10 respondents were included in piloting the instruments but not covered in the final inquiry.

3.5. Validity of the Research Instrument

Valid instruments are those that measure what they are designed to indicate (Howitt, 2016). The items on the questionnaire were reviewed by the supervisor as a way of determining their validity focusing on their content, construct and face validity. For construct validity, the researcher checked the specific indicators in the conceptual framework and the reviewed literature with the items on the questionnaires to identify if there are well aligned with each other. For content valid, the supervisor checked the questionnaires and its contents to ensure that they were adequate and relevant

in line with the topic of the study which is project life cycle and performance. With face validity, the supervisor subjectively evaluated and determined whether the items on the questionnaire are aligned with the overall topic.

3.6. Reliability of the Research Instruments

Reliable instrument of the study gives results that are consistent (Creswell & Clark, 2017). In gauging whether the study tools were reliable, Cronbach Alpha coefficient were adopted. Thus, the evidence sought from the pilot testing was used to generate the values of Cronbach Alpha with 0.7 as the threshold (Kothari, 2004).

3.7. Data Collection Procedure

An introduction letter from KU was sought by the inquiry that stated the purpose of the inquiry to the participants. The researcher ensured that the management team of RPLRP-Kenya has been notified on the proposed study in their organization. The researcher sought for a research permit from NACOSTI. The researcher engaged a total of three research assistant in administering the items to the respondents. Training was provided to these research assistants on ethical issues as far as data collection was concerned.

3.8. Data Analysis and Presentation

To analyze data is to ensure that the raw information obtained from the field is processed so as to make meaning out of it (Mugenda, 2008). The obtained data underwent cleaning before being transferred to the SPSS tool in readiness for analysis. The analysis was done descriptively and inferentially. The key descriptive statistics used in summarizing the data included means and standard deviations. The inferential statistics included correlation and regression analysis. Below is the regression model adopted in this study:

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

Where Y= project performance, X_1 is Project Identification and X_2 is Project Monitoring and Evaluation

For the qualitative data collected from interview guide, content analysis was used to summarize the key themes. The results were presented using frequency distribution tables, graphs and pie charts.

4. Research Findings and Discussion

4.1. Descriptive Statistics

A number of items were formulated on the objective variables of the study as guided by a 5-point Likert scale. Descriptive statistics were generated during the analysis of these variables. The findings were determined and presented in the subsequent sections.

4.2. Project Initiation and Performance

Table 3 gives a breakdown of the link between project initiation and performance.

Statements	n	Mean	Std. Dev
Feasibility studies were conducted to identify RPLRP-Kenya	117	3.72	.726
Feasibilities studies identified the need to select RPLRP-Kenya	117	3.70	.820
The project beneficiaries participated in feasibility studies to select RPLRP-Kenya	117	4.00	.731
RPLRP-Kenya involved beneficiaries in identifying their needs	117	3.83	.840
Stakeholder analysis at RPLRP-Kenya involved initiation of the primary stakeholders of the project	117	3.81	.693
Stakeholder analysis helped in initiation of secondary stakeholders at RPLRP-Kenya	117	3.76	.772
Stakeholder analysis helped in identifying the interests of each stakeholder of RPLRP-Kenya	117	3.76	.985
Stakeholder analysis helped in identifying the needs of every stakeholder of RPLRP-Kenya	117	3.74	.882
Overall Score		3.79	.806

Table 3: Project Initiation

Table 3 indicate an overall score of 3.79, this implies that respondents agreed that project initiation was carried out as far as RPLRP-Kenya was concerned. Accordingly, Chapman *et al.* (2016) noted that project initiation is a process where individual or group projects are evaluated so that they are chosen to realize an intended objective. Chapman further argued that success of the projects has been associated and linked with the early stages of the project since decisions that are made during this initial phase will significantly reduce unnecessary changes across the other phases as the project progresses.

4.3. Project Monitoring and Evaluation and Performance

The findings of descriptive statistics on project M&E are reported in Table 4.

Statements	n	Mean	Std. Dev
The M&E team at RPLRP-Kenya is competent	117	3.85	.930
There are training programs for the M&E team at RPLRP-Kenya	117	3.86	.918
The M&E team at RPLRP-Kenya has requisite skills of project management	117	3.62	.944
RPLRP-Kenya is well equipped with M&E tools	117	3.86	.693
The M&E team at RPLRP-Kenya has required tools to carry out their duties	117	3.84	.726
M&E evaluation reports are available for all beneficiaries of RPLRP-Kenya	117	4.09	.754
The M&E reports are prepared on time by the M&E team of RPLRP-Kenya	117	3.89	1.124
RPLRP-Kenya has proper communication systems	117	3.88	.756
Overall Score		3.86	.856

Table 4: Project Monitoring and Evaluation

Table 4 gives an overall mean of 3.86, which infer that respondent agreed on the fact that M&E was carried out at RPLRP-Kenya. In other words, it can be inferred that respondents agreed on the fact that M&E was conducted at RPLRP-Kenya and they participated in the process. This finding is contrary to a study by Sulemana, Musah and Simon (2018) who shared that stakeholder were rarely engaged in M&E of the projects due to low efforts to ensure that local community at the grass root are involved in project activities.

4.4. Correlation Matrix

Correlation analysis was conducted to determine the nature of the relationship between project life cycle management and project performance. Table 5 is a summary of the findings.

		Project Performance	Project Identification	Project Monitoring and Evaluation
Project Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	117		
Project Identification	Pearson Correlation	.405**	1	
	Sig. (2-tailed)	.000		
	N	117	117	
Project Monitoring and Evaluation	Pearson Correlation	.847**	.507**	1
	Sig. (2-tailed)	.000	.000	
	N	117	117	117

Table 5: Correlation Matrix

Table 5 indicates that project identification phase (r=0.405) has a moderate and postive link with performance of RPLRP-Kenya. This finding is supported by Henry (2016) who shared that proper problem analysis during the initiation phase would positively predict performance of the project. Mutwiri et al. (2018) noted that initiation and initiation phases of the project account to about 43.4 % performance of the projects funded by CDF. The initiation and initiation phases of the project were found to positively predict success and overall performance of the project. On the other hand, project M&E (r=0.847) has a strong and positive correlation with performance of RPLRP-Kenya. Naeem, Khanzada, Mubashir and Sohail (2018) established that planning plays an important role in success of the project. Umulisa et al. (2015) noted that project resource planning has significant interaction with performance of the final project. Laird (2016) sought to determine the role of planning as far as success of the project is concerned where a significant link was established between planning and success of the project activities. Mwangi et al. (2015) indicated that M&E influence performance of the project. Muchelule (2018) concentrated on the role of M&E practices as far as performance of projects in state corporations in Kenyan context was concerned where the link between M&E and project performance was postive. of the projects.

4.5. Regression Results

After conducting correlation and diagnostic tests, the variables of the inquiry were regressed. The evidence of this is as indicated in the subsequent sections.

4.5.1. Regression Model Summary
Consider Table 6

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884[a]	.781	.773	.54666

Table 6: Regression Model Summary

The statistic for R is 0.884; this infers that project lifecycle management and project performance have a very strong positive correlation. The value of R square is 0.781; this means that the regression model used in the study was generally fit to be used in linking project lifecycle management and performance. The adjusted R squared is 0.773, which infers that 77.3% change in change in performance of RPLRP-Kenya is explained by its project lifecycle management practices (project monitoring and evaluation, project initiation, project implementation, project planning) in place while 22.7% is unexplained.

4.5.2. Analysis of Variance
Table 7 is a breakdown of the ANOVA findings of the regression analysis.

	Sum of Squares	df	Mean Square	F	Sig.
Regression	119.317	2	59.659	203.205	.000[b]
Residual	33.469	114	.294		
Total	152.786	116			

Table 7: Analysis of Variance

Table 7 indicate the following (F_{cal}=203.205& $p<0.05$), implying that overally, the model used in the inquiry was significant.

4.5.3. Regression Coefficients
Table 8 summarizes beta and significance

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	3.124	.807		-3.871	.000
Project Identification	.101	.024	.019	4.208	.018
Project Monitoring and Evaluation	.151	.075	.090	2.013	.001

Table 8: Regression Beta Coefficients and Significance

From Table 8, the following equation is predicted between project lifecycle and performance:
$Y= 3.124+ .101X_1+ .151X_4$
Where Y= project performance, X_1 is Project Identification and X_2 is Project Monitoring and Evaluation
H_{01} project initiation has no significant effect on performance of RPLRP-Kenya. From the results, project initiation was significant ($p<0.05$). Thus, the study rejects hypothesis H_{01}. Consistent with this finding, Henry (2016) noted that there was involvement of stakeholders throughout the phases of the project and that proper problem analysis during the identification phase would positively predict performance of the project. Mutwiri et al. (2018) did an examination of initiation and identification practices on success of projects funded by the Constituency Development Fund (CDF) in Kenyan context and noted that initiation and identification phases of the project account to about 43.4 % performance of the projects funded by CDF. It was also noted that the identification and initiation phases of the project were found to positively predict success and overall performance of the project.

The last hypothesis that guided the study was H_{02} project monitoring and control has no significant effect on performance of RPLRP-Kenya. The findings showed that project M&E ($p<0.05$). Thus, the study deduced that project M&E had significant effect on performance of RPLRP-Kenya. The finding is echoed by Kananura et al. (2017) who did a study on participatory M&E approaches and their interaction on decision making ability and shared that M&E approaches helped in identification of the key issues and challenges in the project and the probable solutions to these challenges. Kihuha et al.(2018) studied M&E practices and their influence on project performance and noted that having in place M&E tools/ plans that are clear, collection and analysis of M&E information on a regular basis, ensuring that the M&E staff are well trained all have significant interaction with performance of the projects. Muchelule (2018) showed that M&E and its adoption is significantly linked with success of the project activities in the organization. Thinguri and Kihara (2017) established that M&E has significant interaction with success of the project activities.

5. Conclusion and Recommendations

5.1. Conclusion
Project initiation had a positive regression beta coefficient that was significant. Thus, the studies conclude that project initiation is a significant phase of the lifecycle that contributes towards performance of RPLRP-Kenya.

Project M&E had a regression beta that was significant. Thus, the study concludes that project monitoring and evaluation is a critical phase of the lifecycle of RPLRP-Kenya that supports its performance.

5.2. Recommendations for Management, Policy and Practice

Project managers at RPLRP-Kenya should involve all the stakeholders in feasibility studies of any future programs and interventions. The project managers of RPLRP-Kenya should involve the community in identification and analysis of their needs before committing funds to more projects in future.

The policy makers in the ministry of Ministry of Agriculture, Livestock & Fisheries should formulate progressive policies that support M&E activities of RPLRP-Kenya so as to enhance its performance. The various practitioners in the field of project management including project managers of RPLRP-Kenya should give more attention M&E activities of the project.

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