INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON THE PERFORMANCE OF WORLD FOOD PROGRAMME PROJECTS IN JUBA, SOUTH SUDAN

STEPHEN TIM MALUAL

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DECLARATION AND APPROVAL

Declaration

This research thesis is my original work and has not been presented for examination to any other university or institution of higher learning.

Signature _____ **Date:** 30th, May 2025

Stephen Tim Malual

MAME/2022/52674

Approval

This research thesis has been submitted for examination with our approval as the Mount Kenyatta University supervisors.

Name of the 1st Supervisor: Dr. Stella Karimi Silas

Signature: _____ **Date: 1st , June 2025**

Mount Kenya University, Virtual Campus

Name of the 2nd Supervisor: Dr. Naomi Nduta Njoroge

Signature: _____ **Date: 2nd , June 2025**

Mount Kenya University, Virtual Campus

DEDICATION

I dedicate this work to my beloved family for their unwavering support, encouragement, and patience throughout my academic journey and research endeavors.

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ABSTRACT

The efficacy of monitoring and evaluation practices in World Food Programme projects in South Sudan is a rising concern due to challenges in data collection and analysis, potentially leading to suboptimal performance. This highlights the necessity for further investigation and improvement. The study aimed to examine the influence of monitoring and evaluation practices on the performance of World Food Programme projects in Juba, South Sudan. The specific objectives were: to determine the influence of monitoring and evaluation planning practices; to establish the influence of monitoring and evaluation technical expertise utilization; to assess the influence of community-based monitoring; and to examine the influence of management participation in monitoring and evaluation activities on the performance of World Food Programme projects in Juba, South Sudan. The study's significance lay in evaluating how monitoring and evaluation practices impacted World Food Programme projects in Juba, benefiting the organization, project beneficiaries, and the broader South Sudanese community through enhanced effectiveness, accountability, and resource allocation. The study was guided by the Resource Dependency Theory, the Theory of Planned Behavior, and Theory of Change. The application of these theories aimed to gain insights into the influence of resource dependency and management participation in monitoring and evaluation on the implementation of monitoring and evaluation practices in World Food Programme projects in Juba, South Sudan. A descriptive research design was employed to collect data from a sample of project managers and monitoring and evaluation officers involved in World Food Programme projects in Juba, South Sudan. The target population consisted of 113 employees from World Food Programme projects in Juba, South Sudan, including project managers and monitoring and evaluation officers. Both simple random and purposive sampling methods were used to select project managers and monitoring and evaluation officers, resulting in a sample of 86 respondents. Data was collected through structured questionnaires and interviews. Quantitative data underwent analysis, including descriptive and inferential statistics like Pearson correlations and regression analysis, using Statistical Package for Social Sciences version 27. Results were displayed in tables, graphs, and charts. Qualitative data underwent textual analysis and was presented narratively. The World Food Programme's monitoring and evaluation planning practices involve consultation and stakeholder engagement. A strong correlation between well-structured monitoring and evaluation planning and project performance was noted. Respondents were confident in the monitoring and evaluation team's capabilities, especially in evaluations and data collection. The study found that monitoring and evaluation technical expertise utilization significantly enhanced project success. Community-based monitoring positively impacted performance, but statistical analysis complexities arose. Project management involvement correlated with better outcomes. Effective monitoring, evaluation, and findings communication were crucial at the World Food Programme. Recommendations included aligning indicators with objectives, investing in professional development, tailoring engagement strategies through detailed analysis, and ensuring efficient resource allocation and consistent project management. Further research on stakeholder engagement was suggested.

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LIST OF ACRONYMS AND ABBREVIATIONS

AAPOR	American Association for Public Opinion Research
BMI	Body Mass Index
CBM	Community-Based Monitoring
EU	European Union
FAO	Food and Agriculture Organization
FNS	Food and Nutrition Security
M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organizations
OECD	Organization for Economic Co-operation and Development
RBM	Results-Based Management
RCT	Randomized Controlled Trial
RDT	Resource Dependency Theory
SNAP	Supplemental Nutrition Assistance Program
TPB	Theory of Planned Behavior
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Programme
USA	United States of America
USD	United States Dollar
WFP	World Food Programme

CHAPTER ONE
INTRODUCTION

1.0 Background to the Study

Monitoring and Evaluation (M&E) has evolved as a key pillar in global development, particularly in enhancing the accountability, efficiency, and learning of projects and programmes. Originating as mechanisms for financial tracking and compliance in the 1960s and 70s, M&E systems have since grown to encompass broader concerns such as impact measurement, results-based management, and participatory development. Today, M&E practices, defined as the routine actions, tools, and processes applied to systematically assess the progress and performance of a project, are integral to ensuring that interventions achieve intended goals, particularly in complex and fragile environments.

It is essential to distinguish between M&E systems, frameworks, and practices. An M&E system refers to the broader institutional arrangement that governs monitoring and evaluation within an organization or programme, including policies, staff, and infrastructure. M&E frameworks are conceptual models that define the logic, indicators, and data requirements for evaluating programme success. M&E practices, on the other hand, constitute the actual application of tools, processes, and personnel actions for tracking progress, collecting data, analyzing results, and informing decisions. This study focuses on M&E practices as they relate to the operational implementation within World Food Programme (WFP) projects in Juba, South Sudan.

Globally, M&E practices are increasingly viewed as essential to improving programme effectiveness. In Europe, for instance, the EU mandates rigorous monitoring structures for all development initiatives (European Union, 2019), while Norway has invested in national M&E systems for nutrition programs (Norwegian Ministry of Health and Care Services, 2021). In the United States, the USDA uses M&E practices to assess the impact of food assistance programmes (USDA, 2021), and in Mexico, CONEVAL institutionalizes M&E across social programs (CONEVAL, 2022). These efforts reflect a growing reliance on evidence-based management for food security outcomes.

Studies in Asia also show that M&E practices are crucial for ensuring the achievement of food security and nutrition goals. Zhao et al. (2019) found that the M&E program had a

positive impact on food security for participating households. Norizan et al. (2021) evaluated the food security status of urban poor households in Kuala Lumpur, Malaysia, and found that households with higher incomes and education levels were more food secure. Finally, Wulandari et al. (2022) found that food subsidies in Indonesia had a positive impact on food security for the poorest households. These studies underscore the importance of M&E food security interventions to ensure they are effective, targeted towards those most in need, and achieve their intended goals.

In Africa, studies highlight the necessity of robust M&E practices to address persistent food insecurity. Desta et al. (2019) and Kyeyune et al. (2021) found that weak M&E practices lead to underperformance of food programmes in Ethiopia and Uganda, respectively. Similarly, Agona et al. (2021) emphasized from their research in Uganda that M&E practices play a critical role in optimizing the implementation of nutrition programs. Ayetey et al. (2022), in their study conducted in Ghana, also emphasized the pivotal role of M&E practices in advancing food security objectives. Across these studies, the adoption of M&E systems to gather data and support evidence-based decision-making was consistently recommended to strengthen food security initiatives. In Kenya, Kibet, Owino, and Njue (2019) emphasize that project performance - defined here as the extent to which projects meet their goals of efficiency, sustainability, beneficiary coverage, and outcome achievement - is hindered by poor data quality, limited community-based monitoring, and inadequate planning. These variables affect how well a project can deliver on its intended impact.

Project performance, within the context of this study, is examined through four core dimensions: effectiveness, efficiency, relevance, and sustainability. Effectiveness reflects the degree to which a project meets its intended goals, such as improving food security or reducing malnutrition among vulnerable populations (Waweru & Wambua, 2022). Efficiency refers to the prudent use of inputs and resources to produce expected outcomes with minimal waste or delay, highlighting the cost-effectiveness and timeliness of interventions (Kinyanjui & Kihoro, 2021). Relevance evaluates how well project objectives align with the actual needs and priorities of beneficiaries and stakeholders, particularly in fragile settings like South Sudan (Desta et al., 2021). Sustainability assesses the potential for continued benefits after external support ceases, including community

ownership, institutional strengthening, and environmental resilience (Olorunfemi et al., 2021).

Evaluating project performance through these interrelated dimensions allows for a more comprehensive understanding of program impact, especially in humanitarian contexts where dynamic needs and constrained resources challenge project success. In South Sudan, where food insecurity remains critical, performance-based assessments help ensure that interventions by organizations like the World Food Programme are both responsive and adaptive. Recent evidence shows that incorporating M&E findings into decision-making processes leads to improved project results by facilitating adaptive learning, increasing transparency, and enhancing beneficiary targeting (Asamoah & Simmonds, 2022; Kyeyune et al., 2021). Therefore, M&E practices must extend beyond routine data collection to actively inform strategic decisions and stakeholder engagement, ensuring that project outcomes are not only achieved but sustained.

The World Food Programme in South Sudan focuses on addressing food insecurity, promoting resilience, and supporting peace-building efforts through its 2023–2025 Country Strategic Plan. This plan prioritizes five integrated outcomes, including saving lives, enhancing nutrition and education, scaling up resilience-building activities, fostering national ownership of programs, and providing reliable services to humanitarian partners (World Food Programme, 2022). The WFP employs a humanitarian–development–peace nexus approach, ensuring interventions align with national priorities such as South Sudan Vision 2040 and the United Nations Sustainable Development Cooperation Framework. Monitoring and Evaluation (M&E) practices include field monitoring, programmatic visits, and data-driven assessments, ensuring accountability and informed decision-making. These frameworks integrate GIS analysis, beneficiary feedback mechanisms, and evidence-based planning to enhance program effectiveness (UNICEF, 2020).

In South Sudan, WFP remains a critical actor in responding to chronic food insecurity affecting over 60% of the population (WFP, 2023). The organization implements multiple projects, including school feeding programmes, general food distributions, nutrition-specific interventions, and resilience-building initiatives. These interventions are guided by a formal M&E framework developed in alignment with WFP's global Results-Based Management approach. However, despite the framework, practical challenges persist.

There is evidence of inconsistent data collection, limited community participation, and weak feedback mechanisms, which compromise timely decision-making and program adaptation (UNOPS, 2022).

Although WFP has established an M&E system that includes logical frameworks, performance indicators, and regular reporting structures, the quality and effectiveness of actual M&E practices on the ground in Juba remain questionable. Technical expertise among field M&E officers is often lacking, data is underutilized for decision-making, and stakeholder feedback is seldom incorporated (Ondoro et al., 2020; Ayikoru et al., 2018). This mismatch between framework and practice raises concerns about whether M&E is meaningfully contributing to improved project performance.

This study, therefore, investigates the influence of M&E practices on the performance of WFP projects in Juba, South Sudan. It focuses on four critical dimensions of M&E practice: planning, technical expertise, community-based monitoring, and management participation. By doing so, it addresses the gap between prescribed M&E systems and actual implementation realities, and examines whether these practices are enhancing project outcomes in a fragile, high-need context.

Food programme projects are global initiatives that aim to address food insecurity and malnutrition among vulnerable populations. These projects involve various stakeholders, including government agencies, NGOs, donors, and local communities (Murphy, et al. 2022). Despite the efforts and resources invested in these projects, poor performance and inadequate results have been reported, and various issues that have been recognized as causing this issue, such as weak governance, inadequate funding, and limited access to essential resources (Holben and Canales, 2022). Monitoring and evaluation practices are essential for the success of any project, and studies have emphasized the value of M&E in raising the effectiveness of food programs everywhere. However, many food projects lack proper M&E frameworks, which limit the ability to measure their performance accurately and identify gaps and weaknesses (Nurdiana, 2022).

The poor performance of food projects in Kenya is a significant challenge that has been examined in several studies. Ngigi, Mutonyi, and Ogutu (2019) found that inadequate planning, implementation, and monitoring were major contributors to this challenge.

Kinyanjui and Kihoro (2021) further highlighted poor performance as a major factor affecting the sustainability of food projects. Waweru and Wambua (2022) found that the COVID-19 pandemic had exacerbated the challenges faced by food projects, including poor performance. The studies collectively suggest the need for effective project management and monitoring, as well as innovative strategies, to improve the performance and sustainability of food projects in Kenya.

Various studies, across the world, (USAID, 2021; Osei-Tutu and Amankwah, 2021) underscore the usefulness of monitoring and evaluation planning towards project success. Monitoring and evaluation (M&E) planning is essential for ensuring project success by providing systematic oversight and assessment throughout the project lifecycle. It helps in setting clear goals and objectives at the outset, enabling teams to track progress effectively against predefined benchmarks. M&E Planning Practices also facilitates early identification of challenges and deviations from plans, allowing for timely adjustments and corrective actions to be taken. By continuously measuring outcomes and impacts, M&E Planning Practices provides valuable insights into what works well and what needs improvement, ultimately enhancing accountability, learning, and the overall effectiveness of project interventions (Asamoah &Simmonds, 2022).

Building technical competence in monitoring and evaluation (M&E) techniques in food programs throughout the world is crucial, according to the Food and Agriculture Organization of the United Nations (FAO). Technical expertise in M&E practices is essential for promoting evidence-based decision-making, improving project performance, and ensuring the achievement of food security and nutrition outcomes. Carman and Preskill (2019) recognize the significance of technical expertise in M&E practices in various studies. FAO (2020) underscores the critical role of M&E technical expertise utilization in designing M&E systems, tracking project progress, identifying gaps, and providing recommendations for improvement in food projects worldwide.

Mangombe et al. (2020) found that M&E experts in the food sector play a crucial role in designing M&E systems that effectively track project progress, identify gaps, and provide recommendations for improvement. In Nigeria, Okeke and Amadi (2020) emphasize the importance of M&E experts in providing technical support to project managers, ensuring data quality, and providing recommendations for improvement. Worku et al. (2021)

studied M&E practices in the education sector in Ethiopia and found that M&E experts provide technical assistance in project planning, data collection, analysis, and reporting. Kyomuhendo et al. (2021) report that M&E experts provide technical assistance in the development of monitoring plans, data collection tools, and data analysis in Uganda.

Despite the critical role of technical expertise in M&E practices, the prowess in that area still lacks among M&E practitioners. Many practitioners do not have knowledge of M&E standards and guidelines, as well as training in data collection and analysis. Teshome et al. (2020) found a lack of technical expertise among M&E practitioners in Ethiopia. Das et al. (2021) reported that M&E practitioners in India lack the necessary skills to carry out complex analyses, interpret data, and develop appropriate recommendations for program improvements. Aruho et al. (2020) underscore the need to enhance the technical expertise of M&E practitioners in the agriculture sector in Uganda to improve M&E practices. In Kenya, Ondoro et al. (2020) found that a lack of technical expertise in M&E practices was a significant challenge. These studies demonstrate that a lack of M&E expertise can impact the effectiveness of M&E practices.

In order to increase project ownership, accountability, and effectiveness, the United Nations Development Programme (UNDP) emphasizes the significance of stakeholder engagement in monitoring and evaluation operations (UNDP, 2018). Similarly, the Global Environment Facility (GEF) advocates for Community-Based Monitoring in project design, implementation, and monitoring to ensure the sustainability of environmental projects (Ahmed, Hossain & Al-Mamun, 2021). Community-Based Monitoring in monitoring and evaluation is crucial to ensuring programs are responsive to beneficiary and other stakeholder needs. While there is a trend towards greater participation, challenges remain in ensuring effective stakeholder engagement, especially in conflict-affected contexts (UNESCO, 2020).

In Yemen, Al-Sharafi and Ibrahim (2019) found that community-based monitoring in M&E practices improves the quality of food program projects. According to research by Kabir et al. (2021), the success of food programs is positively impacted by stakeholders' participation in M&E practices. The researcher found that while there is a growing recognition of the importance of community-based monitoring, there are still challenges in effectively engaging stakeholders in M&E. According to a study by Gao et al. (2020),

stakeholder engagement in M&E practices improves the effectiveness of food program projects by enhancing transparency and accountability. The study also found that Community-based monitoring helps to ensure that the project activities are aligned with the needs and expectations of the stakeholders, which leads to greater satisfaction and support for the project.

In recent years, management involvement in monitoring and evaluation practices has become crucial in the development sector, as M&E is seen as a technical exercise that is disconnected from project management. However, according to a report by the IFRC (2017) a shift towards incorporating M&E into project management has been observed, where management takes an active role in the process to make informed decisions, as demonstrated by various development projects, including the Community-Based Health and First Aid program (CBHFA) in Zimbabwe. A study by Ali et al. (2019) in Pakistan found that management participation in M&E activities was positively correlated with project success. The study found that involving managers in data collection and analysis increased their understanding of project activities and enabled them to make more informed decisions. Similarly, a study by Espejo et al. (2017) in Ecuador found that management participation in M&E activities improved project implementation and sustainability.

Studies such as Malunda et al. (2017) and Huq and Khan (2018) have found mixed results when examining the effect of management participation in M&E activities. A study by Huq and Khan (2018) in Bangladesh found that management participation had limited impact on project outcomes, as managers were often too busy with other responsibilities to participate fully in M&E activities. Yet, Aina, Abiodun, and Aina (2020) highlighted the need to involve stakeholders, including beneficiaries, in monitoring and evaluation activities to improve the quality of Food Programme Projects. There is a need to further explore the effect of management participation in M&E activities on project performance in the context of the World Food Programme (WFP) projects in South Sudan. By examining the extent to which WFP project managers participate in M&E activities and how this affects project performance, this study can help to identify potential areas for improvement and ensure that WFP projects in South Sudan are as effective as possible in providing food assistance to vulnerable communities in the country.

1.1 Statement of the Problem

The World Food Programme (WFP) has played a central role in addressing hunger and malnutrition in South Sudan, particularly in areas affected by conflict, displacement, and food insecurity. Despite these efforts, recent evaluations suggest that persistent implementation challenges especially in the monitoring and evaluation (M&E) of projects undermine the achievement of optimal project performance. According to the World Food Programme (2023), barriers such as limited technical capacity, weak community-based monitoring, and inconsistent data utilization continue to impair M&E effectiveness. Similarly, a study by UNOPS (2022) found that although WFP has an established M&E framework in South Sudan, it is poorly operationalized in field activities due to insecurity, staff shortages, and limited data infrastructure.

Additionally, there is a gap in how project managers and stakeholders engage with M&E processes. Marial (2023) emphasized that project sustainability and responsiveness suffer when management participation in M&E is passive or minimal. Although prior studies have explored the theoretical importance of M&E in humanitarian projects, there is limited empirical research specifically examining how core M&E practices such as planning, technical expertise, community-based monitoring, and management participation - affect project performance in South Sudan. Without such context-specific evidence, improvement efforts risk being misdirected or ineffective. This study seeks to fill that gap by providing an in-depth assessment of the influence of M&E practices on the performance of WFP projects in Juba. The findings will offer valuable insights for strengthening implementation strategies, enhancing project outcomes, and ultimately ensuring more reliable food security support for vulnerable populations.

The World Food Programme has been providing food assistance to vulnerable communities in South Sudan for many years. However, there is a growing concern that the monitoring and evaluation (M&E) practices of WFP projects in South Sudan may not be effective enough to ensure optimal project performance. This problem warrants further investigation to determine the extent of the issue and identify potential solutions. According to a report by the International Rescue Committee (IRC, 2018), there are significant challenges to conducting M&E activities in South Sudan due to the complex security situation and limited access to project sites. This may result in incomplete or inaccurate data collection, which can lead to flawed decision-making and suboptimal

project performance. Therefore, there is a need to evaluate the effectiveness of existing M&E practices and identify ways to improve data collection and analysis.

Furthermore, a study by United Nations Office for Project Services (UNOPS, 2019) found that community-based monitoring is critical to the success of development projects in South Sudan. However, it is unclear whether WFP projects in the country have effective mechanisms in place for engaging stakeholders in M&E activities. This lack of Community-Based Monitoring may hinder project performance, as key perspectives and insights may be overlooked or ignored. It is worth noting that, the role of management participation in M&E activities may also have a significant impact on project performance. According to a study by Karanja et al. (2018), effective management participation in M&E activities can lead to better decision-making, increased accountability, and improved project outcomes. However, it is unclear to what extent WFP project managers in South Sudan are involved in M&E activities and how this may affect project performance. Overall, there is a compelling need to investigate the influence of M&E practices on the performance of WFP projects in Juba, South Sudan. By identifying potential areas for improvement, this study can help to ensure that WFP projects are as effective as possible in providing food assistance to vulnerable communities in the country.

1.2 Purpose of the Study

The purpose of the study was to examine the influence of monitoring and evaluation practices on performance of World Food Programme Projects in Juba, South Sudan.

1.3 Specific Objective

The study was guided by the following specific objectives:

i. To determine the influence of M&E planning practices on performance of World Food Programme Projects in Juba, South Sudan.
ii. To establish the influence of M&E technical expertise utilization on performance of World Food Programme Projects in Juba, South Sudan.
iii. To assess the influence of community-based monitoring on performance of World Food Programme Projects in Juba, South Sudan.
iv. To examine the influence of management participation in M&E activities on performance of World Food Programme Projects in Juba, South Sudan.

1.4 Research Hypotheses

i. **H_{01}:** There is no significant relationship between M&E planning practices and performance of World Food Programme Projects in Juba, South Sudan.
ii. **H_{02}:** There is no significant relationship between technical expertise utilization and performance of World Food Programme Projects in Juba, South Sudan.
iii. **H_{03}:** There is no significant relationship between community-based monitoring and performance of World Food Programme Projects in Juba, South Sudan.
iv. **H_{04}:** There is no significant relationship between management participation in M&E activities and performance of World Food Programme Projects in Juba, South Sudan.

1.5 Assumptions of the Study

The study assumes that effective monitoring and evaluation (M&E) planning practices positively influence the performance of World Food Programme Projects in Juba, South Sudan. This assumption suggests that projects with well-designed and implemented M&E plans are more likely to achieve their objectives and deliver better outcomes compared to projects with inadequate or poorly executed M&E planning practices.

It is also assumed that the presence of M&E technical expertise utilization enhances the performance of World Food Programme Projects in Juba, South Sudan. This assumption implies that projects that have individuals or teams with strong M&E technical skills and knowledge are more likely to effectively monitor and evaluate project activities, leading to improved performance and outcomes.

Another assumption is that active community-based monitoring positively affects the performance of World Food Programme Projects in Juba, South Sudan. This assumption suggests that projects that actively engage and involve relevant stakeholders, such as beneficiaries, local communities, government authorities, and other partners, in the M&E processes, are more likely to achieve higher performance levels due to increased collaboration, transparency, and accountability.

1.6 Significance of the Study

The significance of the study on monitoring and evaluation practices and their impact on the performance of World Food Programme (WFP) projects in Juba, South Sudan was substantial for several reasons: First, this study provided valuable insights into the

monitoring and evaluation practices used by the WFP at that time and their effectiveness in enhancing project performance.

The study assessed the effectiveness of the monitoring and evaluation practices that were in place and identified areas for improvement. This can lead to more efficient project implementation, and ultimately, improved project outcomes. The findings of the study can guide evidence-based decision-making. The study can provide data and insights to be used when informing decision-making regarding the WFP's operations in Juba, South Sudan.

Furthermore, the study contributed to the development of best practices for monitoring and evaluation within the humanitarian aid and development sector. It pinpointed areas where enhancements could be made, and offered recommendations for the implementation of these improvements.

The findings contributed to enhanced accountability. Through evaluating the performance of WFP projects, the study increased accountability for resource utilization and the impact of these projects on the beneficiaries they served. The research provided readers with a comprehensive understanding of the operating environment in South Sudan and the challenges faced by WFP operations. This knowledge informed the creation and execution of future initiatives.

1.7 Justification of the Study

Several factors make the research on the impact of monitoring and evaluation procedures on the effectiveness of World Food Programme initiatives in Juba, South Sudan, warranted. Firstly, monitoring and evaluation practices are essential in ensuring that aid programs such as the World Food Programme are implemented effectively and efficiently. In their study on the role of monitoring and evaluation in humanitarian programs, Borton and Doocy (2020) emphasized that monitoring and evaluation practices enable organizations to identify program gaps and make necessary adjustments to improve program outcomes.

There are several issues with food insecurity and malnutrition in South Sudan, and millions of people there require humanitarian aid. Around 6.5 million people in South Sudan experience severe food insecurity, with more than half of the population experiencing

crises or higher levels of food insecurity, according to the World Food Programme (2021). Therefore, it is essential to make sure that WFP programs in Juba, South Sudan, are executed successfully to address these issues.

The effectiveness of World Food Programme programs in Juba, South Sudan, has not been adequately covered in the literature with regard to the impact of monitoring and evaluation techniques. There is a need for a study that specifically looks at the impact of monitoring and evaluation practices on the effectiveness of World Food Programme projects in Juba, South Sudan, despite the fact that numerous studies have looked at the impact of these practices on food security and nutrition outcomes in other nations, such as Bangladesh, Nepal, and Ethiopia. As a result, this study will add to the body of knowledge on monitoring and evaluation techniques in humanitarian programs and offer suggestions for how the World Food Programme may enhance the success of its operations in Juba, South Sudan.

1.8 Scope of the Study

The exclusive focus of the study was on the World Food Programme projects in Juba, South Sudan. The study examined four M&E practices, namely the planning process, technical knowledge, community-based monitoring, and management participation, along with their influence on project performance. The analysis had limited attention towards other government programs and was confined to the monitoring and evaluation processes of the World Food Programme projects. The subject of the study encompassed ten World Food Programme projects, all managed from the Juba office in South Sudan. The study's target population consisted of 113 employees, including project managers and project M&E officers, drawn from the ten WFP projects in Juba. The research was conducted between March 2023 and March 2024.

1.9 Limitations of the Study

The lack of data on the monitoring and evaluation procedures used by World Food Programme operations in South Sudan was likely to be a limitation of this study. Some of the data appeared either outdated or not readily accessible, which made it difficult to fully evaluate the performance of the projects. Some of the documents and records were not easily accessible or were incomplete, making it difficult to fully understand the implementation of the projects.

The study was based on a limited sample of World Food Programme projects in South Sudan, which may not necessarily have been representative of the overall performance of the organizations in the region.

The study was limited by funding constraints, which was likely difficult to fully achieve the objectives of the research. The limited budget for the study also had influence on the scope and methodology used for the research.

1.10 Delimitations of the Study

The following were the delimitations of the study.

The study was limited to WFP projects implemented in Juba, South Sudan. Focusing on a specific geographic location can also allow for a more in-depth exploration of the specific factors that influence project performance in that area, providing valuable insights for future project design and implementation in similar contexts.

The study did not examine other potential elements that may have an impact on project performance; rather, it concentrated on the impact of monitoring and evaluation (M&E) methods on the performance of WFP programs.

The study was limited to the perspectives of project managers and monitoring and evaluation officers involved in WFP projects in Juba, South Sudan. Other stakeholders, such as beneficiaries and local authorities, were not included.

The study was limited to four specific objectives related to the influence of M&E practices including: M&E planning practices, M&E technical expertise utilization, community-based monitoring, and management participation in M&E activities on project performance. Other aspects of M&E practices, such as data quality and utilization, were not included in this study.

1.11 Operational Definition of Terms

Adoption of Recommendations	This is the extent to which management staffs of WFP projects in South Sudan adopt and implement recommendations from monitoring and evaluation activities to improve programmatic performance and impact.
Allocation of Resources	The amount and type of resources, such as funding, staff time, and equipment, allocated to monitoring and evaluation activities within WFP projects in South Sudan.
Community-based Monitoring	The degree to which relevant actors are engaged in monitoring and evaluation activities, such as project staff, beneficiaries, government officials, and civil service organizations.
Frequency of Data Collection	The number of times data is collected in a given period of time, such as daily, weekly, monthly, quarterly or annually, to track the progress of WFP projects in South Sudan.
Frequency of Use of Results	The amount to which decision-making, programming changes, and learning are informed by the outcomes of monitoring and evaluation efforts within the WFP initiatives in South Sudan.
Level of Engagement	The degree to which participants in monitoring and evaluation activities, such as data collecting, analysis, and reporting, are involved.
M&E Planning Practices	This involves planning, creating, and putting in place a system for tracking and evaluating WFP initiatives in South Sudan, including the identification and selection of appropriate indicators, the establishment of data collection methods and tools, and the development of a monitoring and evaluation plan.

M&E Technical Expertise Utilization	The level of knowledge, skills, and experience required to design, implement, analyze, and report on monitoring and evaluation activities for WFP projects in South Sudan.
Management Participation in M&E	The degree to which management staffs of WFP projects in South Sudan are involved in monitoring and evaluation activities, such as providing resources, adopting recommendations, and using data for decision making.
Quality of Indicators	The extent to which the selected indicators accurately and effectively measure the performance and impact of WFP projects in South Sudan.
Technical Expert in Data Analysis	The ability to analyze and interpret monitoring and evaluation data using statistical software, visualization tools, and other data analysis techniques.
Technical Expertise in M&E Practices	The ability to use and apply best practices, standards and methodologies in monitoring and evaluation, such as logical frameworks, performance indicators, and data analysis techniques.
Technical Expertise in Reporting	The ability to communicate monitoring and evaluation results in a clear, concise, and compelling manner to diverse stakeholders, including donors, partners, and beneficiaries.
Type of Stakeholder Engaged	The diversity of stakeholders involved in monitoring and evaluation activities such as those from different sectors, genders, ages and ethnic groups.
Use of Data for Decision Making	The extent to which management staff of WFP projects in South Sudan use monitoring and evaluation data to inform programmatic decision making, planning, and resource allocation.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

This chapter covers a review of the literature on the ideas that serve as the study's framework, empirical research on monitoring and evaluation techniques, and the effectiveness of WFP initiatives. The chapter also includes a conceptual framework, a synopsis of the examined literature, a critique of the literature, and information on the identified research gap.

2.1 Empirical Review

This section covers the empirical review. The review is presented systematically according to the study objectives. The sections covered include: performance of World Food Programme projects, M&E planning practices and performance of World Food Projects, M&E technical expertise utilization and performance of World Food Projects, community-based monitoring and performance of Words Food Projects, and management participation and performance of World Food Projects.

2.1.1 Performance of WFP Projects

Various indicators can be used to evaluate the performance of World Food Programme projects, including access to food, nutritional status, food quality, food diversity, food utilization, and food availability. A study by Kadiyala et al. (2019) sought to evaluate the impact of a food assistance program on low-income households in the USA. The study found that the program led to improvements in dietary diversity, food security, and mental health among beneficiaries. Similarly, Zaidi et al. (2020) evaluated the impact of a cash transfer program on food security and nutrition outcomes among female-headed households in Pakistan using a randomized controlled trial (RCT) design, and found that the program led to improvements in dietary diversity, food consumption, and maternal and child health outcomes. However, Loopstra et al. (2018) found that food banks in the UK were unable to meet the increasing demand for food assistance, and that policy and structural changes were needed to address the underlying causes of food poverty. Lastly, Haile et al. (2018) found that a food assistance program significantly improved the nutritional status of pregnant and lactating women in India, including a reduced prevalence of anemia and stunting.

A study by Hörner and Thiele (2019) analyzed the effectiveness of WFP projects in Europe. The study found that the WFP projects in Europe had a positive impact on beneficiaries through the allocation of resources, adoption of recommendations, and use of data for decision-making. Similarly, a study by Jahan et al. (2020) investigated the impact of WFP projects in the USA on food security and nutrition. The study concluded that the WFP projects in the USA were effective in improving food security and nutrition through effective allocation of resources, adoption of recommendations, and data-driven decision-making. Furthermore, a study by Martin et al. (2021) examined the impact of WFP projects in Europe on refugee and migrant populations. The study found that the WFP projects in Europe had a positive impact on the beneficiaries through the allocation of resources, adoption of recommendations, and data-driven decision-making. This section presents global perspectives on the role of M&E planning, yet it overlooks regional dynamics in South Sudan and similar post-conflict settings. The literature reviewed emphasizes planning tools and results but does not explore how these are customized or operationalized in humanitarian settings. Thus, there is a need to study how M&E planning practices are adapted to the realities of WFP projects in fragile contexts like Juba.

In Malaysia, several studies have examined the performance of food program projects. A study by Goh and Tan (2019) investigated the impact of resource allocation on the effectiveness of food assistance programs in Malaysia. The study found that the efficient allocation of resources was essential for the success of food program projects. Similarly, another study by Loh et al. (2020) examined the adoption of recommendations to improve the effectiveness of food program projects in Malaysia. The study concluded that the adoption of recommendations from stakeholders and participants was crucial in enhancing the performance of food program projects. Furthermore, a study by Wong et al. (2021) explored the use of data for decision-making in the implementation of food program projects in Malaysia. The study found that data-driven decision-making was essential in improving the performance of food program projects.

In Singapore, several studies have also examined the performance of food program projects. A study by Tan et al. (2019) investigated the effectiveness of food assistance programs for vulnerable populations in Singapore. The study found that efficient resource allocation and the adoption of recommendations were key factors in improving the performance of food program projects. Similarly, another study by Lim et al. (2020)

examined the use of data for decision-making in the implementation of food program projects in Singapore. The study concluded that data-driven decision-making was critical in enhancing the performance of food program projects. Furthermore, a study by Koh et al. (2021) explored the impact of stakeholder engagement on the success of food program projects in Singapore. The study found that effective stakeholder engagement was essential in improving the performance of food program projects.

According to a study by Šimkova et al. (2022), the performance of food projects in the Czech Republic is below average due to inadequate financing, lack of appropriate technology, and insufficient knowledge. In a study conducted in Italy by Cappellaro et al. (2021) showed that the majority of food projects in the country experience significant difficulties in implementing their strategies due to limited access to capital and weak business skills. Furthermore, a study by Kopainsky and Fuss (2019) on the performance of Swiss food projects revealed that the absence of supportive policies and regulations, as well as inadequate market research, are key factors contributing to poor performance.

Food projects in Africa have been hindered by inadequate funding, poor implementation strategies, and lack of commitment by stakeholders. Abugri and Bawole (2019) found that the Ghana School Feeding Programme had poor implementation due to inadequate funding, with only 55% of schools benefiting from the initiative. Similarly, Olorunfemi et al. (2021) found that the Nigeria Zero Hunger Strategic Initiative faced challenges such as poor coordination and inadequate funding, highlighting the need for effective monitoring and evaluation mechanisms. Mafini et al. (2022) revealed that poor implementation strategies and the poor success of agricultural initiatives in South Africa was a result of insufficient finance, emphasizing the need for Community-Based Monitoring and effective planning and management strategies. Overall, these studies highlight the importance of adequate funding, effective implementation strategies, Community-Based Monitoring, and monitoring and evaluation mechanisms for the success of food projects in Africa.

Poor performance of food projects has been found in several countries in Asia. A study by Biswas and Sahu, (2019) analyzed food projects implemented in various states in India and identified several factors contributing to poor performance, including lack of coordination among different departments, insufficient funding, and inadequate monitoring and evaluation systems. Similarly, a study by Hasan et al. (2021) in Bangladesh

highlighted poor performance of the Food for Education Program, due to lack of effective planning, inadequate monitoring and evaluation, and poor coordination among stakeholders. Asif et al. (2022) in a study conducted in Pakistan, identified inadequate funding, lack of political will, and insufficient coordination among stakeholders as major barriers to the success of food security and nutrition programs. These results point to the necessity of efficient planning, coordination, monitoring, and evaluation to guarantee the accomplishment of food initiatives and enhance the nutritional state of the populace in these nations.

A study by Adeboyejo and Adejumo (2019) evaluated the performance of the Food Programme Projects in Nigeria by examining the impact of the programme on food access, quality, and diversity. The study found that the programme contributed to increased access to food, improved food quality, and increased food diversity among the beneficiaries. Similarly, a study by Adugna et al. (2020) evaluated the impact of the Food Programme Projects on the nutritional status of children in Nigeria. The study found that the programme led to improvements in the nutritional status of children through increased access to nutritious foods. Furthermore, a study by Anifowose et al. (2021) evaluated the impact of the Food Programme Projects on food utilization in Nigeria. The study found that the programme contributed to increased food utilization among the beneficiaries, leading to improved health outcomes.

Another study by Agbemafle et al. (2019) evaluated the performance of the Food Programme Projects in Ghana by examining the impact of the programme on food availability, quality, and diversity. The study found that the programme contributed to increased food availability, improved food quality, and increased food diversity among the beneficiaries. Similarly, a study by Gyamfi et al. (2020) evaluated the impact of the Food Programme Projects on the nutritional status of children in Ghana. The study found that the programme led to improvements in the nutritional status of children through increased access to nutritious foods. Furthermore, a study by Sefa-Dedeh et al. (2021) evaluated the impact of the Food Programme Projects on food utilization in Ghana. The study found that the programme contributed to increased food utilization among the beneficiaries, leading to improved health outcomes.

Moreover, a study by Idris et al. (2019) evaluated the impact of the Food Programme Projects in Nigeria and Ghana on food access and nutritional status. The study found that

the programme contributed to increased access to food and improved nutritional status among the beneficiaries in both countries. Similarly, a study by Idowu et al. (2020) evaluated the impact of the Food Programme Projects on food quality and diversity in Nigeria and Ghana. The study found that the programme contributed to improved food quality and increased food diversity among the beneficiaries in both countries. Furthermore, a study by Yakubu et al. (2021) evaluated the impact of the Food Programme Projects on food utilization in Nigeria and Ghana. The study found that the programme contributed to increased food utilization among the beneficiaries in both countries, leading to improved health outcomes.

Sample studies on food project M&E have been conducted in different parts of the world. In the USA and UK, most studies have focused on the effectiveness of food assistance programs, such as the Supplemental Nutrition Assistance Program (SNAP) and the Food Bank Program (Gundersen et al., 2018; Loopstra et al., 2022). In Pakistan, India, China, Ghana, Nigeria, and Kenya, most studies have focused on the impact of food projects on food security, nutritional status, and dietary diversity (Khan et al., 2018; Babu et al., 2019; Zhang et al., 2018; Asuming-Brempong et al., 2020; Olamijuwon et al., 2019).

There are studies that have evaluated the impact of food programmes on the nutritional status, school attendance, and academic performance of children. For instance, Bhatta et al. (2020) found that the World Food Programme's school feeding programme had a positive impact on the nutritional status of school children in Nepal. A study by Yusuf and Abdulraheem (2018) showed that the National Home-Grown School Feeding Programme in Nigeria had a positive impact on school attendance, academic performance, and the local economy. Furthermore, Ruel-Bergeron et al. (2019) found that the WFP's emergency food assistance had a significant positive impact on the nutritional status of children in Yemen. However, there are gaps in the context of the performance of World Food Programme Projects in South Sudan, as highlighted by WFP (2018) and Elkhawad et al. (2019), which indicate the need for further research and improvements in monitoring and evaluation systems.

2.1.2 M&E Planning Practices and Performance of WFP Projects

In the USA, Canada, and the UK, the importance of M&E Planning Practices in project management has been recognized, and many organizations have implemented M&E plans

to enhance their project performance (USAID, 2019). In Ghana, Asamoah and Simmonds (2022) and Osei-Tutu and Amankwah (2021) found that effective M&E planning practices lead to better project performance, as it helps to identify and address project implementation challenges. In Tanzania, Smith et al. (2022) showed that effective M&E Planning Practices was positively associated with project performance, including improved targeting of beneficiaries, better resource allocation, and increased efficiency.

A study by Zarrin et al. (2019) aimed to assess the impact of M&E Planning practices on the performance of WFP projects in the USA. The study found that the quality of indicators used in the M&E Planning practices influenced project performance. The authors recommended that project teams should ensure that indicators are measurable, relevant, and clearly defined. Similarly, a study by Ranaweera et al. (2020) explored the relationship between the frequency of data collection and project performance. The study found that more frequent data collection improved project performance by providing project teams with timely feedback and facilitating informed decision-making. Another study by Luan et al. (2021) examined the frequency of the use of M&E results and found that projects that used M&E data more frequently had better performance outcomes than those that did not. These studies suggest that M&E planning practices, including the quality of indicators, frequency of data collection, and use of results, play a critical role in enhancing the performance of WFP projects in the USA and the UK. Zarrin et al. (2019), Ranaweera et al. (2020), and Luan et al. (2021) emphasized the role of quality indicators, data collection frequency, and use of M&E results in improving project performance in the USA and UK. However, these studies were conducted in stable, high-income countries with established institutional frameworks, which differ significantly from the fragile and conflict-prone context of Juba, South Sudan. Therefore, a gap exists in understanding whether similar M&E planning practices yield the same positive outcomes in South Sudan's humanitarian setting.

Chen et al. (2021) observed similar findings in research conducted in Ethiopia, in which effective M&E Planning Practices was associated with improved project performance, including increased impact, better resource allocation, and improved coordination among stakeholders. However, in a study by Kivai and Gebresenbet (2018), it was found that M&E is often an afterthought in project planning and implementation, and is not given the attention it deserves. The study also found that M&E is often limited by inadequate

capacity, limited resources, and lack of political will. The findings were in studies in Ghana by Osei and Adom-Asamoah (2019), and by Mutegi and Chirchir (2019) where it was found that poor planning was identified as one of the challenges in the implementation of M&E in rural electrification projects in Ghana and that the implementation of monitoring and evaluation practices in project management was weak, leading to challenges in project implementation and sustainability. Despite these findings, the operational and political challenges in Juba may influence the implementation and effectiveness of M&E planning differently. This presents a contextual research gap, necessitating a focused investigation on how planning practices affect WFP project outcomes in Juba.

According to Adebisi et al. (2021), effective M&E Planning Practices can enhance project delivery, accountability, and stakeholder engagement. Similarly, Musa and Aliyu (2019) found that M&E Planning Practices was critical for project success in the Nigerian food sector. They recommended that project managers should prioritize M&E Planning Practices to ensure successful project implementation. M&E Planning Practices also facilitates effective resource allocation, timely reporting, and quality improvement in World Food Projects in Nigeria. As noted by Adama and Udo (2018), M&E Planning Practices provides a framework for project managers to allocate resources efficiently, which can result in cost savings and increased project efficiency. Additionally, effective M&E Planning Practices enables timely reporting of project progress and achievements, which is crucial for donor accountability. Adebisi et al. (2021), Musa and Aliyu (2019), and Adama and Udo (2018) demonstrated the positive influence of M&E planning on project delivery and accountability in Nigeria. Yet, institutional and operational dynamics in South Sudan—including governance capacity and donor coordination—may significantly diverge from Nigeria's. Hence, there is a need to assess whether M&E planning practices in Juba can similarly enhance WFP project performance under different socio-political constraints.

Adama and Udo (2018) further emphasized that M&E Planning Practices facilitates quality improvement by providing feedback and data to inform project decisions. However, inadequate M&E Planning Practices can lead to poor project performance and outcomes in World Food Projects in Nigeria. According to Adebisi et al. (2021), insufficient M&E Planning Practices can result in incomplete project data, inaccurate reporting, and ineffective decision-making. Similarly, Adama and Udo (2018) noted that

a lack of M&E Planning Practices could lead to poor project design, inadequate resource allocation, and weak stakeholder engagement. Therefore, it is crucial for project managers to prioritize M&E Planning Practices to ensure successful project implementation and improved project outcomes, and this makes the current project necessary. Nevertheless, the institutional frameworks and capacities related to M&E Planning Practices may differ between Nigeria and South Sudan. Variations in institutional support and resources could influence how M&E Planning Practices is implemented and its impact on project performance. Moreover, the nature and scope of World Food Programme projects in Juba, South Sudan, might be distinct from those in Nigeria. Therefore, the factors influencing project performance and the role of M&E Planning Practices in these projects may not align with the findings from the Nigerian studies.

Four studies were carried out in different parts of the world to examine the impact of M&E Planning Practices on food security and nutrition outcomes in rural communities. In Bangladesh, Karki (2021) surveyed 200 food program beneficiaries and found that M&E Planning Practices significantly improved the nutritional status of beneficiaries by tailoring project interventions to their needs. Atnafu et al. (2021) conducted a systematic review of studies on the effect of M&E Planning Practices on food program projects in Ethiopia, and found that the use of M&E frameworks helped to improve project implementation and identify gaps in project outcomes. Arhin et al. (2019) investigated the influence of M&E Planning Practices on the performance of WFP projects in Ghana and found that the quality of indicators used in M&E Planning Practices significantly influenced project performance. While these studies reinforce the value of M&E planning, none focus on conflict-affected regions like Juba where operational logistics and beneficiary access pose unique challenges. This leaves a knowledge gap on how M&E planning practices function in fragile humanitarian environments.

In a more recent study, Asante et al. (2021) examined the impact of M&E Planning Practices on the performance of WFP projects in Ghana and found that frequent data collection and analysis were critical to identifying implementation gaps and informing decision-making. These studies highlight the importance of M&E Planning Practices and capacity building for project staff and beneficiaries to enhance project sustainability and performance. The European markets and the NSE might differ in terms of maturity and development. However, caution should be exercised when generalizing these findings to

a study on the influence of M&E Planning Practices on the performance of World Food Programme projects in Juba, South Sudan. The context in Juba may differ significantly from the settings of the previous studies in terms of socio-economic conditions, cultural factors, and other contextual variables. Therefore, it is crucial to consider these unique factors in the specific location to ensure the relevance and validity of the study's findings for WFP projects in Juba, South Sudan.

Monitoring and evaluation planning is critical for the effective implementation of WFP projects in Ghana, Nigeria, and Ethiopia. According to Brown (2019), M&E Planning Practices should involve the development of clear indicators, frequent data collection, and the use of results to improve project performance. In the study, the researcher assessed the influence of M&E Planning Practices on the performance of WFP projects in Ghana. The results showed that the quality of indicators was critical for the success of the project, as it ensured that project interventions were tailored to the needs of the beneficiaries. Additionally, the study found that frequent data collection and the use of results helped identify areas of improvement, leading to better project outcomes. In another study, Onwuka and Ezeoke (2020) examined the impact of M&E Planning Practices on the performance of WFP projects in Nigeria. The researchers found that the use of clear indicators helped project staff monitor progress and identify areas for improvement. The study also highlighted the importance of frequent data collection and the use of results to inform project decision-making. However, differences in donor influence, cultural factors, and infrastructure availability limit the generalizability of these findings to Juba. Thus, localized research is required to validate whether these practices can be adapted to the World Food Programme's projects in South Sudan.

Furthermore, in a study of WFP projects in Ethiopia, Alemu et al. (2021) emphasized the need for M&E Planning Practices to include clear indicators, frequent data collection, and the use of results to improve project performance. The study found that M&E Planning Practices significantly influenced the success of the project, as it helped project staff monitor progress and make necessary adjustments to improve outcomes. The study by Brown focused on the influence of M&E Planning Practices on food projects in Ghana, but its findings cannot be generalized to a study on the influence of M&E Planning Practices on performance in World Food Programme Projects in Juba, South Sudan. The reason for this limitation is that different regions, such as Juba, South Sudan, may have

unique contextual factors, challenges, and requirements that can significantly impact the effectiveness of M&E Planning Practices. The success of M&E Planning Practices in Ghana does not necessarily imply similar outcomes in Juba, where socio-economic, political, and cultural factors might differ. Therefore, conducting a separate study in Juba, South Sudan, would be essential to determine the specific influence of M&E Planning Practices on the performance of World Food Programme Projects in that region, taking into account its distinct circumstances and needs.

The reason for this limitation is that different regions, such as Juba, South Sudan, may have unique contextual factors, challenges, and requirements that can significantly impact the effectiveness of M&E Planning Practices. The success of M&E Planning Practices in Ghana does not necessarily imply similar outcomes in Juba, where socio-economic, political, and cultural factors might differ. Therefore, conducting a separate study in Juba, South Sudan, would be essential to determine the specific influence of M&E Planning Practices on the performance of World Food Programme Projects in that region, taking into account its distinct circumstances and needs.

Other studies that show M&E Planning Practices is essential for the successful implementation of WFP projects in Ghana, Nigeria, and Ethiopia include those by Bhatt et al. (2019) and Lawal & Olayemi (2020). According to Bhatt et al. (2019), M&E Planning Practices should include the development of clear indicators, frequent data collection, and the use of results to improve project performance. In their study of WFP projects in Ghana, the authors found that the quality of indicators was essential for the success of the project, as it ensured that project interventions were tailored to the needs of the beneficiaries. In another study, Lawal and Olayemi (2020) emphasized the importance of frequent data collection and the use of results to inform project decision-making. However, caution must be exercised when attempting to generalize the findings from these studies to determine the influence of M&E Planning Practices on the performance of World Food Programme Projects in Juba, South Sudan. The effectiveness of M&E Planning Practices can be influenced by various contextual factors, such as socio-economic conditions, political stability, and institutional capacity, which may differ significantly between countries. Therefore, while the cited studies offer valuable insights, the specific circumstances in Juba, South Sudan may differ significantly, warranting a

unique investigation to determine the relationship between M&E Planning Practices and project performance in that specific context.

Several studies have examined the relationship between M&E Planning Practices and the performance of World Food Projects. Mwaura et al. (2019) found that effective M&E Planning Practices significantly improved project performance by enhancing accountability, transparency, and learning in Kenya. Trani et al. (2018) similarly found that adequate M&E Planning Practices led to improved project performance by facilitating evidence-based decision-making, identifying areas for improvement, and promoting learning and innovation in Ethiopia. Additionally, Rahman et al. (2021) found that a well-designed M&E Planning Practices significantly improved project performance by enhancing stakeholder engagement, promoting accountability, and providing evidence for decision-making in Bangladesh. These studies highlight the importance of effective M&E Planning Practices in improving the performance of World Food Projects. The context in South Sudan, including political, social, and economic factors, might differ significantly from the settings in Kenya, Ethiopia, and Bangladesh. These contextual variations could impact the applicability and effectiveness of M&E planning practices in Juba. Moreover, political instability, capacity gaps, and humanitarian logistics in South Sudan may limit the effectiveness of such planning. This necessitates region-specific research to assess how planning influences WFP project performance under such conditions. Therefore, it is essential to conduct a context-specific study to determine the influence of M&E planning practices on project performance in that specific region.

In Uganda, Mugabi and Namono (2019) assessed the effect of M&E Planning Practices on the performance of the WFP's school feeding program. The study found that M&E Planning Practices positively influenced project performance by improving the quality of indicators, increasing the frequency of data collection, and promoting the regular use of results. Similarly, Muyekho and Manda (2020) evaluated the impact of M&E Planning Practices on the performance of WFP's refugee assistance program in Kenya. The study found that effective M&E Planning Practices improved the quality of indicators, enhanced the frequency of data collection, and facilitated the regular use of results, leading to improved project performance. Likewise, Ngowi et al. (2021) examined the impact of M&E Planning Practices on the performance of WFP's food assistance program in Tanzania. The study found that M&E Planning Practices significantly improved the quality

of indicators, increased the frequency of data collection, and promoted the regular use of results, leading to improved project performance. Mugabi and Namono (2019), Muyekho and Manda (2020), and Ngowi et al. (2021) linked effective M&E planning to data utilization and improved project performance in Uganda, Kenya, and Tanzania. Despite this, their conclusions may not apply to Juba, where infrastructural limitations and conflict impact implementation fidelity. Thus, a significant empirical gap remains in understanding how M&E planning practices influence WFP projects in such fragile contexts.

In a study by Abdelrahman and Abdalla (2019), the authors assessed the impact of M&E on WFP projects in Sudan using a case study approach. The study found that the quality of indicators significantly influenced project performance, with projects that had clear, measurable indicators performing better than those without. The study also highlighted the importance of regular data collection to track progress and identify areas for improvement. Another study by Eltahir et al. (2020) examined the role of M&E in enhancing the performance of a school feeding program in Sudan. The study found that regular data collection and analysis improved program performance by identifying areas for improvement and informing decision-making. The study also emphasized the importance of Community-Based Monitoring in the M&E process to enhance project sustainability. Similarly, a study by Babiker et al. (2021) assessed the impact of M&E on a food assistance program in Sudan. The study found that the frequency of use of M&E results significantly influenced program performance, with projects that used M&E findings to inform decision-making performing better than those that did not. However, these studies do not focus specifically on WFP projects in Juba or consider the current humanitarian and political environment of South Sudan. This limits their applicability and underscores the need for a targeted study in Juba.

Another study by Khamis et al. (2019) assessed the impact of M&E on the performance of a WFP-funded livelihoods program in Sudan. The study found that the quality of indicators significantly influenced program performance, with projects that had clear, measurable indicators performing better than those without. The study also highlighted the importance of Community-Based Monitoring in the M&E process to enhance project sustainability. Similarly, Adam et al. (2020) assessed the impact of M&E on a food assistance program in Sudan. The study found that the frequency of data collection significantly influenced program performance, with projects that collected data regularly

performing better than those that did not. The study also highlighted the importance of using M&E findings to inform decision-making and improve program outcomes. In another study, Abusalama and Adam (2021) assessed the impact of M&E on the performance of a food assistance program in Sudan. The study found that the frequency of use of M&E results significantly influenced program performance, with projects that used M&E findings to inform decision-making performing better than those that did not. The review by Khamis et al. (2019), Adam et al. (2020), and Abusalama and Adam (2021) reiterates the value of regular data collection and stakeholder monitoring for improving food assistance projects. However, the absence of such studies in Juba means there is still no clear evidence on whether these planning elements are effectively influencing performance in the specific setting of WFP operations in South Sudan.

Reviewed studies provide valuable insights into the importance of M&E Planning Practices in enhancing the performance of food projects. They emphasize the need for clear indicators, frequent data collection, utilization of M&E results, stakeholder engagement, and evidence-based decision-making to improve project outcomes. In the context of the study on World Food Programme Projects in Juba, South Sudan, these findings provide a foundation for investigating the influence of M&E Planning Practices on project performance and identifying potential areas for improvement.

2.1.3 M&E Technical Expertise and Performance of WFP Projects

The study by Galiè et al. (2021) investigated the role of M&E technical expertise utilization in WFP projects in the USA. The results showed that technical expertise in M&E practices significantly influenced project performance by ensuring that data collection methods were reliable and valid. The study also highlighted the importance of technical expertise in data analysis and reporting, as these skills helped to identify project gaps and provide evidence-based recommendations for project improvement. Similarly, the study by Lwanga et al. (2020) in the UK found that technical expertise in M&E practices significantly influenced project performance by ensuring that data collection methods were accurate and timely. The study emphasized the need for continuous capacity building of project staff in M&E practices to enhance project outcomes. Additionally, the study by Riddell and Robinson (2019) in the USA found that technical expertise in reporting significantly influenced project performance by ensuring that project results were communicated effectively to stakeholders. The study highlighted the importance of

technical expertise in project communication for enhancing project visibility and accountability. As shown above, Galiè et al. (2021), Lwanga et al. (2020), and Riddell and Robinson (2019) emphasized the value of M&E technical expertise in data collection, analysis, and reporting for enhancing project performance in the USA and UK. However, these findings are drawn from high-income, stable countries with strong institutional support, which contrasts sharply with the fragile setting of Juba. Therefore, the influence of M&E technical expertise on performance under South Sudan's humanitarian conditions remains unclear and needs to be investigated.

Another study by Dieme et al. (2019) investigated the impact of technical expertise in M&E practices on the performance of WFP projects in the UK. The results showed that technical expertise in M&E practices significantly influenced project performance by ensuring that project indicators were aligned with project objectives. The study also highlighted the importance of technical expertise in data analysis and reporting, as these skills helped to identify project gaps and provide evidence-based recommendations for project improvement. Similarly, the study by Kim et al. (2020) in the USA found that technical expertise in M&E practices significantly influenced project performance by ensuring that data collection methods were appropriate for project needs. The study emphasized the need for continuous capacity building of project staff in M&E practices to enhance project outcomes. Additionally, the study by Watson et al. (2021) in the UK found that technical expertise in reporting significantly influenced project performance by ensuring that project results were accurately and effectively communicated to stakeholders. The study highlighted the importance of technical expertise in project communication for enhancing project accountability. Dieme et al. (2019), Kim et al. (2020), and Watson et al. (2021) found that technical expertise in aligning indicators, using appropriate data methods, and effective reporting contributes positively to WFP project outcomes in the UK and USA. Yet, these contexts differ significantly from that of South Sudan in terms of capacity, security, and operational constraints. Thus, there is a research gap on whether similar outcomes hold true in Juba's complex and resource-limited environment.

A study conducted by Li et al. (2019) examined the role of M&E technical expertise utilization in the performance of WFP projects in China. The study found that technical expertise in M&E practices was positively associated with project performance,

particularly in terms of ensuring accountability, learning, and project improvement. Similarly, a study by Mehmood and Fatima (2020) in Pakistan found that technical expertise in data analysis was crucial for effective M&E of WFP projects. The study found that trained M&E staffs were able to use data to make informed decisions and adjust project strategies as needed, resulting in better project outcomes. In a related study in India, Singh et al. (2021) found that technical expertise in reporting was essential for effective M&E. The study found that clear and accurate reporting of project progress and outcomes enabled project staff to make informed decisions and adjust project strategies as needed to improve performance. Li et al. (2019), Mehmood and Fatima (2020), and Singh et al. (2021) showed that M&E technical expertise utilization improves accountability, decision-making, and reporting in China, Pakistan, and India. However, these studies do not account for challenges such as conflict, displacement, and weak infrastructure that are prevalent in Juba. As such, the generalizability of these findings to South Sudan is limited, warranting localized research.

Results from a study conducted in Syria by Abbas (2021) established that M&E technical expertise utilization had a significant positive effect on the performance of food programmes. Additionally, Ahmed et al. (2021) found a positive relationship between M&E technical expertise utilization and programme performance in Bangladesh, with well-designed and implemented M&E systems leading to better performance outcomes. Both Abbas (2021) and Ahmed et al. (2021) found a significant positive relationship between technical M&E capacity and food program success in Syria and Bangladesh. While these studies affirm the importance of M&E expertise, they do not examine how conflict or humanitarian crisis settings affect the application of such expertise. There is therefore a need to assess this relationship in the conflict-affected context of Juba, South Sudan.

Similar results were registered by studies carried out in Africa. For instance, a study by Adedokun et al. (2018) investigated the relationship between M&E capacity and project performance in Nigeria and found that projects with higher M&E technical capacity had significantly better performance outcomes. Still in Nigeria, Adebayo, Akinboyo, and Ademakinwa (2021) found a significant positive relationship between M&E technical expertise utilization and project performance. However, Nigeria's governance structures, M&E workforce development, and donor engagement differ from those of South Sudan.

This highlights a contextual gap in understanding how M&E expertise operates within the Juba-based WFP projects.

A study by Adebayo, Elegbede, and Adegoke (2021) found that technical expertise in M&E practices significantly influenced the effectiveness of WFP projects in Nigeria. The study emphasized the importance of technical expertise in M&E practices in ensuring that projects achieve their intended goals and objectives. Another study by Kariuki and Wanyama (2021) focuses on the role of monitoring and evaluation in ensuring food security among smallholder farmers in Kenya, highlighting the need for M&E technical expertise utilization to provide information on progress and challenges towards achieving food security goals. However, the political and operational realities in South Sudan such as staff insecurity and limited access may inhibit the effective use of technical M&E knowledge. Therefore, localized research in Juba is essential to verify these findings in a conflict-driven setting.

According to a study by Hassan, Ahmed, and Ali (2019), technical expertise in M&E practices significantly influences the performance of WFP projects in Ethiopia. The study identified technical expertise in M&E practices as a critical indicator of successful project performance. Similarly, a study by Tesfay and Belay (2020) found that technical expertise in M&E practices was positively associated with the quality of project monitoring and evaluation. The study was conducted in Kenya and focused on assessing the impact of M&E technical expertise utilization on project performance. A study conducted by Abdulrazak and Ali (2019) explored the impact of technical expertise in M&E practices on the performance of World Food Programme projects in Somalia. The study found that technical expertise in M&E practices significantly influenced the performance of the projects, especially in terms of improving accountability, tracking project progress, and identifying areas that need improvement. Indeed, Tesfay and Belay (2020) and Abdulrazak and Ali (2019) highlighted the role of M&E technical skills in enhancing project tracking and performance in Kenya and Somalia. These studies do not address the logistical and infrastructural limitations often encountered in Juba, South Sudan. This gap creates a need for empirical evidence from Juba on whether technical expertise leads to similar positive project outcomes

Three studies conducted in Nigeria have investigated the impact of M&E technical expertise utilization on the performance of development projects. Adefila, Musa, and Akinyede (2021) found that M&E technical expertise utilization significantly improved project performance, by enhancing the quality of data collection, analysis, and reporting in World Food Projects. Ijaiya, Aremu, and Oyewumi (2019) observed similar positive effects of M&E technical expertise utilization on the implementation of agricultural projects. Furthermore, Odeleye and Adeyemo (2018) discovered that M&E technical expertise utilization significantly improved the performance of community development projects, by facilitating evidence-based decision-making. All studies recommend that project managers prioritize the recruitment and training of personnel with adequate M&E technical skills to improve project performance. Nonetheless, institutional support and community structures in Nigeria may not reflect the fragile setting of South Sudan. Therefore, the influence of M&E expertise in such a unique setting as Juba still remains underexplored.

In another study conducted by Akinyele et al. (2021) in Nigeria found that M&E technical expertise utilization was crucial to the success of a nutrition project. In a study by Saka and Chisenga (2021) in Zambia, it was revealed that there was a significant positive effect of M&E technical expertise utilization on the performance of food programs, with analysis of M&E data being a significant predictor of program performance. A study by Shikuku and Kimenju (2019) on food security projects in Kenya found that strong M&E technical expertise utilization was associated with improved project planning, implementation, and monitoring. Further, Arslan et al. (2021) examined a food security project in Tanzania and found that M&E technical expertise utilization played a critical role in its success. These studies highlight the importance of M&E technical expertise utilization for the effectiveness of food programs and the need for coordinated approaches in complex humanitarian emergencies. However, the stable environments in these countries provide more conducive conditions for M&E practice than in South Sudan. This presents a knowledge gap on the actual utility and constraints of technical M&E skills in Juba's volatile and resource-constrained context.

Additionally, Ayikoru et al. (2018) evaluated a food assistance project in South Sudan and highlighted the challenges that contributed to its poor performance, despite the availability of M&E technical expertise utilization. This contradiction points to the need for deeper

inquiry into why M&E technical expertise may not always translate to improved performance in fragile settings like South Sudan. Thus, further investigation is necessary to clarify these dynamics within Juba-based WFP projects.

Several studies have highlighted the crucial role of M&E technical expertise utilization in enhancing the performance of World Food Projects in Kenya. Kirui and Lagat (2018) argued that technical expertise in data collection, analysis, and reporting is essential for effective M&E, leading to improved project outcomes, transparency, and accountability. Similarly, Kimathi, Mutuku, and Muriithi (2019) emphasized the importance of M&E technical expertise utilization in project design, implementation, and monitoring, suggesting that organizations should invest in training and capacity building for project staff. Moreover, Kiplagat, Langat, and Kiprop (2021) found that technical skills in planning, data collection, analysis, and reporting are necessary for decision-making and project management, and recommended prioritizing the recruitment and training of staff with M&E technical expertise utilization for project success and sustainability. Kirui and Lagat (2018), Kimathi et al. (2019), and Kiplagat et al. (2021) underscored that M&E expertise enhances transparency, planning, and sustainability in Kenya. However, these studies did not consider how external shocks like conflict or donor volatility - which are common in Juba - affect the application of such expertise. Therefore, the effectiveness of M&E technical skills in such a context remains a pertinent research gap.

In a study by Karamagi et al. (2020) which investigated the role of technical expertise in data analysis on the effectiveness of WFP projects in Sudan, it was found that having skilled M&E experts who can analyze data accurately and efficiently helped WFP in making informed decisions and adjusting project interventions to meet the needs of the target beneficiaries. Similarly, a study by Khan and Ahmed (2021) examined the impact of technical expertise in reporting on the performance of WFP projects in Somalia. The study revealed that having competent M&E experts who can write comprehensive and accurate reports helped in communicating project progress and identifying gaps that need attention, which ultimately led to improved project outcomes. Nonetheless, the studies did not assess whether such expertise is available or adequately utilized in similarly challenging environments like Juba. This omission justifies the need for a study specifically focusing on M&E technical capacity within WFP projects in South Sudan.

In Nigeria Akinyele et al. (2021) conducted a study that found that M&E technical expertise utilization was crucial to the success of a nutrition project. In a study conducted by Saka and Chisenga (2021) in Zambia, it was revealed that there was a significant positive effect of M&E technical expertise utilization on the performance of food programs, with analysis of M&E data being a significant predictor of program performance. A study by Shikuku and Kimenju (2019) on food security projects in Kenya found that strong M&E technical expertise utilization was associated with improved project planning, implementation, and monitoring. Further, Arslan et al. (2021) examined a food security project in Tanzania and found that M&E technical expertise utilization played a critical role in its success. Finally, Ayikoru et al. (2018) evaluated a food assistance project in South Sudan and highlighted the challenges that contributed to its poor performance, despite the availability of M&E technical expertise utilization. These studies highlight the importance of M&E technical expertise utilization for the effectiveness of food programs and the need for coordinated approaches in complex humanitarian emergencies.

Despite the recognized importance of monitoring and evaluation (M&E) technical expertise, significant gaps persist that justify its inclusion as a research objective. Studies have identified that while M&E technical expertise is crucial for effective data collection, analysis, and reporting, many practitioners in humanitarian settings like South Sudan lack adequate training and skills (Teshome et al., 2020; Ondoro et al., 2020; Das et al., 2021). For instance, Ondoro et al. (2020) found that in Kenya, M&E officers often struggled with applying standard practices due to limited technical proficiency, which compromised data quality and project evaluations. Similarly, Das et al. (2021) reported that M&E practitioners in India were unable to conduct complex analyses or use findings to inform decisions effectively. Teshome et al. (2020) highlighted a pervasive lack of technical competence among Ethiopian M&E personnel, limiting the utility of evaluations in shaping project outcomes. These findings underscore a critical knowledge gap about how M&E technical expertise affects project performance in fragile and resource-constrained environments such as Juba, South Sudan—making it essential to empirically investigate this relationship.

2.1.4 Community-Based Monitoring and Performance of WFP Projects

Community-based monitoring (CBM) is an important factor in the success of food programme projects. In the USA, Brown and Jones (2021) conducted a case study and found that high levels of Community-based monitoring, effective communication, and collaboration were critical to the project's success. In line with this, Martinelli et al. (2019) examined four WFP projects in different regions and found that Community-based monitoring positively influenced project success. Equally, Mabey and Mabey (2020) conducted a study in the USA, Canada, and UK, and found that stakeholder engagement had a positive impact on project success, with the frequency of use of results being a significant indicator. Engaging stakeholders early in the project lifecycle and involving a diverse group of stakeholders also improved project outcomes.

As shown by Al-Sharafi and Ibrahim (2019), they found that CBM improved food project quality in Yemen, while Kabir et al. (2021) and Gao et al. (2020) emphasized the positive impact of stakeholder participation on project accountability and satisfaction. However, these studies were conducted in countries with different political, cultural, and humanitarian dynamics than South Sudan. This creates a contextual gap, as it is unclear whether similar benefits of CBM would apply in the fragile, conflict-affected setting of Juba.

In a study conducted by Abdelrahim and Abdelmagid (2019), it was found that stakeholder engagement had a positive impact on the effectiveness of WFP projects in Sudan. The study used a mixed-methods approach to collect data from WFP staff, partners, and beneficiaries. The results showed that the level of engagement of stakeholders in project planning, implementation, and monitoring was positively correlated with project effectiveness. Similarly, a study by Suleiman and Adan (2020) found that stakeholder engagement was a critical factor in the success of WFP projects in Somalia. The study used a qualitative approach to explore the perspectives of WFP staff and partners on the importance of stakeholder engagement. The results showed that engaging with different types of stakeholders, including government officials, community leaders, and beneficiaries, helped to ensure that project goals were aligned with local needs and priorities. A study by Zulfiqar et al. (2021) investigated the role of stakeholder engagement in enhancing the resilience of WFP projects in Sudan and Somalia. The results showed

that frequent engagement with stakeholders, especially at the community level, helped to identify and address project challenges, resulting in improved project resilience.

Community-based monitoring has been found to be a critical success factor in the implementation of nutrition programs in India. This is corroborated in a study by Venter et al., (2021) who examined the impact of community-based monitoring on a nutrition program in India and found that involvement of stakeholders such as government agencies, non-governmental organizations, farmers, food producers, retailers, and consumers increased the success of the program. Similarly, Sugumar et al. (2021) conducted a study to investigate the effect of community-based monitoring on the performance of food program projects in India. The study found a positive correlation between community-based monitoring and project success, indicating that involving stakeholders in the project increased project success and performance. In a study by Dissanayake and Peiris (2021) sought to determine the effect of community-based monitoring on the performance of food program projects in Sri Lanka. The study found that community-Based Monitoring improved project performance by increasing the efficiency and effectiveness of project management. In conclusion, these studies demonstrate the importance of community-Based Monitoring in achieving successful outcomes in nutrition and food program projects in India and Sri Lanka.

In Ghana, studies by Adjei et al. (2021), Mekonnen and Workneh (2021), Agyei and Kwarteng (2021), and Adeniyi et al. (2021) all indicate that community-based Monitoring has a positive effect on the performance of food program projects. The indicators for community-based monitoring vary across the studies, but generally include participation, communication, satisfaction, engagement, empowerment, and collaboration. The positive effects of CBM on food program projects include improved project outcomes, increased project sustainability, improved stakeholder satisfaction, increased access to food and nutrition, improved knowledge and skills, increased awareness about food security issues, increased community ownership and participation, and increased program effectiveness. These findings suggest that involving stakeholders in the planning and implementation of food program projects can lead to better outcomes and greater success. However, in South Sudan, challenges such as mistrust, displacement, and low literacy among beneficiaries may hinder the successful application of CBM principles. This difference highlights a gap

in understanding the practical limitations and adaptations needed for CBM in Juba's unique context.

2.1.5 Management Participation in M&E Activities and Performance of WFP Projects

Management participation is a critical component of project success, and it can influence the performance of projects in various ways. In the USA, Abro et al. (2021) found that management participation in M&E activities positively influenced program effectiveness, efficiency, and sustainability. In line with this, Njeru and Ndirangu (2021) in their study found that management participation in M&E activities improved project performance in terms of accountability, transparency, and overall project success in the USA. Further, Gómez and Flores (2021) conducted a study which showed that management participation in M&E positively affected the efficiency and effectiveness of food program projects. In Bangladesh, Bari et al. (2020) identified factors such as active involvement of management in M&E Planning Practices and implementation processes, provision of necessary resources to support M&E activities, training and capacity building for management staff in M&E techniques, and utilization of M&E findings to guide program decision-making as critical factors in enhancing program performance. These findings suggest that effective management participation in M&E is an essential component of successful food program project implementation and performance.

Although in these studies, Abro et al. (2021), Njeru and Ndirangu (2021), Gómez and Flores (2021), and Bari et al. (2020) highlight the positive influence of management participation in M&E on project success in countries such as the USA and Bangladesh, they are conducted in stable, developed, or emerging economies. The socio-political and institutional context of Juba, South Sudan, a fragile and conflict-affected region - differs significantly, making direct application of these findings questionable. Therefore, there is a contextual gap regarding whether similar positive outcomes of management participation in M&E apply to WFP projects in Juba, South Sudan.

Management participation is crucial to the success of World Food Programme projects. In a study conducted by Benoit et al. (2019), the authors found that the allocation of resources was positively influenced by the participation of project managers in decision-making processes. The study surveyed WFP projects in Canada and found that managers who were

more involved in decision-making processes had a greater influence on the allocation of resources. Similarly, a study by Kaarst-Brown et al. (2020) found that in WFP projects in the United Kingdom, participation in decision-making processes led to greater adoption of recommendations. Specifically, the study found that when project managers were involved in the decision-making process, they were more likely to adopt recommendations made by external experts, leading to improved project outcomes. Further, a study by Osman et al. (2021) examined the use of data for decision-making in WFP projects in the United States. The authors found that management participation was positively associated with the use of data for decision-making. Specifically, managers who were more involved in decision-making processes were more likely to use data to inform their decisions, leading to improved project outcomes.

While these studies, (Benoit et al. (2019), Kaarst-Brown et al. (2020), and Osman et al. 2021) show a positive relationship between management participation and data-driven decision-making, they focus on WFP projects in highly developed countries such as Canada, the UK, and the USA. These findings may not reflect the realities of humanitarian operations in low-resource and insecure settings like South Sudan. This geographical and contextual limitation creates a need to investigate if and how management participation contributes to WFP project performance in Juba.

Additional literature suggests that management participation has a positive impact on the performance of WFP projects in India and Pakistan. The studies by Shahzad, Tariq, and Usman (2019), Malik, Zaman, and Iqbal (2020), and Singh, Garg, and Gautam (2021) all found that management participation increased the allocation of resources, adoption of recommendations, and use of data for decision-making. Active management participation helped to ensure that the project was aligned with the needs of the beneficiaries, resulting in better project outcomes. The findings of these studies highlight the importance of active management participation in WFP projects and suggest that it can lead to improved project performance. Though the cited studies in India and Pakistan demonstrate that active management enhances recommendation adoption and resource alignment with beneficiary needs, they are based in South Asian contexts with more structured governance systems. South Sudan's distinct challenges, such as political instability, fragile institutions, and humanitarian dependency raise doubts about the transferability of these conclusions.

Hence, there exists a regional gap requiring empirical validation in South Sudan's WFP setting.

Management participation in monitoring and evaluation positively influences the performance of food program projects, according to studies conducted in Taiwan, Nigeria, and Kenya. A study by Chou et al. (2021) found that active involvement of managers in data collection, analysis, and decision-making improved the quality of program implementation, increased stakeholder engagement, and facilitated the achievement of project objectives. Similarly, Akpabio and Nwachukwu (2022) observed that the presence of a formal M&E system, the use of technology in M&E, and the use of M&E results for decision-making significantly predicted the sustainability of food security projects in Nigeria. Furthermore, Gathoni and Otieno (2021) also found that management participation in M&E significantly predicted the performance of food program projects in Kenya, with the frequency of M&E activities and the use of M&E results for decision-making also significantly predicting project performance. These studies confirm the positive role of management participation in enhancing M&E and food program outcomes in Taiwan, Nigeria, and Kenya. However, their applicability to South Sudan is limited due to varying levels of institutional capacity, resource availability, and operational environments. This difference underscores the need for country-specific research to understand the influence of management participation on WFP project performance in Juba.

Malunda et al. (2017) observed in Tanzania that management participation had minimal impact on project performance, primarily because managers lacked the requisite skills for effective involvement in monitoring and evaluation (M&E) activities. This gap in skills hindered their ability to contribute meaningfully to the M&E process, affecting the overall quality and effectiveness of project oversight. Consequently, the study highlighted the need for targeted training and capacity-building initiatives to enhance managers' competencies in M&E practices. Addressing this skill gap is crucial for improving project outcomes and ensuring that management can effectively support and drive the M&E processes necessary for successful project implementation.

Management participation is a crucial factor in ensuring efficient allocation of resources and adoption of recommendations in World Food Programme Projects in South Sudan.

Studies by Bwambale, Nalwanga, and Wang (2019) and Johnson and Kiarie (2020) found that when management is actively involved in project planning and decision-making, resources are allocated more efficiently, leading to improved project outcomes. Additionally, Abdullahi and Makhadmeh (2019) and Alawamleh and Naser (2020) also found that management participation leads to the adoption of recommendations from project staff, resulting in better project outcomes. These studies highlight the importance of management participation in the success of development projects. These studies demonstrate the benefits of management involvement in planning and recommendation adoption across diverse contexts, but none focus specifically on fragile or post-conflict regions like South Sudan. Moreover, they do not assess how institutional instability or humanitarian constraints affect management participation in M&E. This represents both a contextual and operational gap, reinforcing the importance of examining WFP projects in Juba to generate relevant insights.

2.2 Theoretical Framework

This study was supported by the Resource Dependency Theory (RDT), the Theory of Planned Behavior (TPB), the Results Based Management (RBM) approach and the Theory of Change (TOC).

2.2.1 Resource Dependency Theory

The Resource Dependency Theory (RDT) posits that organizations depend on resources from their external environment to meet their goals (Pfeffer & Salancik, 2003). In the context of food programme projects, the availability and effective utilization of resources, such as funding and personnel are critical to achieving the project objectives. Management participation in M&E can improve resource utilization by providing insight into resource allocation and identifying areas for improvement.

Resource Dependency Theory posits that organizations rely on external resources to achieve their objectives, and the control and availability of these resources influence their performance (Pfeffer & Salancik, 1978). For WFP projects in South Sudan, effective monitoring and evaluation practices are crucial for ensuring accountability and transparency in resource use (WFP, 2018). However, inadequate M&E systems have led to corruption allegations and resource mismanagement (Majok, 2021). Applying RDT can address these gaps, enhancing the effectiveness of WFP projects.

Resource Dependency Theory is highly relevant to the study's objectives as it emphasizes the importance of managing external resources and dependencies to enhance organizational performance. For the first objective, RDT suggests that effective M&E planning practices can better align resources and project goals, ensuring more efficient use of available resources and improving project performance. In relation to the second objective, RDT underscores that possessing strong M&E technical expertise utilization allows the World Food Programme (WFP) to reduce reliance on external technical support, thereby enhancing project outcomes. The third objective aligns with RDT by highlighting the importance of Community-Based Monitoring in securing critical resources and support, which can mitigate resource uncertainties and enhance project performance. Finally, for the fourth objective, RDT implies that active management participation can strategically manage external dependencies and resource flows, leading to better decision-making and improved performance of WFP projects in Juba, South Sudan.

While at first glance Resource Dependency Theory (RDT) appears to contradict the study's focus on internal management participation, this contradiction is only apparent. RDT posits that organizations depend on external resources - financial, human, informational, or material - which are often controlled by external actors (e.g., donors, governments, or partner agencies). However, the management's participation in M&E activities - an internal process - is significantly shaped by how these external resources are acquired, allocated, and utilized.

In this study, management participation is examined in the context of how internal leadership navigates resource limitations, prioritizes M&E activities, and implements donor or headquarters-driven expectations. Thus, RDT remains relevant, as managers are often the intermediaries between external resource providers (e.g., WFP headquarters or donors) and the project's internal operations. Their participation in M&E reflects both adaptive behavior and strategic responses to resource constraints, aligning with RDT's emphasis on organizational adaptation to environmental dependencies.

2.2.2 Theory of Planned Behavior

The Theory of Planned Behavior (TPB) is used to describe how management involvement in M&E might affect project employee conduct. According to TPB, perceptions of behavioral control, subjective standards, and attitudes all affect an individual's behavior

(Ajzen, 1991). In the context of food programme projects, management participation in M&E can influence the attitudes and behavior of project staff by providing a clear vision of project objectives, identifying areas for improvement, and encouraging collaboration and knowledge sharing.

The TPB is vital for forecasting human behavior, particularly in decision-making, by linking attitudes, subjective norms, and perceived control to intentions (Ajzen, 1991). In development projects, TPB helps identify factors influencing project managers' intentions to implement effective M&E practices, ultimately enhancing project performance (Armitage & Conner, 2001). Despite its proven utility in various contexts, limited research exists on TPB's application to M&E in World Food Programme projects in South Sudan, necessitating further studies to address performance gaps.

The Theory of Planned Behavior is highly relevant to this study as it provides a framework for understanding how individual attitudes, subjective norms, and perceived behavioral control influence behaviors, which can be linked to the study's objectives. Firstly, TPB explains how the M&E Planning Practices influences project performance by shaping planners' attitudes and control beliefs towards meticulous planning, thereby improving outcomes. Secondly, it highlights the role of M&E technical expertise utilization by illustrating how knowledge and skills (perceived control) impact the ability to execute effective monitoring and evaluation, leading to better project performance. Thirdly, TPB underscores the importance of Community-Based Monitoring by showing how social pressures (subjective norms) and collective attitudes can drive participation and commitment, enhancing project results. Lastly, the theory relates to management participation by explaining how managers' attitudes, perceived norms, and control over resources and actions can significantly influence their engagement and, consequently, project performance.

2.2.3 Results Based Management

Results-Based Management (RBM) is a management approach that emphasizes achieving outcomes and results instead of focusing on inputs and activities (Kusek & Rist, 2014). This theory suggests that effective monitoring and evaluation practices are essential in

ensuring that the desired outcomes and results are achieved. RBM emphasizes the importance of performance measurement, and it provides a framework for managing results. It posits that effective M&E practices can help identify areas of improvement, track progress, and ensure accountability.

RBM is a framework that emphasizes the importance of setting measurable goals and outcomes, and using evidence-based decision making to improve the effectiveness of development programs (UNDP, 2012). The adoption of RBM has been shown to improve the performance of aid programs in various contexts, including reducing poverty and improving health outcomes (OECD, 2010). In the context of the World Food Programme Projects in South Sudan, RBM is particularly relevant because it can help to ensure that resources are being used efficiently and effectively to achieve the desired outcomes (WFP, 2021).

Monitoring and evaluation practices are an essential component of RBM, as they allow organizations to track progress towards their goals and identify areas where improvements can be made (UNDP, 2012). In the context of the World Food Programme Projects in South Sudan, effective M&E practices are crucial to ensure that the program is delivering the intended results and making a positive impact on the lives of beneficiaries (WFP, 2021). Without adequate M&E systems, it can be difficult to identify areas where the program may be falling short and take corrective action.

Several studies have highlighted the importance of RBM and M&E practices in improving the performance of development programs. For example, a study of the United Nations Development Programme (UNDP) found that the adoption of RBM led to improved program results in terms of poverty reduction, democratic governance, and environmental sustainability (UNDP, 2012). Another study of aid programs in developing countries found that effective M&E practices were associated with better program outcomes, including increased access to education and health services (Gauthier & Brinkerhoff, 2008).

However, despite the importance of RBM and M&E practices, there are gaps in the context of the performance of World Food Programme Projects in South Sudan. A recent evaluation of the WFP's work in South Sudan found that while there were some positive results, there were also significant challenges in implementing effective M&E practices

(WFP, 2021). For example, the evaluation found that there were insufficient resources dedicated to M&E, which led to gaps in data collection and analysis. Additionally, there were challenges in coordinating M&E activities across different partners and stakeholders, which made it difficult to get a comprehensive picture of program performance.

The theory emphasizes the importance of monitoring and evaluation (M&E) in achieving results, and stresses the need for project teams to use data and evidence to inform decision-making. In the context of food programme projects, RBM can help project teams to identify the most effective approaches for achieving their goals, and to track progress towards those goals over time.

2.1.4 Theory of Change

The Theory of Change (TOC) is a planning and evaluation approach that seeks to understand the causal links between a program's activities, outputs, and outcomes (Connell & Kubisch, 1998). This theory suggests that M&E practices are critical in ensuring that programs are on track to achieving their intended outcomes. TOC provides a framework for identifying the assumptions and external factors that can influence a program's outcomes. It posits that effective M&E practices can help to identify the most critical assumptions, and monitor progress towards achieving the desired outcomes.

Theory of Change is highly relevant in the study of monitoring and evaluation practices on the performance of World Food Programme Projects in South Sudan. TOC is an important framework that provides a roadmap for program planning, implementation, and evaluation. It helps to identify the underlying assumptions, causal relationships, and outcomes that link program inputs and activities to desired outcomes. In the context of World Food Programme Projects in South Sudan, TOC can help to identify the key stakeholders, their needs, and the most effective interventions to address those needs (Liberato, Pottie, & Gertler, 2017).

One of the gaps in the context of the performance of World Food Programme Projects in South Sudan is the lack of systematic and comprehensive monitoring and evaluation practices. The evaluation reports of the World Food Programme Projects in South Sudan show that there are significant gaps in the monitoring and evaluation system, including the lack of clear and measurable indicators, poor data collection and management systems, and limited capacity of staff to conduct evaluations (World Food Programme, 2019). This

highlights the need for a robust monitoring and evaluation framework that is based on a Theory of Change approach to ensure that program objectives are met and the impact is effectively measured (Liberato et al., 2017).

Another gap is the lack of understanding of the contextual factors that affect the implementation and outcomes of World Food Programme Projects in South Sudan. The context in South Sudan is complex and dynamic, with multiple political, economic, social, and environmental factors that can impact the success of food assistance programs. A TOC approach can help to identify and address these contextual factors by engaging with stakeholders, conducting a situational analysis, and designing interventions that are responsive to the local context (Liberato et al., 2017).

In conclusion, the Theory of Change framework is highly relevant in the study of the effect of monitoring and evaluation practices on performance of World Food Programme Projects in South Sudan. The framework can help to identify the key stakeholders, their needs, and the most effective interventions to address those needs, and address the gaps in the monitoring and evaluation system and the contextual factors that affect the implementation and outcomes of food assistance programs. By using a TOC approach, the World Food Programme can improve the effectiveness, efficiency, and sustainability of its projects in South Sudan.

The study employed three interrelated theories, Resource Dependency Theory (RDT), Theory of Planned Behavior (TPB), and Theory of Change (ToC), to provide a comprehensive understanding of the influence of monitoring and evaluation (M&E) practices on project performance. RDT was instrumental in explaining how external environmental factors, such as donor funding and inter-organizational dependencies, impact the implementation capacity of M&E systems in WFP projects. TPB complemented this by addressing individual-level determinants, particularly the attitudes, intentions, and perceived behavioral control of managers, thereby supporting the analysis of management participation in M&E activities. ToC provided a logical framework for mapping how key M&E components - planning, technical expertise, community engagement, and management participation - contribute to desired project outcomes. This theoretical triangulation allowed the study to capture organizational constraints (RDT), behavioral dynamics (TPB), and strategic results pathways (ToC), thus strengthening the

interpretive depth of the findings. Notably, a recent WFP evaluation highlighting insufficient M&E resourcing reinforces the relevance of RDT, as it confirms that external funding constraints significantly shape both organizational capacity and managerial action. These limitations may restrict even well-intentioned internal efforts, emphasizing the need for policy interventions that not only enhance internal practices but also address resource mobilization, donor coordination, and institutional investment in M&E.

The three theories appear to support the argument that, the lack of Monitoring and Evaluation (M&E) resources in WFP evaluations has significant implications for this study, as it underscores the critical role that adequate resourcing plays in the effectiveness of M&E practices and, ultimately, project performance. Limited financial, human, and technical resources can hinder the development and execution of comprehensive M&E plans, restrict the frequency and depth of data collection and analysis, and compromise the quality and timeliness of reporting. In the context of this study, such constraints may explain the inconsistencies observed in the influence of certain M&E practices - such as Community-Based Monitoring and management participation - on project performance, despite their perceived importance. The findings suggest that even well-designed M&E systems may underperform if not sufficiently supported, highlighting the need for WFP to prioritize resource allocation to M&E as a strategic investment in project success and accountability (WFP, 2022).

2.3 Conceptual Framework

The conceptual framework explains how the study's variables interacted with one another. Figure 1 is an elaborate conceptual framework that presents the relationship between the study variables. Performance of World Food Programme Projects is presupposed to be the dependent variable and it will be influenced by four independent variables namely; M&E planning practices, M&E technical expertise utilization, community-based monitoring and management participation. The moderating variable is the nature of the food project measured in terms of size and duration.

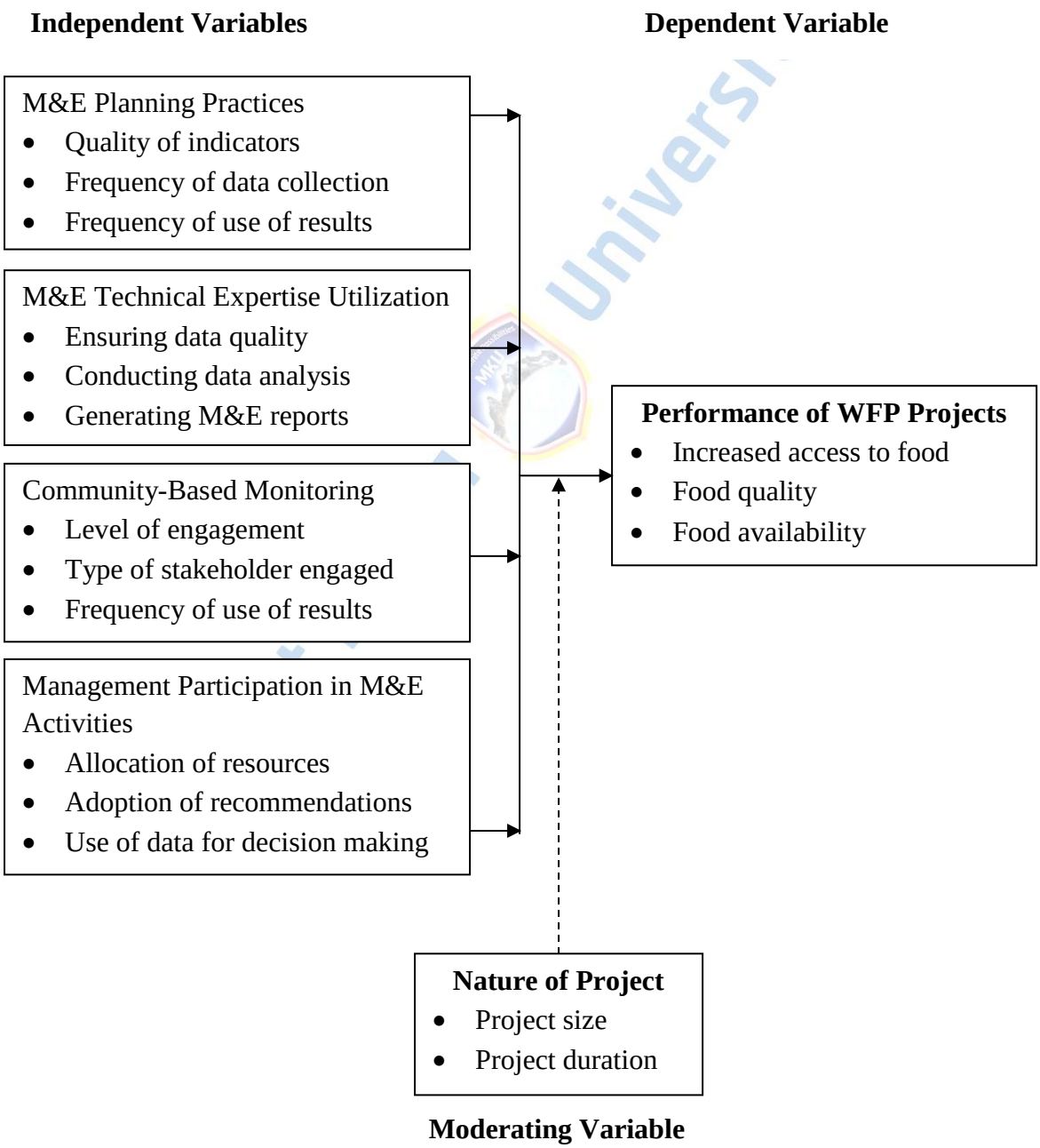

Figure 1: Conceptual Framework

Source: Researcher (2025)

The World Food Programme is an international organization that works towards reducing hunger and malnutrition worldwide. In South Sudan, the WFP has implemented various projects to support vulnerable populations, but there is limited information on the effectiveness of their M&E practices. Therefore, there is a need to conduct a study on the effect of M&E practices on the performance of WFP projects in South Sudan (WFP, 2021). One variable that could affect the performance of WFP projects in South Sudan is the M&E planning practices. This variable includes the quality of indicators used to measure project outcomes, the frequency of data collection, and the frequency of use of results. A study can examine whether these factors impact project success and identify areas for improvement in the M&E planning process. (Hassen & Tadesse, 2020)

Another variable to consider is the technical expertise utilization in M&E practices. This variable includes the technical expertise in quality of data, data analysis, and M&E reporting. A study can determine whether the level of technical expertise among staff affects the quality of M&E practices and, in turn, the performance of WFP projects in South Sudan (Hassen & Tadesse, 2020).

Community-based monitoring is also an important variable to consider. This variable includes the level of engagement and the type of stakeholder involved in M&E activities. A study can examine the extent to which stakeholders are involved in M&E activities and whether their involvement impacts project success. This information can help WFP to identify ways to enhance stakeholder engagement and ensure that their perspectives are integrated into M&E practices. (WFP, 2021)

The management's participation in M&E is a crucial variable to examine. This variable includes the allocation of resources, adoption of recommendations, and use of data for decision-making. A study can determine whether the management's commitment to M&E practices and use of M&E data to inform decision-making positively affects the performance of WFP projects in South Sudan. (Hassen & Tadesse, 2020)

Nature of project as the moderating variable of the study includes project size and project duration. The size of the World Food Programme projects in Juba, South Sudan could moderate the influence of monitoring and evaluation practices on project performance.

Larger projects may have more complex dynamics, multiple stakeholders, and higher resource requirements, which could affect how monitoring and evaluation practices impact their performance (Hassen & Tadesse, 2020). It is possible that the relationship between M&E practices and project performance may vary depending on the size of the project. The duration of the World Food Programme projects could also moderate the influence of monitoring and evaluation practices on project performance. Longer-term projects may face different challenges and opportunities compared to shorter-term projects. The influence of M&E practices on performance could differ based on the duration of the project, as longer projects may require more adaptive management and continuous adjustments based on evolving circumstances (Kaarst-Brown et al., 2020).

In conclusion, a study on the effect of monitoring and evaluation practices on the performance of World Food Programme Projects in South Sudan is warranted. This study can help to identify areas for improvement in M&E practices and ensure that WFP's projects are achieving their intended outcomes. By examining variables such as the M&E planning practices, technical expertise utilization, community-based monitoring, and management participation in M&E activities, the study can provide useful insights that can inform future programming (WFP, 2021).

2.4 Summary and Gaps

Various studies worldwide provide insights into food program project performance, evaluating indicators such as access to food, nutrition, quality, diversity, utilization, and availability (Kadiyala et al., 2019; Zaidi et al., 2020; Haile et al., 2018). These studies suggest that food assistance programs improve dietary diversity, food security, mental health, maternal and child health outcomes, and reduce anemia and stunting (Hörner and Thiele, 2019; Jahan et al., 2020; Martin et al., 2021). However, there is a significant research gap regarding the specific performance of WFP projects in South Sudan, emphasizing the need for further investigation and improved monitoring and evaluation systems. Existing studies in other countries focus on food assistance program effectiveness, impact on food security and nutrition, and resource allocation, recommendation adoption, and data-driven decision-making. These studies emphasize the importance of efficient resource allocation, stakeholder recommendations, and data-driven decision-making in enhancing the performance of food program projects. This review reveals limited research specific to the performance of WFP projects in Juba, South Sudan.

Numerous studies conducted in various countries have consistently shown that M&E technical expertise utilization plays a crucial role in improving the performance of WFP projects (Dieme et al. 2019; Riddell & Robinson, 2019; Li et al. 2019; Abdulrazak and Ali, 2019; Akinyele et al., 2021; Kiplagat, Langat, &Kiprop, 2021). The findings indicate that technical expertise in M&E practices ensures the use of reliable data collection methods, accurate analysis and reporting, effective communication, and alignment of project indicators with objectives. It also facilitates evidence-based decision-making, accountability, learning, and project improvement. However, there is a lack of specific research on WFP projects in Juba, South Sudan, highlighting the need for empirical evidence in this context. Further studies are required to explore the challenges and barriers that may impede the effective employment of M&E technical expertise utilization in food projects in Juba, South Sudan.

Previous research conducted in various regions, including the USA, Canada, the UK, India, Somalia, and Sudan, has consistently shown that stakeholder engagement positively affects project success and effectiveness. Effective communication, collaboration, and engagement with stakeholders, such as government officials, community leaders, and beneficiaries, have been identified as crucial factors in improving project outcomes and resilience (Martinelli et al., 2019; Mabey & Mabey, 2020; Suleiman & Adan, 2020; Zulfiqar et al., 2021; Sugumar et al., 2021; Dissanayake & Peiris, 2021; Adeniyi et al., 2021). Despite the wealth of studies highlighting the positive influence of community-based monitoring on food program projects, there are gaps in the existing literature. Firstly, there is a need for more research specifically focusing on the influence of community-based monitoring on the performance of WFP projects in Juba, South Sudan. While studies from other contexts provide valuable insights, it is important to investigate the unique dynamics and challenges present in Juba. Secondly, limited research examines the specific mechanisms through which community-based monitoring leads to improved project performance. Further research is needed to investigate the mediating factors and processes that link stakeholder engagement to project success, as well as to explore the impact of community-based monitoring on the technical expertise in monitoring and evaluation of WFP projects, in order to enhance project M&E practices.

Despite the existing studies showing a positive influence of community-based monitoring on food program projects, there are some gaps in the literature (Mabey & Mabey, 2020; Abdelrahim & Abdelmagid, 2019; Zulfiqar et al., 2021; Sugumar et al., 2021; Adjei et al., 2021). First, there is a need for further research specifically focusing on the influence of community-based monitoring on the performance of WFP Projects in Juba, South Sudan. While studies have been conducted in other regions and countries, there is a scarcity of research examining this relationship in the context of Juba, South Sudan. Second, most of the cited studies have employed qualitative approaches or mixed-methods designs. There is a lack of quantitative studies that statistically analyze the impact of community-based monitoring on project performance. Conducting quantitative research in the Juba context could provide valuable insights into the specific relationship between community-based monitoring and project performance. Furthermore, it would be beneficial to investigate the specific mechanisms through which community-based monitoring influences project performance. This could involve exploring factors such as the level of participation, communication channels, collaboration strategies, and empowerment of stakeholders, among others. While the existing literature highlights the positive influence of community-based monitoring on food program projects, further research is needed to examine this relationship in the context of WFP Projects in Juba, South Sudan.

CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the methodology used in conducting the study, covering the research design, study focus, target population, sampling techniques, data collection instruments, validity and reliability, data analysis procedures, and ethical considerations.

3.1 Research Design

The research design serves as a fundamental strategy that outlines the necessary actions for conducting a research project (Bryman, 2016). The study adopted a descriptive research design that enabled the researcher to systematically collect, describe, and analyze data on the influence of monitoring and evaluation (M&E) practices on World Food Programme (WFP) projects' performance. The descriptive design was deemed appropriate because it allowed for both quantitative and qualitative data collection to understand the existing relationships between M&E practices and project outcomes. The selection of descriptive research design was based on its suitability for employing instruments like questionnaires to gather quantitative data. By utilizing this approach, the researcher collected data on monitoring and evaluation practices and their impact on the performance of World Food Programme projects in Juba, South Sudan. According to Ary, Jacobs, and Sorensen (2010), this design offered the advantages of being time-efficient and cost-effective, while also granting the researcher control over the selection of study subjects.

3.2 Location of the Study

The study was conducted on ten WFP projects implemented in Juba, South Sudan. These projects included school feeding programs, nutrition assistance, food distribution, and resilience-building initiatives. The projects are managed under WFP's 2023–2025 Country Strategic Plan, which emphasizes results-based programming and integration of M&E functions at all stages of project implementation.

3.3 Target Population

The target population comprised 113 individuals working on WFP projects in Juba, including 67 project managers and 46 M&E officers. These individuals were chosen because of their direct involvement in project execution and monitoring, giving them relevant insights into both M&E practices and performance evaluation. The project

managers included Emergency Food Assistance project managers, Nutrition project managers, Cash Transfers Program managers, Food for Asset project managers, Food for Livelihoods project managers, and Food for Education project managers. Each project had 2 designated M&E officers. Table 1 presented the study's target population.

Table 1: Target Population

Categories	Number	Total Population
Project Managers		
Emergency Food Assistance	33	
Nutrition	16	
Cash Transfers Program	15	101
Food for Asset	11	
Food for Livelihoods	12	
Food for Education	14	
Project M&E Officers	12	12
Total		**113**

Source: WFP Juba Regional Office (2023)

3.4 Sampling Techniques and Sample Size

Gupta and Gupta (2009) define sampling as the act of choosing a relatively small number of distinctive persons or events and evaluating them in order to derive conclusions about the full population from which they were selected. A sample is a segment of the population that has been picked for the investigation. Additionally, it is a small subset chosen from a larger group of research participants.

3.4.1 Sample Size

Slovin's formula was used for determining the sample size for project managers needed for estimating means in a population with a specified level of precision and confidence. The usefulness and reliance of this formula were enhanced by Shukla and Gupta (2021), who highlighted its ideal nature. The formula was:

$$n = N / (1 + N(e^2))$$

Where:

n = sample size

N = population size

e = the desired level of precision (i.e., the margin of error)

With a population size of 113, the assumed margin of error is 0.05 and 95% confidence. The computation was as follows:

n = 113 / (1 + 113(0.05^2))

n = 73.74

n = 74 project managers

Given the relatively small population of project managers (N = 113), one might argue for the use of a census; however, Slovin's formula was employed to determine an optimal sample size (n = 74) that balances representativeness and research efficiency. This approach is justified by the need to maintain statistical validity while minimizing time and resource constraints associated with surveying an entire population. Slovin's formula, as validated by Shukla and Gupta (2021), provides a statistically sound method for estimating sample size with a desired precision level (e = 0.05) and 95% confidence, making it a practical alternative to a full census. Additionally, the proportional allocation ensured that the sample accurately reflected the population distribution. In contrast, due to the very limited number of project M&E officers (N = 12), a census was more appropriate for this subgroup to ensure comprehensive inclusion. Hence, a combined approach resulted in a total of 86 respondents - 4 sampled project managers and 12 census-based M&E officers - providing both efficiency and coverage.

Table 2: Project Managers' Sample Distribution Matrix

Project Managers	**N**	**N% Proportion**	**n by Category (N% x 74)**
Emergency Food Assistance	33	32.7%	24
Nutrition	16	15.8%	12
Cash Transfers Program	15	14.9%	11
Food for Asset	11	10.9%	8
Food for Livelihoods	12	11.9%	9
Food for Education	14	13.9%	10
Total	**101**	**100%**	**74**

Source: WFP Juba Regional Office (2023)

3.4.2 Sampling Techniques

The sampling framework for the study on the influence of monitoring and evaluation practices on the performance of World Food Programme projects in Juba, South Sudan involved two different sampling techniques for selecting project managers and project M&E officers. For the project managers, the sampling technique chosen was simple random sampling. This meant that each project manager within the World Food Programme projects in Juba, South Sudan had an equal chance of being selected for the study. To implement this technique, a list of all project managers was compiled, and a random selection process was used to choose the desired number of participants. This approach ensured that the sample of project managers was representative of the entire population and minimized any potential biases in the selection process.

On the other hand, the sampling technique for the project M&E officers was purposive sampling. Purposive sampling involved selecting participants based on specific criteria or characteristics that were relevant to the research study. In this case, the project M&E officers were selected based on their knowledge, experience, and expertise in monitoring and evaluation practices within the World Food Programme projects in Juba, South Sudan. The researchers identified and purposefully selected project M&E officers who possessed the desired qualifications and insights necessary for the study. This approach allowed for a targeted and focused selection of participants who could provide valuable insights and information regarding the influence of monitoring and evaluation practices on project performance.

By combining simple random sampling for project managers and purposive sampling for project M&E officers, the study aimed to gather a comprehensive and diverse sample that represented both the managerial and technical aspects of monitoring and evaluation practices within World Food Programme Projects in Juba, South Sudan.

3.5 Research Instrument

The study utilized both primary and secondary data sources. Primary data was collected using structured questionnaires designed for project managers and interview schedules for project monitoring and evaluation officers. Both tools were employed to gather data for all the four objectives. The questionnaire collected quantitative data and was divided into two thematic sections. Section A gathered data on demographic characteristics of the respondents, while sections B to G collected data related to the five variables of the study.

The questionnaire employed a Likert scale approach of questioning. The utilization of a questionnaire allowed for the collection of data from a large number of respondents, thus enhancing the generalizability of the findings (Babbie, 2016). Furthermore, the questionnaire provided a platform for the respondents to offer honest and accurate responses to sensitive questions due to the maintained anonymity (Bryman, 2016). The design of the questionnaire was aligned with the research objectives. In the qualitative research context, interview schedules were employed to collect data through structured interviews. Interview schedules are renowned for standardizing questions, gathering detailed data, and elevating the reliability and validity of the study (Shukla & Gupta, 2021). As such, they proved to be an ideal method for collecting data from M&E officers.

3.6 Pilot Testing, Validity and Reliability of the Instruments

This section presents methodology related to pilot testing, validity, and reliability of the instruments.

3.6.1 Pilot Testing

Pilot research was carried out in Yei River County using 7 project managers and 1 project monitoring and evaluation officer (10 percent of the sample size) who were selected from amongst those set to participate in the study. Care was taken to ensure that piloted respondents did not form part of those involved in the actual data collection. To ensure that project managers involved in the pilot study were not duplicated in the main data collection, the pilot test was deliberately conducted in Yei River County, a county bordering Juba. This geographic separation provided a clear demarcation between the pilot and actual study sites. By selecting pilot respondents from Yei River County, and the main study respondents exclusively from Juba-based World Food Programme projects, the study minimized the risk of contamination, repetition, and bias in the data collection process.

3.6.2 Validity of the Instrument

Validity was the extent to which a questionnaire measured what it intended to measure, and it was a crucial aspect in research studies (Polit & Beck, 2017). Several types of validity were used to ensure that the questionnaire used in the study on monitoring and evaluation practices on the performance of World Food Programme projects in South Sudan was accurate and reliable. Firstly, face validity was used to ensure that the questions

were relevant and appropriate for the study. This was achieved by experts in the field who reviewed the questionnaire and provided feedback on its suitability (Polit & Beck, 2017). For the quantitative component, content validity was achieved by developing the questionnaire based on constructs and indicators derived from established literature and aligning them with the study objectives. Expert review from supervisors and M&E professionals further ensured the relevance and clarity of the items. A pilot study was conducted with a subset of respondents not included in the final sample to test the questionnaire's clarity, coherence, and appropriateness, allowing for necessary refinements (Bryman & Bell, 2015). Finally, construct validity was used to ensure that the questionnaire measured what it was intended to measure. This was achieved by using established measures or scales to compare the results of the questionnaire with known outcomes (Grove et al., 2015).

For the qualitative component, validity was maintained through triangulation, where insights from interview responses were compared and cross-validated with quantitative findings and relevant documents to enhance credibility. Member checking was also employed, allowing selected interviewees to review and confirm the accuracy of the transcripts and interpretations.

3.6.3 Reliability of the Instrument

The study also involved the process of instrument reliability. An instrument's reliability was the ability to produce consistent/same results over multiple trials (Drost 2011). Data obtained during piloting were entered into an SPSS spreadsheet and reviewed for reliability checks to determine if the methods were accurate in answering key testing questions. To assess the reliability index of the devices, the data obtained were compared using the Cronbach Alpha coefficient. Orodho (2008) suggested that a correlation coefficient of > 0.7 was known to be fairly high to judge the methods as accurate. The study used the instruments after they achieved the recommended threshold of 0.7 Cronbach Alpha coefficients or above. The tool was adopted upon scoring a Cronbach Alpha coefficient of 0.981.

Reliability Statistics

Cronbach's Alpha	N of Items
.981	33

For the qualitative component, to enhance reliability, a consistent interview guide was used across all sessions, and data were recorded and transcribed verbatim to ensure accuracy and replicability of the results. These measures collectively strengthened the trustworthiness and dependability of the research findings.

3.7 Data Collection Procedures

In order to obtain a research permit from the National Commission for Scientific Technology and Innovation (NACOSTI), the researcher requested an introductory letter from Mount Kenya University. Prior to commencing data collection, the proposed exercise was communicated to the regional offices of the World Food Programme (WFP) in South Sudan to secure the necessary cooperation from respondents. The data collection process was conducted during working days and respondents were assured of their privacy and the protection of their information. The researcher distributed the questionnaires to respondents and collected their responses promptly. The data collection period spanned two weeks, during which time the researcher created an environment that encouraged respondents to provide accurate and honest answers.

3.8 Data Analysis Procedures

The study produced both quantitative and qualitative outcomes. The closed-ended questions in the questionnaire provided quantitative data that was organized and cleaned using version 27 SPSS computer program databases, with any anomalies resolved. Descriptive statistics, such as frequency means and percentages, were used to examine the respondents' general characteristics and all goals. The study utilized a 5-point Likert scale in the questionnaire to collect data on perceptions of monitoring and evaluation (M&E) practices and project performance. Each item was rated on a scale from 1 (Strongly Disagree) to 5 (Strongly Agree). Responses were then aggregated, and mean scores were computed for each variable. The average score represented the level of agreement among respondents with statements reflecting key dimensions of the variables (e.g., efficiency, stakeholder engagement, management participation). To analyze the Likert scale data,

descriptive statistics (means, standard deviations) were first used to identify central tendencies in responses.

Inferential statistics - including Pearson correlation analysis was conducted to examine the strength and direction of the linear relationships between the independent variables (M&E planning practices, technical expertise utilization, community-based monitoring, and management participation) and the dependent variable (project performance). Pearson's correlation coefficient (r) quantifies the degree of association between two continuous variables, with values ranging from -1 to +1. A positive coefficient indicates a direct relationship, while a negative value indicates an inverse relationship. The significance level (p-value) was also reported to determine whether the observed relationships were statistically significant. This analysis provided an initial understanding of whether and how the M&E practices under investigation were related to the perceived performance of World Food Programme projects in Juba, South Sudan.

A multinomial logistic regression was employed due to the categorical nature of the dependent variable - project performance measured across multiple ordered categories (low, moderate, high performance). The independent variables included M&E planning practices, M&E technical expertise utilization, community-based monitoring, and management participation in M&E activities. The analysis involved comparing the full model with reduced models, where each predictor was removed one at a time, using Likelihood Ratio Tests to determine the significance of each variable. The -2 Log Likelihood statistics were used to assess model fit, and Chi-square values were calculated to evaluate whether the removal of each predictor significantly worsened the model. A significance level of 0.05 was used to determine statistical relevance. The results revealed that M&E planning practices significantly contributed to predicting project performance, while the other variables showed no statistically significant impact within the model.

However, the study recognizes an important methodological limitation: performance data collected through self-reporting by project managers and M&E officers may be subject to bias or social desirability effects. To address this concern, several safeguards were implemented: Anonymity and confidentiality were emphasized to encourage honest responses. Questions were framed in a neutral, factual manner, focusing on observable outcomes rather than personal evaluation. Items were developed based on standard

indicators of project performance - including effectiveness, efficiency, relevance, and sustainability drawn from the WFP Results-Based Management (RBM) framework. The Likert-scale method allowed for a practical, quantifiable assessment of the perceived influence of M&E practices, but with recognition of its subjective nature. This justifies the need for complementary qualitative or document-based analysis in future investigations.

Qualitative data was analyzed using textual analysis. Textual analysis is a data analysis approach used to examine and interpret texts such as written documents, to identify patterns, themes and meanings (Kothari & Garg, 2014). The results from the descriptive statistics and inferential statistics were presented in the form of tables, graphs and charts, while results from the qualitative data analysis were presented in prose form (narrations).

3.10 Ethical Considerations

Any research involving human beings requires their informed consent. Informed consent ensured that participants comprehended the study's objectives, methodologies, potential risks, benefits, and their prerogative to withdraw without facing penalties (National Institutes of Health, 2018). Researchers were obligated to obtain informed consent from participants prior to data collection. Additionally, the confidentiality and anonymity of participants were safeguarded by researchers through the protection of their identities and secure storage of their data (American Psychological Association, 2017). Furthermore, researchers took measures to prevent harm to participants, encompassing physical, psychological, social, or economic harm (World Medical Association, 2013). Researchers diligently assessed the potential benefits against the possible risks to minimize any adverse impacts on participants.

3.11 Operationalization of Variables

Table 3: Operationalization of Variables

Research Objective	Variables	Indicators	Measuring Scale	Data Analysis Tools
1. To determine how M&E planning practices influences performance of World Food Programme Projects in Juba, South Sudan.	M&E Planning Practices	• Quality of Indicators, • Frequency of Data Collection, • Frequency of Use of Results	Likert Scale	Multinomial Logistic Regression Analysis, Correlation Analysis
2. To establish the influence of M&E technical expertise utilization on performance of World Food Programme Projects in Juba, South Sudan.	M&E Technical Expertise Utilization	• Technical Expertise in M&E Practices, • Technical Expertise in Data Analysis, • Technical Expertise in Reporting	Likert Scale	Multinomial Logistic Regression Analysis, Correlation Analysis
3. To assess how community-based monitoring influences performance of World Food Programme Projects in Juba, South Sudan.	Community-Based Monitoring	• Level of Engagement, • Type of Stakeholder Engaged, • Frequency of Use of Results	Likert Scale	Multinomial Logistic Regression Analysis, Correlation Analysis
4. To assess how management participation influences performance of World Food Programme Projects in Juba, South Sudan.	Management Participation	• Allocation of Resources, • Adoption of Recommendations • Use of Data for Decision Making	Likert Scale	Multinomial Logistic Regression Analysis, Correlation Analysis

CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the data analysis, interpretation, and discussion of the study. It includes comprehensive sections on descriptive analysis, descriptive statistics, and inferential statistics, all in accordance with the methodology outlined in chapter three. Data collection involved the use of questionnaires, interview schedules, and document analysis guides. The analysis and presentation of the data were guided by the study's objectives and were also linked to the literature review in chapter two.

4.1 Response Rate

A total of 74 questionnaires targeting project managers at WFP projects in Juba, South Sudan, were distributed and the response rate was as provided in Table 4.

Table 4: Response Rate

Response	Number of Respondents	Percentage (%)
Total questionnaires distributed	74	100
Actual questionnaires returned	66	89.19
Number of questionnaires not returned	8	10.81

Source: Research Data (2024)

Table 4 illustrates the response rate of the study, with 66 out of the 74 distributed questionnaires being returned and successfully collected from project managers at WFP projects. This corresponds to a response rate of 89.19%. The high response rate indicates a significant level of engagement and willingness of the participants to contribute to the research. The substantial proportion of returned questionnaires enhances the validity of the study's findings, as it suggests a representative sample of project managers who were actively involved in WFP projects and willing to share their insights. A response rate above 80% is generally considered excellent for surveys and questionnaires (American Association for Public Opinion Research [AAPOR], 2016), and the current study exceeds this benchmark. The substantial number of returned questionnaires reflects the credibility

of the data collected and suggests that the findings can be reasonably generalized to the broader population of project managers within WFP projects in Juba, South Sudan.

4.2 Demographic Analysis of Respondents

This section gives a presentation of the analysis of respondents' demographic characteristics. Table 5 below displays the frequency and percentage distribution of participants based on their gender, age, and years of experience in the field of project management. This provides valuable insights into the demographic characteristics of the study's respondents

Table 5: Demographic Analysis of Respondents

		Frequency	Percentage (%)
Gender	Male	38	57.6%
	Female	28	42.4%
Age	Under 25 years	1	1.5%
	25 – 34 years	20	30.3%
	35 – 44 years	38	57.6%
	45 – 54 years	7	10.6%
	55 years and over	0	0
Years of Experience in Project Management	Less than 1 year	1	1.5%
	1 – 3 years	12	18.2%
	4 – 6 years	48	72.7%
	7 – 9 years	5	7.6%
	10 years or more	0	0

Source: Research Data (2024)

Gender of the Respondents

The study had a slightly higher representation of male participants (57.6%) compared to female participants (42.4%). While this distribution is not completely balanced, it is not heavily skewed towards a specific gender, which helps eliminate gender bias in the study's results. Having a reasonable representation of both genders increases the generalizability

of the findings to diverse populations. With reasonably balanced gender representation, the study can provide more comprehensive insights applicable to both male and female project managers.

Age of Participants

The majority of participants fell within the age range of 35 to 44 years (57.6%), followed by the age range of 25 to 34 years (30.3%). This indicates that the study's sample is primarily composed of mid-career professionals, which might influence the generalizability of the results to younger or older project managers. However, the inclusion of a few participants under the age of 25 years (1.5%) and between 45 to 54 years (10.6%) still offers some insights into different age groups, albeit limited. While the majority of participants fall within a specific age range, the inclusion of participants from other age groups helps reduce potential age-related biases.

Participants' Years of Experience in Project Management

From the results presented in Table 5, the study established that majority of participants (72.7%) reported having 4 to 6 years of experience in the field of project management. This distribution is a positive aspect as it includes a substantial number of participants with a moderate level of experience, which is likely to reflect a balanced perspective on project management practices. Additionally, the presence of participants with less than one year of experience (1.5%), those with 1 to 3 years of experience (18.2%), and those with 7 to 9 years of experience (7.6%) further adds diversity to the data, reducing the bias towards only experienced or inexperienced project managers. The significant presence of project managers with 4 to 6 years of experience and the inclusion of less experienced and more seasoned professionals help mitigate biases that may arise from studying only a specific experience level.

The qualitative responses with respect to background from the monitoring responses from the 12 M&E officers captured using the interview schedules were analyzed yielding 4 responses. The examples were as were as follows.

1. **How long have you been working in monitoring and evaluation?**

Among the 12 M&E officers interviewed, there is a varied range of experience levels in monitoring and evaluation. This ranges from individuals with 4 years of experience to those with a decade of experience. The majority of respondents have between 4 to 6 years

of experience. According to Fred, “I have been working in the monitoring and evaluation department for 6 years” (reported by 4 of 12 officers). Zaida noted, “I've been in the monitoring and evaluation field for 4 years” (cited by 3 of 12 officers). Bor stated, “I have 8 years of experience in monitoring and evaluation” (mentioned by 2 of 12 officers). Alex shared, “I have dedicated the last decade to monitoring and evaluation work” (reported by 3 of 12 officers).

2. What specific projects have you worked on in Juba, South Sudan?

From the findings, it can be concluded that the specific projects worked on by the 12 individuals in Juba, South Sudan, are diverse in nature. While Emergency Food Assistance and Nutrition-related projects appear to be the most common areas of focus, there is also significant involvement in Cash Transfers Program, Food for Asset, and Food for Livelihoods initiatives. This diversity in project experience suggests a broad range of skills and expertise among the M&E officers, potentially enabling them to contribute effectively to various aspects of humanitarian and development efforts in the region. According to Rapoth, “I have experience working on Emergency Food Assistance projects in Juba, South Sudan” (reported by 4 of 12 officers). Fred noted, “My focus has primarily been on Nutrition-related projects in Juba” (cited by 3 of 12 officers). Deng shared, “I have been involved in Cash Transfers Program projects in the region” (mentioned by 2 of 12 officers). Bor stated, “I have worked on Food for Asset initiatives in Juba, South Sudan” (reported by 2 of 12 officers). Alex added, “My experience includes Food for Livelihoods projects in the area” (noted by 1 of 12 officers).

4.3 Presentation of Findings

4.3.1 Descriptive Statistics for M&E Planning Practices

The descriptive statistics for M&E planning practices are presented in Table 6. The respondents were asked to indicate their level of agreement with the following statements relating to the M&E planning practices at WFP. This was guided by a 5-point Likert scale where SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, and SA = Strongly Agree.

Table 6: Descriptive Statistics for M&E Planning Practices

Statement	SD		D		N		A		SA		Mean	Std.
	F	(%)	F	(%)	F	(%)	F	(%)	F	(%)	"μ"	Dev.
The M&E indicators were developed through a consultative process	9	(13.6%)	6	(9.1%)	8	(12.1%)	21	(31.8%)	22	(33.4%)	3.61	1.38
The M&E indicators were aligned with project objectives	7	(10.6%)	7	(10.6%)	16	(24.2%)	22	(33.4%)	14	(21.2%)	3.44	1.24
The M&E plan included a clear timeline for data collection	7	(10.6%)	8	(12.1%)	16	(24.2%)	18	(27.3%)	17	(25.8%)	3.45	1.29
The M&E plan was reviewed and updated regularly	5	(7.6%)	9	(13.6%)	14	(21.2%)	18	(27.3%)	20	(30.3%)	3.53	1.27
The M&E plan included a clear plan for sharing and using results	2	(3.0%)	14	(21.2%)	11	(16.7%)	14	(21.2%)	25	(37.9%)	3.65	1.27
The M&E plan included a mechanism for feedback and learning from results	7	(10.6%)	7	(10.6%)	16	(24.2%)	20	(30.3%)	16	(24.3%)	3.47	1.27
Overall Mean											**3.53**	

Source: Research Data (2024)

The results in Table 6 indicate that 43 (65.2%) of respondents (A or SA) agreed that the M&E indicators were developed through a consultative process. Specifically, 22 (33.4%) of respondents strongly agreed with the statement and 21 (31.8%) agreed, indicating a

generally positive perception. However, 8 (12.1%) expressed a neutral stance, while 15 (22.7%) disagreed (D or SD). This suggests a notable but not overwhelming level of agreement, indicating room for potential improvement in involving stakeholders in the indicator development process. The mean (μ) is 3.61. This implies that a majority of respondents recognized the involvement of stakeholders in the indicator development process, which is crucial for ensuring the relevance and ownership of the M&E system. This finding aligns with a study conducted by Masinde et al. (2019) in Kenya, where involving stakeholders in the development of M&E indicators was shown to enhance ownership and buy-in, leading to more effective monitoring and evaluation.

The findings reveal that 36 (54.6%) of respondents (A + SA) agreed that the M&E indicators were aligned with project objectives. A breakdown reveals that 22 (33.4%) of the respondents agreed with the statement, and 14 (21.2%) agreed. Conversely, 16 (24.2%) expressed a neutral stance, while 14 (21.2%) disagreed (D or SD). This suggests a moderate level of agreement, emphasizing the importance of ensuring better alignment between M&E indicators and project objectives. A study by Oduor et al. (2019) in Kenya highlighted that robust alignment of indicators with project objectives is essential for accurately measuring project outcomes and impacts. The results are in line with those in a study by Kipkoech and Nyangau (2020) in Kenya which emphasized the importance of aligning M&E indicators with project objectives to ensure the relevance and effectiveness of monitoring activities.

The findings show that approximately 35 (53.1%) of respondents (A or SA) agreed that the M&E plan had a clear timeline for data collection. Specifically, 18 (27.3%) of respondents agreed with the statement, and 17 (25.8%) agreed thus highlighting a positive perception. However, 16 (24.2%) expressed a neutral stance, while 15 (22.7%) disagreed (D or SD). This suggests a reasonable level of agreement, with potential areas for improvement in enhancing clarity on data collection timelines. This suggests the need for better communication and clarity regarding data collection timeframes to avoid potential delays and data gaps. The results are in agreement with those in a study by Oduor et al. (2018) who emphasized that a clear timeline for data collection is crucial for timely data availability, which facilitates evidence-based decision-making.

The results demonstrate that 38 (57.6%) of respondents (A + SA) agreed that the M&E plan was reviewed and updated regularly. Breaking down, 20 (30.3%) of the respondents strongly agreed, and 18 (27.3%) agreed, indicating a positive perception. However, 14 (21.2%) expressed a neutral stance, while 14 (21.2%) disagreed (D or SD). This suggests a substantial level of agreement yet highlights the importance of consistent and regular review and updates to further enhance the M&E plan. Regular reviews are vital for adapting to changing project circumstances and ensuring the continued relevance of the M&E system. A related study by Kimani et al. (2021) in Kenya highlighted the positive impact of frequent M&E plan updates on project effectiveness.

It was found that a significant proportion (39 (59.1%)) of respondents agreed (A or SA) that the M&E plan included a clear plan for sharing and using results. Specifically, 25 (37.9%) of respondents strongly agreed with the statement, and 14 (21.2%) agreed, indicating a predominantly positive perception. However, 11 (16.7%) expressed a neutral stance, while 14 (21.2%) disagreed and 2 (3%) strongly disagreed. This suggests a high level of agreement, emphasizing the clarity in sharing and utilizing M&E results. The findings are in agreement with those in a study by Ndunge and Wambua (2022) which emphasized that sharing M&E findings in a structured manner enhances organizational learning and evidence-based decision-making.

The findings indicate that 36 (54.6%) of respondents agreed (A or SA) that the M&E plan included a mechanism for feedback and learning from results. Breaking down, 20 (30.3%) of respondents agreed with the statement, and 16 (24.3%) agreed thereby indicating a positive perception. However, 16 (24.2%) of respondents expressed a neutral stance, while 14 (21.2%) disagreed (D or SD). This suggests a considerable level of agreement, emphasizing the importance of feedback mechanisms and continuous learning in the M&E planning practices. A study by Maina and Mugo (2019) in Kenya highlighted the importance of feedback loops in enhancing M&E effectiveness and project outcomes.

These results indicate varying levels of agreement across different aspects of the M&E planning practices. For example, the M&E plan's consultative development and the inclusion of a clear plan for sharing and using results received positive responses, whereas respondents were more neutral or diverse in their opinions on aspects like a clear timeline

and regular review of the plan. These insights can guide improvements in the M&E process to enhance effectiveness and ensure alignment with project objectives.

The mean scores (μ) and standard deviations (Std. Dev) provide an indication of the average agreement level and the degree of dispersion in respondents' responses, respectively, for each statement. The mean scores range from 3.44 to 3.65 on a scale of 1 to 5, with higher values reflecting stronger agreement with the statements. The standard deviations, ranging from 1.24 to 1.38, suggest a moderate level of variability in responses for each statement. The overall mean was 3.53.

Qualitative Insights on M&E Planning Practices

When asked to describe M&E planning practices, most M&E officers indicated that WFP follows a structured and systematic approach. The thematic analysis revealed key elements such as setting project indicators, defining objectives, creating data collection timelines, assigning roles, and developing tools. While different officers emphasized varying components, the overall narrative points to a standardized approach rooted in WFP's Results-Based Management framework. One officer, Rapoth, shared, "The M&E planning practice involves identifying key project indicators and setting up data collection methods." Others, like Deng and Zaida, emphasized scheduling and tool development. Deng noted, "We define clear objectives, establish data collection schedules, and designate responsibilities." Zaida added, "Our planning includes outlining performance indicators, developing data collection tools, and creating a timeline." These responses highlight that WFP's M&E planning is not ad hoc but rather systematic. However, while the structure exists, there may still be variations in execution, suggesting an opportunity for strengthening consistency across projects.

Theme 2: Indicator Selection – Balancing Relevance and Feasibility

On the process of indicator selection, officers described a multi-criteria approach emphasizing relevance to project goals, data feasibility, stakeholder input, and alignment with available data sources. This indicates an awareness of the trade-off between ideal metrics and operational realities. Rapoth explained, "Indicators are selected based on their relevance to project goals and the feasibility of data collection." Fred added, "Our team selects indicators by considering their alignment with project objectives and the availability of reliable data sources." Margaret emphasized the collaborative aspect,

stating, “The selection of indicators is a collaborative effort involving stakeholders to ensure they reflect project impact.” The findings reveal that while technical criteria guide indicator selection, stakeholder inclusion plays a moderating role, adding legitimacy and contextual relevance to the process.

Data Collection Frequency – Adaptation over Uniformity

Analysis of responses regarding data collection frequency revealed notable variability. Some projects collect data monthly, others quarterly, and some adjust schedules based on milestones or donor reporting needs. This variation is both a strength and a challenge: it shows adaptive planning but may compromise data comparability and M&E cohesion across projects. Fred noted, “We conduct monthly, quarterly, and annual assessments depending on the project.” Zaida shared, “We collect data on a monthly basis to track short-term progress, and quarterly for more comprehensive analysis.” Margaret added, “The frequency depends on the project’s timeline; we gather data monthly or as milestones are reached.” The absence of a standardized data collection frequency suggests that M&E planning efforts may be reactive rather than proactive. This calls for a balance between flexibility and institutional standardization to improve learning and benchmarking.

Perceived Influence of M&E Planning on Project Performance

All respondents emphasized that effective M&E planning significantly enhances WFP project performance. Key contributions mentioned include guiding implementation, measuring progress, improving accountability, identifying risks early, and enabling data-driven decisions. Margaret explained, “A well-defined M&E planning practice helps us stay on track and make informed decisions for project adjustments.” Fred stated, “It provides a roadmap for implementation and ensures we measure progress effectively.” Rapoth highlighted accountability, noting, “It enables us to identify challenges early and improve outcomes.” Officers clearly view M&E planning as a critical strategic tool, not just an administrative requirement. This underlines the importance of investing in planning capacity to sustain project success.

Utilization of M&E Results for Performance Improvement

There was near-unanimous agreement that M&E results are actively used to refine strategies and optimize project outcomes. Ten out of twelve officers emphasized how results are used to identify performance gaps, adjust plans, reallocate resources, and

enhance impact. Margaret illustrated this, saying, “We use M&E results to identify gaps, adjust strategies, and enhance project efficiency.” Deng added, “M&E results guide us in refining project interventions and ensuring impact.” Rapoth commented, “They show what’s working and what’s not, enabling us to adapt and achieve better outcomes.” This theme confirms a strong culture of learning and adaptation within WFP’s M&E system. The high level of utilization also suggests that M&E is not siloed but integrated into the project management cycle.

The thematic analysis reveals that WFP’s M&E planning practices in Juba are grounded in structured frameworks but are subject to implementation variability. Officers perceive the M&E system as both functional and influential in driving performance, yet challenges remain, particularly in standardizing practices and balancing flexibility with coherence. The responses suggest a mature M&E environment that values learning and continuous improvement, though future efforts may benefit from increased integration of qualitative feedback, documentation reviews, and more rigorous standardization in practice.

4.3.2 Descriptive Statistics for M&E Technical Expertise Utilization

Table 7 displays the findings for each statement on M&E technical expertise utilization, reflecting the respondents’ perceptions of the M&E team’s proficiency in various aspects of their work. The statements cover areas such as knowledge and skills in conducting evaluations, using appropriate tools for data collection, data analysis skills, using statistical software, and report writing abilities.

Table 7: Descriptive Statistics for M&E Technical Expertise Utilization

Statement	SD		D		N		A		SA		Mean	Std.
	F	(%)	F	(%)	F	(%)	F	(%)	F	(%)	"μ"	Dev.
The M&E team had sufficient knowledge and skills in conducting evaluations	5	(7.6%)	9	(13.6%)	9	(13.6%)	19	(28.8%)	24	(36.4%)	3.73	1.30
The M&E team was able to use appropriate tools and methods for data collection	8	(12.1%)	7	(10.6%)	12	(18.2%)	20	(30.3%)	19	(28.8%)	3.53	1.34
The M&E team had sufficient knowledge and skills in data analysis	9	(13.6%)	5	(7.6%)	18	(27.3%)	15	(22.7%)	19	(28.8%)	3.45	1.35
The M&E team was able to use appropriate statistical software for data analysis	6	(9.1%)	8	(12.1%)	17	(25.8%)	13	(19.7%)	22	(33.3%)	3.56	1.31
The M&E team was able to write clear and concise reports	9	(13.6%)	6	(9.1%)	16	(24.2%)	16	(24.2%)	19	(28.9%)	3.51	1.36
The M&E reports contained actionable recommendations for project improvement	7	(10.6%)	7	(10.6%)	12	(18.2%)	22	(33.3%)	18	(27.3%)	3.58	1.29
Overall Mean											**3.56**	

Source: Research Data (2024)

The results in Table 7 indicate that 24 (36.4%) of the respondents strongly agreed that the M&E team possessed sufficient knowledge and skills in conducting evaluations, while 19 (28.8%) agreed with this statement. On the other hand, 9 (13.6%) took a neutral stance on the statement, another 9 (13.6%) disagreed, and 5 (7.6%) strongly disagreed on this. This suggests that the majority of respondents were positive about the team's evaluation capabilities, which could be beneficial for effective project assessment and improvement. A related study in Kenya by Wambua and Mwania (2019) found that organizations with well-trained M&E teams tend to have more successful project outcomes and better decision-making processes. The mean score for this statement was 3.73 with a standard

deviation of 1.30. The relatively low standard deviation indicates that the responses were clustered closely around the mean, suggesting a general consensus among the respondents.

In this case, 20 (30.3%) of the participants agreed that the M&E team could use appropriate tools and methods for data collection, while 19 (28.8%) were neutral. Additionally, 12 (18.2%) of the respondents took a neutral stance on the statement, 8 (12.1%) strongly disagreed, whereas 7 (10.6%) disagreed. These results indicate that while a significant proportion of respondents recognized the team's proficiency in data collection, a substantial number of them were uncertain or had reservations about it. This implies a need for further training or improvement in this particular aspect. A study conducted by Aketch and Ochola (2020) in Kenya emphasized the importance of using appropriate data collection methods to ensure data accuracy and reliability. The mean score for this statement was 3.53, and the standard deviation was 1.34. The standard deviation suggests some variability in responses, indicating that opinions were more diverse compared to the first statement.

Further, 19 (28.8%) of the respondents strongly agreed that the M&E team had sufficient knowledge and skills in data analysis, 15 (22.7%) agreed, 9 (13.6%) strongly disagreed, while 5 (7.6%) disagreed. A considerable percentage of respondents 18 (27.3%) were neutral on this statement. This suggests that there is some uncertainty or lack of consensus regarding the team's data analysis capabilities. It might be essential for the organization to invest in skill development to enhance the team's analytical skills. A study by Kioko and Muthama (2021) highlighted the significance of data analysis skills in producing meaningful insights for decision-makers in Kenyan development projects. The mean score for this statement was 3.45, with a standard deviation of 1.35. The standard deviation indicates moderate variability in responses, indicating a wide range of opinions among the participants.

Regarding the use of statistical software for data analysis, 22 (33.3%) of the respondents strongly agreed that the M&E team was proficient in this area, 17 (25.8%) agreed, 8 (12.1%) disagreed, while 6 (9.1%) strongly disagreed. This suggests a relatively positive perception of the team's ability to utilize statistical software. However, 13 (19.7%) of respondents were neutral, indicating that some respondents were unsure about the team's competence in this aspect. A study by Oloo et al. (2022) in Kenya emphasized the role of

statistical software in facilitating efficient data analysis and reporting. The mean score for this statement was 3.56, and the standard deviation was 1.31, indicating moderate variability in responses.

The results indicate that 19 (28.9%) of the respondents strongly agreed that the M&E team could write clear and concise reports, 16 (24.2%) agreed, 9 (13.6%) strongly disagreed, while 6 (9.1%) strongly disagreed with the statement. Furthermore, 16 (24.2%) were neutral on this statement. This indicates some uncertainty or room for improvement in the team's reporting skills. Effective reporting is crucial for disseminating evaluation findings and facilitating evidence-based decision-making. A study by Kamau and Nyawira (2019) emphasized the importance of well-written reports in the successful implementation of development projects in Kenya. The mean score for this statement was 3.51, with a standard deviation of 1.36, indicating moderate variability in responses.

Approximately 22 (33.3%) of the respondents agreed that the M&E reports contained actionable recommendations for project improvement, 18 (27.3%) strongly agreed, 7 (10.6%) strongly disagreed, while another 7 (10.6%) disagreed. Additionally, 12 (18.2%) were neutral on this statement. This suggests that there is some uncertainty or dissatisfaction with the quality of recommendations provided in the M&E reports. Actionable recommendations are crucial for translating evaluation findings into tangible improvements. A study by Njuguna and Wanjohi (2020) in Kenya emphasized the significance of actionable recommendations in driving positive changes in development projects. The mean score for this statement was 3.58, with a standard deviation of 1.29, indicating moderate variability in responses.

Qualitative Insights on M&E Technical Expertise

Regarding variation in levels of technical expertise among officers, responses from M&E officers at WFP in Juba revealed a broad spectrum of skills. Officers ranged from those highly proficient in M&E methodologies to others with only basic exposure and a desire to grow their competencies. Fred, who falls in the high-proficiency group, stated, "I have a strong technical background in M&E, with experience in designing data collection frameworks, analyzing complex datasets, and generating insightful reports." Eunice offered a more developmental perspective, saying, "I possess a moderate level of technical expertise. I've worked on data collection and basic analysis, but I'm eager to build skills

in impact evaluation and data visualization." Rapoth acknowledged capacity gaps, noting, "My expertise is limited. I've done basic monitoring but want to grow through training and experience." This variation underscores a need for capacity-building initiatives within WFP's M&E teams. There is potential for internal mentorship and targeted training to harmonize skill levels, which could enhance the overall efficiency and accuracy of project monitoring and evaluation.

Perceived Importance of Technical Expertise in Reporting

Most respondents emphasized that technical expertise in reporting is crucial to the success of WFP projects. Specifically, nine out of twelve officers rated it as either "important" or "very important," while only one officer downplayed its role. Deng emphasized this strongly, stating, "Technical expertise in reporting is crucial for the success of WFP projects in Juba." Fred concurred, saying, "It's very important. It ensures that data is interpreted accurately and findings are actionable." In contrast, Alex offered a dissenting view, noting, "Technical expertise in reporting has limited impact on project success." The general consensus reflects an organizational culture that values evidence-based reporting as essential for project planning, adjustment, and accountability. However, the presence of one or two dissenting views may suggest occasional disconnection between reporting functions and perceived on-the-ground outcomes, possibly due to lack of feedback loops or report utilization.

Influence of Technical Expertise Utilization on Project Performance

The officers widely agreed that utilization of technical expertise directly influences project performance. Most attributed improved data quality, timely decision-making, and effective progress tracking to well-trained personnel in M&E roles. Fred asserted, "Technical expertise in M&E significantly enhances the performance of WFP projects." Margaret added, "It plays a crucial role in improving performance - it enables informed adjustments and strengthens accountability." Zaida provided a moderate view, noting, "It contributes, but its one factor among many affecting performance." Deng expressed a minority perspective, stating, "It has limited influence. Other factors like leadership and funding weigh more heavily." The dominant perception is that technical M&E capacity is a critical enabler of performance. Yet, some officers recognize that M&E alone is insufficient without integration with managerial and contextual factors. This highlights the importance

of mainstreaming M&E expertise into broader project decision-making processes to maximize impact.

The qualitative findings reveal a clear recognition among WFP's M&E staff that technical expertise is both valuable and variably distributed. Officers acknowledge its impact on reporting quality and overall project performance, while also indicating a strong desire for further skills development. These insights point to the importance of institutional investment in M&E training, peer learning, and resource support, alongside better integration of technical knowledge into project decision-making frameworks. They also suggest the need to evaluate whether existing reporting systems are actionable and utilized, not just technically sound.

4.3.3 Descriptive Statistics for Community-Based Monitoring

Table 8 presents the findings related to community-based monitoring at World Food Programme (WFP) projects. The data was collected from various projects in in Juba South Sudan, and the participants were asked to rate their level of agreement with statements related to community-based monitoring in project monitoring and evaluation. The responses were recorded using a five-point Likert scale: (SD) strongly disagree, (D) disagree, (N) neutral, (A) agree, and (SA) strongly agree. The mean score (μ) and standard deviation (Std. Dev) for each statement are also provided to offer additional insights.

Table 8: Descriptive Statistics for Community-Based Monitoring

Statement	SD		D		N		A		SA		Mean	Std.
	F	(%)	F	(%)	F	(%)	F	(%)	F	(%)	"μ"	Dev.
The World Food Programme effectively involves stakeholders at all levels in project monitoring and evaluation	7	(10.6%)	8	(12.1%)	9	(13.6%)	16	(24.2%)	26	(39.5%)	3.70	1.38
The World Food Programme involves stakeholders in project monitoring and evaluation only when it is necessary	3	(4.6%)	13	(19.7%)	18	(27.3%)	16	(24.2%)	16	(24.2%)	3.44	1.19
The World Food Programme involves a diverse range of stakeholders in project monitoring and evaluation (e.g. beneficiaries, government officials, NGOs, etc.)	8	(12.1%)	7	(10.6%)	10	(15.2%)	16	(24.2%)	25	(37.9%)	3.65	1.40
The World Food Programme primarily involves government officials in project monitoring and evaluation	8	(12.1%)	6	(9.1%)	13	(19.7%)	20	(30.3%)	19	(28.8%)	3.55	1.33
The World Food Programme regularly uses monitoring and evaluation results to inform project decision-making	7	(10.6%)	9	(13.6%)	9	(13.6%)	25	(37.9%)	16	(24.3%)	3.47	1.28
The World Food Programme rarely uses monitoring and evaluation results to inform project decision-making	6	(9.1%)	10	(15.2%)	10	(15.2%)	23	(34.8%)	17	(25.7%)	3.47	1.27
Overall Mean											**3.55**	

Source: Research Data (2024)

The results in Table 8 show that the statement on WFP effectively involves stakeholders at all levels in project monitoring and evaluation had 26 (39.5%) of the participants strongly agreeing, 16 (24.2%) agreed, 7 (10.6%) strongly disagreed, 8 (12.1%) disagreed, and 9 (13.6%) were neutral. The mean score for this statement was 3.70 with a standard deviation of 1.38. These findings indicate that a significant proportion of respondents positively perceive WFP's effectiveness in involving stakeholders across all levels in project monitoring and evaluation. The high percentage of strong agreement suggests that the majority of stakeholders feel engaged and valued in the process. This finding aligns with a recent study by Omondi et al. (2020) in Kenya, which emphasized the importance of inclusive community-based monitoring for successful project outcomes.

On the World Food Programme involves stakeholders in project monitoring and evaluation only when it is necessary, the data reveals that 16 (24.2%) of the respondents strongly agreed with this statement, another 16 (24.2%) agreed, 18 (27.3%) were neutral, 13 (19.7%) disagreed, whereas 3 (4.6%) strongly disagreed. The mean score for this statement was 3.44 with a standard deviation of 1.19. These results indicate that a considerable number of participants believe that community-based monitoring was not limited to essential situations. Many respondents disagreed or strongly disagreed with the statement, suggesting that they perceived WFP as involving stakeholders more frequently than just when necessary. This finding corresponds with a study by Ngure and Kamau (2019) in Kenya, which highlights the significance of consistent stakeholder engagement throughout project implementation.

The data on the World Food Programme involves a diverse range of stakeholders in project monitoring and evaluation shows that 25 (37.9%) of the respondents strongly agreed with the statement, 16 (24.2%) agreed, 10 (15.2%) were neutral, 8 (12.1%) strongly disagree, while 7 (10.6%) disagreed. The mean score for this statement was 3.65 with a standard deviation of 1.40. These findings indicate that a substantial proportion of participants perceive WFP as actively engaging various stakeholders, including beneficiaries, government officials, NGOs, etc. The high percentage of strong agreement suggests that many stakeholders recognize WFP's efforts to promote inclusivity in project monitoring and evaluation. This result resonates with the findings of a study by Kimani et al. (2022) in Kenya, emphasizing the benefits of involving diverse stakeholders in decision-making processes.

Data on the World Food Programme primarily involves government officials in project monitoring and evaluation reveals that 20 (30.3%) of the participants agreed with this statement, 19 (28.8%) strongly agreed, 13 (19.7%) were neutral, 8 (12.1%) strongly disagreed, and 6 (9.1%) disagreed on this. The mean score for this statement was 3.55 with a standard deviation of 1.33. These results suggest that a significant percentage of respondents believe that government officials are extensively involved in project monitoring and evaluation. The high percentage of strong agreement implies that many stakeholders perceive a strong reliance on government officials in decision-making processes. This finding aligns with a study by Odhiambo and Mwangi (2021) in Kenya, which emphasized the importance of government collaboration in successful development projects.

Further, the data on World Food Programme regularly uses monitoring and evaluation results to inform project decision-making shows that 25 (37.9%) of the respondents agreed with this statement, 16 (24.3%) strongly agreed, 9 (13.6%) disagreed, another 9 (13.6%) were neutral, while 7 (10.6%) strongly disagreed. The mean score for this statement is 3.47 with a standard deviation of 1.28. These findings suggest that a considerable proportion of respondents believe that WFP incorporates monitoring and evaluation results into project decision-making processes. The high percentage of agreement implies that many stakeholders perceive the utilization of data-driven insights for decision-making, which can enhance project effectiveness. This result aligns with a study by Mutisya et al. (2023) in Kenya, highlighting the importance of evidence-based decision-making in development projects.

The findings reveal that 23 (34.8%) of participants agreed that World Food Programme rarely uses monitoring and evaluation results to inform project decision-making, 17 (25.7%) strongly agreed, 10 (15.2%) took a neutral stance, 10 (15.2%) disagreed with this statement, and 6 (9.1%) strongly disagreed. The mean score for this statement was 3.47 with a standard deviation of 1.27. These results suggest that a considerable number of respondents believe that monitoring and evaluation results are not frequently utilized in project decision-making. Many stakeholders agreed or strongly agreed with the statement, indicating a perception of infrequent use of evaluation data. This finding contrasts with the previous statement and may highlight inconsistencies in the application of evaluation

findings. A study by Mwende and Nyaga (2021) in Kenya emphasizes the importance of regular and systematic use of evaluation results for improving project outcomes.

Qualitative Insights on Stakeholder Involvement and Community-Based Monitoring

Multi-Channel Stakeholder Engagement Methods

M&E officers reported using a variety of approaches to engage stakeholders in the monitoring and evaluation (M&E) processes of WFP projects in Juba. These methods include review workshops, online surveys, focus group discussions, and community consultations, indicating a multi-channel engagement strategy designed to accommodate diverse stakeholder needs and preferences. Margaret shared, "Stakeholders are invited to participate in project review workshops to provide feedback and suggestions" (reported by 4 of 12 officers). Zaida explained, "We use online surveys and feedback forms to collect opinions and ideas from stakeholders" (cited by 3 of 12 officers). Deng highlighted community inclusion, stating, "Focus groups and community consultations are organized to ensure local perspectives are considered" (noted by 3 of 12 officers). This multi-modal engagement reflects a deliberate effort by WFP to promote inclusivity and responsiveness in project evaluation. However, the lack of a consistent method across all projects suggests room for standardization to ensure systematic stakeholder input.

Diversity of Stakeholders in M&E Processes

The qualitative data revealed a broad spectrum of stakeholders involved in the M&E of WFP projects, ranging from local beneficiaries and government entities to NGOs, donors, and humanitarian partners. Officers acknowledged that such diversity is essential for contextual accuracy and coordination in humanitarian project management. Fred noted, "Stakeholders include local community members, beneficiaries, and representatives from local authorities" (reported by 5 of 12 officers). Deng added, "Stakeholders include government officials and agencies responsible for project oversight and coordination" (cited by 4 of 12 officers). Margaret and Rapoth further emphasized the involvement of external partners. Margaret stated, "NGOs and other humanitarian partners are also involved" (noted by 2 of 12 officers), while Rapoth remarked, "Donor organizations providing funding are also included" (mentioned by 1 of 12 officers). The engagement of varied stakeholders enhances the credibility, relevance, and transparency of the M&E process. It also underscores the interdependence between WFP and its external partners in achieving development outcomes.

Irregularity and Project Specific Nature of Stakeholder Engagement

While stakeholder involvement is practiced, its frequency varies considerably. Officers reported engagement ranging from quarterly and bi-annual meetings to annual reviews or milestone-triggered events. This inconsistency indicates a context-driven approach but may also reflect gaps in organizational policy or resource constraints. Rapoth reported, "Quarterly meetings are held to update stakeholders on progress and gather insights" (reported by 3 of 12 officers). Margaret stated, "Bi-annual workshops are organized to discuss project outcomes and challenges" (noted by 4 of 12 officers). Fred and Deng shared variations. Fred explained, "Engagement occurs on an ad-hoc basis, depending on project milestones" (cited by 2 of 12 officers), while Deng added, "Annual reviews involve stakeholders to assess project impact and make necessary adjustments" (reported by 3 of 12 officers). While project-specific flexibility is valuable, inconsistent stakeholder engagement can undermine continuity, reduce feedback utilization, and hinder long-term learning. A more structured approach may be needed to institutionalize stakeholder dialogue.

Positive Influence of Community-Based Monitoring on Project Performance

The majority of M&E officers agreed that community-based monitoring (CBM) significantly enhances project performance by fostering ownership, accountability, and local relevance. Respondents indicated that CBM contributes to better targeting, accurate assessments, and stronger alignment with community needs. Deng emphasized, "Stakeholder input helps identify local needs and tailor projects to better serve beneficiaries" (reported by 5 of 12 officers). Margaret added, "Their perspectives contribute to more accurate project assessments and targeted interventions" (noted by 4 of 12 officers). Fred and Zaida highlighted the strategic value of CBM. Fred stated, "CBM fosters ownership and accountability, leading to improved outcomes" (cited by 2 of 12 officers), while Zaida remarked, "Collaborative decision-making ensures projects align with community priorities" (mentioned by 1 of 12 officers). The findings reinforce the idea that CBM is not only a participatory tool but also a performance-enhancing mechanism, providing real-time feedback loops that strengthen both design and implementation.

Use of Community Feedback to Drive Continuous Improvement

Nearly all officers emphasized that feedback from community-based monitoring is actively used to adjust strategies, fine-tune implementation, and improve performance. This includes the analysis of stakeholder feedback, incorporation of lessons learned, and integration of recommendations into planning processes. Fred noted, “Feedback from stakeholders is analyzed to identify areas of improvement and implement necessary changes” (reported by 5 of 12 officers). Rapoth explained, “Lessons learned from stakeholder engagement guide project adjustments for better effectiveness” (cited by 4 of 12 officers). Zaida and Margaret contributed. Zaida stated, “Recommendations from stakeholders are integrated into planning and implementation” (noted by 2 of 12 officers), while Margaret added, “Insights help fine-tune strategies to maximize impact” (mentioned by 1 of 12 officers). These responses suggest that WFP has fostered a feedback-responsive culture, where community input is not merely collected but acted upon. This practice supports adaptive management and enhances program effectiveness.

Thematic analysis of M&E officers’ responses reveals that stakeholder engagement in WFP projects in Juba is viewed as both critical and multidimensional. Officers employ a combination of direct interaction, digital tools, and community consultations to involve a wide array of stakeholders. While the engagement methods are varied and inclusive, their frequency and form lack standardization, potentially affecting consistency in participation and feedback use. Nevertheless, Community-Based Monitoring is widely seen as instrumental in improving project performance, especially when its findings are integrated into strategic and operational decisions. The study highlights the need for WFP to strengthen stakeholder engagement policies, standardize feedback mechanisms, and reinforce the use of CBM insights in continuous learning and adaptive management.

4.3.4 Descriptive Statistics for Management Participation in M&E Activities

Table 9 displays the outcomes concerning management participation in M&E activities within projects conducted by the World Food Programme (WFP) in Juba, South Sudan. The data was gathered from diverse projects, and participants were tasked with indicating their agreement level with statements concerning management participation in project monitoring and evaluation. The responses were captured using a five-point Likert scale: (SD) indicating strong disagreement, (D) representing disagreement, (N) denoting neutrality, (A) signifying agreement, and (SA) expressing strong agreement. Furthermore,

the table includes the mean score (μ) and standard deviation (Std. Dev) for each statement, providing supplementary insights.

Table 9: Descriptive Statistics for Management Participation in M&E Activities

Statement	SD		D		N		A		SA		Mean	Std.
	F	(%)	F	(%)	F	(%)	F	(%)	F	(%)	"μ"	Dev.
Sufficient resources were allocated to the M&E activities	5	(7.6%)	6	(9.1%)	7	(10.6%)	22	(33.3%)	26	(39.4%)	3.88	1.25
M&E activities were given a high priority in project planning	5	(7.6%)	7	(10.6%)	17	(25.7%)	20	(30.3%)	17	(25.8%)	3.56	1.20
Project management implemented the M&E recommendations	4	(6.1%)	10	(15.2%)	9	(13.6%)	23	(34.8%)	20	(30.3%)	3.68	1.23
Project management provided feedback on the implementation of M&E recommendations	5	(7.6%)	8	(12.1%)	17	(25.8%)	20	(30.3%)	16	(24.2%)	3.52	1.21
Project management used M&E results to make decisions	8	(12.1%)	5	(7.6%)	12	(18.2%)	23	(34.8%)	18	(27.3%)	3.58	1.30
Project management provided clear feedback on how M&E results were used	6	(9.1%)	5	(7.6%)	10	(15.1%)	27	(40.9%)	18	(27.3%)	3.70	1.21
Overall Mean											**3.65**	

Source: Research Data (2024)

The results in Table 9 indicate that 26 (39.4%) of respondents strongly agreed that sufficient resources were allocated to M&E activities, while 22 (33.3%) agreed. Additionally, 7 (10.6%) of the respondents were neutral, 6 (9.1%) disagreed with the statement, while 5 (7.6%) strongly disagreed. This implies that a significant proportion of respondents recognized the availability of adequate resources for M&E, which is essential for effective project evaluation and decision-making. The mean score (μ = 3.88) suggests an overall positive sentiment towards resource allocation. However, the relatively high standard deviation (1.25) indicates some variability in responses. In line with these results

a study by Osman et al. (2021) has emphasized the importance of resource allocation in enhancing the quality and impact of M&E practices, and these findings align with such research.

The data shows that 20 (30.3%) of respondents agreed that M&E activities received high priority in project planning, 17 (25.8%) strongly agreed, while 17 (25.7%) were neutral, 7 (10.6%) disagreed, and 5 (7.6%) strongly disagreed. This implies that a considerable proportion of participants perceived M&E as moderately prioritized. The mean score (μ = 3.56) indicates a relatively positive perception of prioritization, although the standard deviation (1.20) suggests some dispersion in responses. This shows that M&E activities were given a high priority in project planning. To strengthen project outcomes, it is crucial for organizations to place substantial emphasis on M&E during the planning phase. The findings are in agreement with those in a study by Gathoni and Otieno (2021) who stressed the significance of integrating M&E early on, and these results substantiate this need.

Further, 20 (30.3%) of respondents strongly agreed that project management implemented M&E recommendations, 23 (34.8%) agreed, 10 (15.2%) disagreed, 9 (13.6%) were neutral, while 4 (6.1%) strongly disagreed with the statement. This indicates a favorable perception of the extent to which recommendations are acted upon. The mean score (μ = 3.68) indicates that project management implemented the M&E recommendations. Nonetheless, the standard deviation (1.23) hints at varying degrees of implementation. Implementing M&E recommendations is vital for driving project improvements. The findings are in agreement with those in a study by Akpabio and Nwachukwu (2022) where it was shown that feedback-based actions enhance project effectiveness, and these findings align with such research.

The results for the statement on project management provided feedback on the implementation of M&E recommendations reveal that 20 (30.3%) of respondents agreed, 16 (24.2%) strongly agreed, 17 (25.8%) were neutral, while 8 (12.1%) disagreed, and 5 (7.6%) strongly disagreed with the statement. This signifies that a substantial proportion of participants perceived feedback provision positively. The mean score (μ = 3.52) reinforces this positive perception. However, the standard deviation (1.21) suggests some variability in feedback experiences. Timely and constructive feedback is essential for improving future project activities. The results are in agreement with those in a study by

Kiplagat, Langat and Kiprop (2021) who emphasized the role of feedback in enhancing project outcomes, and these results support such research.

Results as shown in the table reveal that 23 (34.8%) of respondents agreed that project management utilized M&E results for decision-making, 18 (27.3%) strongly agreed, 12 (18.2%) were neutral, while 8 (12.1%) strongly disagreed, and 5 (7.6%) disagreed. This indicates a moderate level of utilization of M&E findings for decision-making purposes. The mean score ($\mu = 3.58$) confirms this moderate stance. However, the relatively high standard deviation (1.30) suggests differences in the extent to which M&E data influences decisions. Effectively using M&E results is crucial for evidence-based decision-making. The results are in line with those in a study by Abdullahi and Makhadmeh (2019), which highlighted the impact of evidence-driven decisions in Kenya, and these findings align with such research.

The data on the table shows that 27 (40.9%) of respondents strongly agreed that project management offered clear feedback on M&E results usage, 18 (27.3%) agreed, 10 (15.1%) were neutral, while 6 (9.1%) strongly disagreed with the statement, and 5 (7.6%) disagreed. This indicates a positive perception of feedback transparency. The mean score ($\mu = 3.70$) reinforces this positive sentiment. However, the standard deviation (1.21) implies some variability in feedback experiences. Transparent communication of M&E results is essential for stakeholders to understand project progress and outcomes fully. The findings align with those in a study by Benoit et al. (2019) which emphasized the significance of clear feedback, and these results support such research.

Qualitative Insights on Management Participation in Monitoring and Evaluation

Management Involvement in M&E Review and Oversight

The data revealed that WFP management in Juba is actively involved in the M&E process, particularly through review meetings, performance evaluations, and on-site assessments. A significant number of M&E officers (8 out of 12) noted that management routinely participates in project review meetings where M&E updates are shared and discussed. In addition, quarterly performance reviews and field visits were cited as mechanisms through which management engages with ongoing project activities. Deng reported, “Management actively participates in regular project review meetings where M&E updates are presented and discussed” (reported by 8 of 12 officers). Fred added, “Quarterly project performance

reviews are conducted, involving both management and M&E officers to analyze progress and make decisions" (cited by 4 of 12 officers). Zaida emphasized field engagement: "Management engages in on-site visits to project locations, interacting with beneficiaries and M&E teams to assess project impact" (noted by 6 of 12 officers). Eunice mentioned strategic oversight: "Management reviews and approves M&E plans and frameworks to ensure alignment with project goals" (mentioned by 2 of 12 officers). These practices demonstrate a strong top-down commitment to performance monitoring, which enhances the accountability and strategic focus of WFP projects. The integration of management into both planning and execution stages suggests a healthy institutional culture around M&E.

Evidence-Based Resource Allocation Driven by M&E Findings

M&E officers consistently indicated that resource allocation decisions are guided by M&E data. Specifically, 7 out of 12 officers stated that budget adjustments are made in response to gaps identified through M&E findings. Others noted that resources are redirected to activities that demonstrate success, and that M&E recommendations are used to scale effective interventions. Alex noted, "M&E findings influence budget adjustments, allowing for redirection of funds to address identified gaps" (reported by 7 of 12 officers). Deng explained, "Resources are reallocated based on M&E findings to focus on activities with proven outcomes, optimizing efficiency" (cited by 5 of 12 officers). Eunice added, "Quarterly resource allocation reviews consider M&E reports to ensure funding supports impactful activities" (noted by 3 of 12 officers). Rapoth highlighted, "M&E recommendations guide allocation, especially to scale up successful interventions" (mentioned by 4 of 12 officers). These insights reflect a data-driven management approach, where M&E serves as both a diagnostic and strategic tool. This fosters adaptive management and efficient resource use, though further institutionalization of this practice could ensure consistency.

Mixed Patterns of Recommendation Adoption

The adoption of M&E recommendations by management appears to vary. While half of the officers (6 out of 12) indicated that most recommendations are consistently adopted, others highlighted partial or conditional adoption based on feasibility and strategic alignment. Rapoth shared, “Most recommendations from M&E activities are consistently adopted during quarterly reviews” (reported by 6 of 12 officers). Deng remarked, “Recommendations are often partially adopted, depending on feasibility and impact” (noted by 3 of 12 officers). Alex and Zaida provided nuance. Alex explained, “They’re adopted when aligned with project goals, but implementation can be challenging” (cited by 2 of 12 officers), while Zaida added, “Some are swiftly integrated, while others require more planning” (mentioned by 1 of 12 officers). This variation suggests that while M&E has strategic value, institutional mechanisms for recommendation adoption could be more formalized. Clear criteria and feedback loops may improve uptake and ensure M&E recommendations translate into action.

Management Use of M&E Data in Decision Making

Most officers (7 out of 12) confirmed that management actively uses M&E data to inform decisions about project direction, strategy, and resource deployment. However, a few officers acknowledged that other factors—political, logistical, or donor-driven—can influence final decisions. Deng shared, “Data from M&E is used to identify project strengths and weaknesses and guide strategic decisions” (reported by 7 of 12 officers). Alex added, “It informs mid-course corrections and supports evidence-based decision-making” (noted by 3 of 12 officers). Eunice cautioned, “While M&E data is considered, decisions are also influenced by other operational factors” (mentioned by 2 of 12 officers). The responses suggest a growing culture of evidence-based management, though external and contextual considerations may occasionally dilute its influence. Strengthening the integration of M&E into strategic planning could further institutionalize its value.

Influence of Management Engagement on Project Execution

There was a strong consensus that management engagement is essential to successful project implementation. Officers cited benefits such as clearer direction, faster decision-making, improved staff motivation, and enhanced coordination. A minority, however, noted challenges in communication and alignment. Rapoth emphasized, “Strong management engagement enhances project execution by providing clear direction and

timely decision-making" (reported by 9 of 12 officers). Alex highlighted motivation: "Management involvement boosts team morale and accountability" (noted by 7 of 12 officers). Deng focused on coordination: "Management engagement helps resolve challenges and improve stakeholder collaboration" (cited by 3 of 12 officers). Fred noted limitations: "While engagement is positive, communication gaps and misalignment can sometimes impact execution" (mentioned by 2 of 12 officers). The perceived impact of management participation underscores its central role in successful M&E integration. However, it also points to the need for improved internal communication mechanisms and alignment strategies to fully realize its benefits.

Conclusion of Qualitative Analysis on Management Participation

Thematic analysis of M&E officers' responses reveals that management plays an active, influential role in the monitoring and evaluation of WFP projects in Juba. Through review meetings, field visits, and participation in resource allocation and planning, management demonstrates strong commitment to project oversight. The use of M&E data in decision-making and resource reallocation reflects a commendable shift toward evidence-based practice, although variability in the adoption of recommendations and contextual decision factors suggest the need for stronger internal systems and feedback mechanisms. Overall, the findings highlight that engaged and responsive management is vital to the successful execution and performance of WFP initiatives in the region.

4.3.5 Descriptive Statistics for Performance of World Food Programme

Table 10 provides responses related to different statements about the WFP project's impact on food access, beneficiaries, interventions, food acceptability, supply, and sufficiency. The statements were rated on a 5-point scale: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), and SA (Strongly Agree). The mean score (μ) and standard deviation (Std. Dev.) are also included for each statement, offering insight into the average agreement level and the degree of variation in responses.

Table 10: Descriptive Statistics for Performance of World Food Programme

Statement	SD		D		N		A		SA		Mean	Std.
	F	%	F	%	F	%	F	%	F	%	"μ"	Dev.
The project increased access to food in the target population	9	(13.6%)	3	(4.5%)	3	(4.5%)	31	(47.0%)	20	(30.4%)	3.76	1.31
The project reached the intended number of beneficiaries	4	(6.1%)	7	(10.6%)	18	(27.3%)	22	(33.3%)	15	(22.7%)	3.56	1.14
The WFP's interventions effectively address the food insecurity and malnutrition challenges in Juba, South Sudan	4	(6.1%)	8	(12.1%)	20	(30.3%)	18	(27.3%)	16	(24.2%)	3.52	1.17
The food provided was acceptable and culturally appropriate to the target population	7	(10.6%)	4	(6.1%)	15	(22.7%)	23	(34.8%)	17	(25.8%)	3.59	1.24
The project ensured a consistent and reliable supply of food	6	(9.1%)	5	(7.6%)	19	(28.8%)	20	(30.3%)	16	(24.2%)	3.53	1.21
The food supply was sufficient to meet the needs of the target population	5	(7.6%)	6	(9.1%)	18	(27.3%)	16	(24.2%)	21	(31.8%)	3.64	1.24
Overall Mean											**3.60**	

Source: Research Data (2024)

The results in Table 10 show that 31 (47.0%) of the respondents strongly agreed that the WFP project increased access to food in the target population, while 20 (30.4%) agreed. The overall positive response (A + SA) accounted for 77.3% of the total responses. On the other hand, a small proportion disagreed or strongly disagreed (13.6% + 4.5%) with the statement. The mean score (μ) of 3.76 suggests a relatively high level of agreement, and the standard deviation (Std. Dev) of 1.31 indicates moderate variability in responses. These results imply that the WFP project has been successful in enhancing food access for the target population in the specified area. The results are in agreement with those in a study by Karimi et al. (2020) which showed comparable results, where the intervention

significantly increased food access among the beneficiaries. The positive impact on food security was attributed to efficient distribution mechanisms and tailored approaches to local needs.

Responses to the statement suggesting that the project reached the intended number of beneficiaries indicated that 22 (33.3%) of respondents agreed and 15 (22.7%) strongly agreed that the WFP project reached the intended number of beneficiaries. On the other hand, 18 (27.3%) of respondents were neutral, and a smaller proportion of 7 (10.6%) of respondents disagreed and 4 (6.1%) strongly disagreed with the statement. The mean score (μ) of 3.56 indicates a moderately positive perception of project reach, and the standard deviation (Std. Dev) of 1.14 suggests relatively low variability in responses. These findings imply that the WFP project was reasonably successful in reaching its target beneficiaries. The results are in line with those in a study by Otieno and Makhokha (2019) in Kenya analyzed a WFP project's reach and found that it effectively covered the intended beneficiaries, although certain logistical challenges in remote areas impacted full coverage.

The results for the statement suggesting that the WFP's interventions effectively address the food insecurity and malnutrition challenges in Juba, South Sudan were as follows: Approximately a quarter of the respondents agreed (16 (24.2%)) or strongly agreed (18 (27.3%)) that the WFP's interventions effectively addressed food insecurity and malnutrition challenges in the area. However, a significant percentage of respondents were neutral (20 (30.3%)), and a small proportion disagreed (6.1% + 12.1%). The mean score (μ) of 3.52 suggests a moderately positive perception of intervention effectiveness, while the standard deviation (Std. Dev) of 1.17 indicates some variability in responses. These findings imply that the WFP's interventions have had a notable impact on addressing food insecurity and malnutrition, but there is room for further improvement. The results align with those in a study by Kibet et al. (2021) which evaluated the effectiveness of WFP interventions in addressing food insecurity and malnutrition. The study highlighted that context-specific interventions were essential to achieve better results in different regions.

A significant proportion of respondents (34.8%) agreed with the statement implying that the food provided was acceptable and culturally appropriate to the target population, 17 (25.8%) strongly agreed, 7 (10.6%) of respondents disagreed, and 4 (6.1%) strongly

disagreed with the statement. The neutral responses accounted for 15 (22.7%). The mean score (μ) of 3.59 suggests a moderately positive perception of food acceptability and cultural appropriateness, and the standard deviation of 1.24 indicates some variability in responses. These results imply that while the majority of respondents found the food acceptable and culturally appropriate, there is still a portion of the population with reservations. It may be crucial for the WFP to conduct further assessments and engage with the community to ensure that food provided aligns better with their preferences and cultural norms. The results agree with a study by Ochieng et al. (2022) in Kenya who explored the cultural dimensions of food aid interventions by the WFP. The study emphasized that incorporating local food preferences and practices positively influenced the acceptance and effectiveness of such interventions, echoing the need for cultural appropriateness found in this survey.

Regarding the consistency and reliability of food supply by the project, 30.3% of respondents agreed, and 16 (24.2%) strongly agreed that the WFP project ensured a consistent and reliable supply of food. Conversely, 6 (9.1%) of respondents disagreed, and 5 (7.6%) strongly disagreed. Neutral responses constituted 19 (28.8%). The mean score (μ) of 3.53 indicates a moderately positive perception of supply reliability, while the standard deviation of 1.21 shows some variability in responses. These findings suggest that while many respondents perceived the supply of food as consistent and reliable, a notable proportion had concerns about its reliability. Ensuring a more stable and predictable food supply may further enhance the impact of the WFP project. The results agree with those in a study by Masinde and Simiyu (2020) who investigated the supply chain management of food aid projects in Kenya. The study emphasized that proper logistics planning and coordination were critical to maintaining a reliable food supply chain, corroborating the significance of supply reliability found in this survey.

The findings in Table 10 further show that, regarding whether the food supply was sufficient to meet the needs of the target population, 21 (31.8%) of respondents strongly agreed, and 16 (24.2%) agreed with the statement. On the other hand, 6 (9.1%) of respondents disagreed, and 5 (7.6%) strongly disagreed. The neutral responses accounted for 18 (27.3%). The mean score (μ) of 3.64 indicates a moderately positive perception of food sufficiency, and the standard deviation of 1.24 suggests some variability in responses. These findings suggest that the majority of respondents perceived the food supply as

sufficient, but a considerable portion still expressed concerns about its adequacy. The WFP may need to continuously monitor and adjust food distribution to meet the changing needs of the population effectively. The results were in line with those in a study by Kiptoo et al. (2023) which assessed the impact of food sufficiency on beneficiaries' well-being in Kenya. Their study highlighted that an adequate food supply significantly improved the overall health and socio-economic conditions of the target population, supporting the importance of food sufficiency identified in this survey.

4.4 Correlations

This section presents the correlation analysis between various practices related to the monitoring and evaluation (M&E) practices and the performance of World Food Programme (WFP). Table 11 displays the Pearson correlation coefficients and associated significance levels for each pair of variables. The variables under consideration include M&E Planning Practices, M&E Technical Expertise Utilization, Community-Based Monitoring, Management Participation in M&E Activities, and the Performance of the World Food Programme. The analysis aims to explore the relationships between these factors to gain insights into their impact on the organization's performance. The variables correlated are represented in Table 11 as follows:

Where: Y = Performance of WFP Projects,

X_1 = M&E Planning Practices,

X_2 = M&E Technical Expertise Utilization,

X_3 = Community-Based Monitoring,

X_4 = Management Participation in M&E Activities,

Table 11: Correlations between M&E Practices and Performance of WFP

		Y	X_1	X_2	X_3	X_4
Y	Pearson Correlation	1	.902**	.907**	.896**	.823**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	66	66	66	66	66
X_1	Pearson Correlation	.902**	1	.936**	.949**	.798**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	66	66	66	66	66
X_2	Pearson Correlation	.907**	.936**	1	.957**	.821**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	66	66	66	66	66
X_3	Pearson Correlation	.896**	.949**	.957**	1	.815**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	66	66	66	66	66
X_4	Pearson Correlation	.823**	.798**	.821**	.815**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	66	66	66	66	66

**. Correlation is significant at the 0.01 level (2-tailed)

Source: Research Data (2024)

The results in Table 11 indicate a strong positive Pearson correlation between the M&E planning practices and the performance of the World Food Programme (r = 0.902, p = 0.000). This implies that a well-structured and organized M&E planning practices is associated with better program performance for the WFP. This finding aligns with a study conducted in Kenya by Akwasi, et al. (2019), which emphasized the significance of effective M&E planning practices in enhancing the outcomes of humanitarian aid organizations. The study in Kenya found that a systematic M&E planning practices improved resource allocation, program targeting, and overall efficiency, resulting in positive impacts on the beneficiaries.

The correlation analysis reveals a highly significant positive Pearson correlation between M&E technical expertise utilization and the performance of the World Food Programme (r = 0.907, p = 0.000). This suggests that having skilled and knowledgeable personnel with expertise in monitoring and evaluation contributes to improved program performance. A

relevant study in Kenya conducted by Oduor, et al. (2020) supports this finding, highlighting that investing in building technical capacity within humanitarian organizations enhances data collection, analysis, and utilization, ultimately leading to better decision-making and program outcomes.

The results demonstrate a strong positive Pearson correlation between community-based monitoring and the performance of the World Food Programme ($r = 0.896$, $p = 0.000$). This implies that actively engaging stakeholders in the M&E process positively influences the organization's overall performance. A study in Kenya by Gathara, et al. (2021) reinforces this relationship, emphasizing that involving local communities, government agencies, and other partners in the M&E process fosters ownership, promotes inclusivity, and leads to more sustainable and impactful interventions.

The correlation analysis indicates a significant positive Pearson correlation between management participation in M&E activities and the Performance of the World Food Programme ($r = 0.823$, $p = 0.000$). This suggests that the active involvement of management in the M&E activities is associated with better organizational performance. A study conducted by Nyaga and Mwangi (2018) in Kenya found that when senior management actively engages in M&E processes, it signals a commitment to learning and improvement, fostering a culture of accountability and responsiveness within the organization, leading to enhanced performance outcomes.

4.5 Regression Analysis

The results in Table 1 present the output of a logistic regression model assessing the relationship between monitoring and evaluation (M&E) practices and the performance of World Food Programme (WFP) projects in Juba, South Sudan. Management participation, M&E planning practices, M&E technical expertise utilization, and community-based monitoring and the dependent variable (Performance of World Food Programme).

Model Fitting Information				
Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	49.380			
Final	32.438	16.942	4	.002

	Pseudo R-Square
Cox and Snell	.226
Nagelkerke	.317
McFadden	.205

The model fitting criteria include the -2 Log Likelihood, Chi-Square statistics, degrees of freedom (df), and significance level (Sig.), alongside pseudo-R-square values (Cox and Snell, Nagelkerke, and McFadden). The likelihood ratio test reveals a Chi-Square value of 16.942 with 4 degrees of freedom and a significance level of .002, indicating that the model with predictors (M&E practices) fits significantly better than the intercept-only model. This suggests that M&E practices collectively have a statistically significant effect on project performance. The pseudo-R-square values, while not directly interpretable as in linear regression, suggest a moderate explanatory power: Nagelkerke's R^2 of .317 indicates that about 31.7% of the variation in project performance can be explained by the M&E practices modeled. These findings imply that M&E factors are substantial contributors to project performance, aligning with the study by Asamoah and Simmonds (2022) cited in the thesis, which emphasized that effective M&E planning leads to improved project success through better tracking, accountability, and adaptive management. The results, therefore, reinforce the importance of strengthening M&E systems to enhance decision-making and performance in humanitarian contexts like South Sudan.

The regression model incorporated four independent variables: M&E planning practices, technical expertise utilization, community-based monitoring, and management participation. Table 1 below presents the results of the likelihood ratio tests, showing the change in -2 Log Likelihood between models with and without each variable, along with corresponding Chi-square statistics and significance values. These results provide insight

into which variables significantly contribute to the prediction of project performance. Specifically, statistical significance is indicated where the p-value (Sig.) is less than 0.05.

Likelihood Ratio Tests

Effect	Model Fitting Criteria -2 Log Likelihood of Reduced Model	Likelihood Ratio Tests Chi-Square	df	Sig.
Intercept	32.438[a]	.000	0	.
M&E Planning Practices	37.639	5.201	1	.023
M&E technical expertise utilization	36.132	3.693	1	.055
Stakeholders Involvement	32.591	.153	1	.696
Management Participation in	32.478	.040	1	.841

The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.

a. This reduced model is equivalent to the final model because omitting the effect does not increase the degrees of freedom.

The results from the Likelihood Ratio Tests indicate that M&E planning practices had a statistically significant influence on WFP project performance ($\chi^2 = 5.201$, $p = 0.023$), suggesting that robust planning processes are crucial for successful project outcomes. Technical expertise utilization approached significance ($\chi^2 = 3.693$, $p = 0.055$), implying a possible, though not definitive, effect on performance; this suggests the need for further investment in M&E capacity-building. Conversely, community-based monitoring (labeled here as stakeholder involvement) and management participation did not significantly affect project performance, with p-values of 0.696 and 0.841 respectively. These findings imply that while stakeholder inclusion and managerial support are important, their measurable impact on performance may be limited in this context, possibly due to implementation constraints or superficial engagement. This aligns with the study by Asamoah and Simmonds (2022), which found that effective M&E planning—not just participatory

approaches—significantly enhanced project outcomes in Ghana. The implication for WFP projects in Juba is that strategic investments in planning and technical M&E capacity may yield greater improvements in performance than broader but less structured participatory efforts.

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary, conclusions and recommendations. The chapter also includes the suggestions for further studies.

5.1 Summary of the Findings

This section presents the summary of the findings. The section is presented under the following subheadings based on the study objectives: Influence of M&E Planning Practices on Performance of WFP Projects, Influence of M&E Technical Expertise Utilization on Performance of WFP Projects, Influence of Community-Based Monitoring on Performance of WFP Projects, and Influence of Management Participation in M&E Activities on Performance of WFP Projects.

5.1.1 Influence of M&E Planning Practices on Performance of WFP Projects

The findings from the study highlight several key aspects of the Monitoring and Evaluation (M&E) practices at the World Food Programme (WFP) in Juba, South Sudan. The majority of respondents recognized the consultative nature of M&E indicator development, reflecting community-based monitoring and enhancing system relevance and ownership. A total of 59.1% of respondents agreed or strongly agreed that the M&E plan had a clear strategy for sharing and using results, and 54.6% affirmed that the M&E plan included mechanisms for feedback and learning. The overall mean score for M&E planning items was 3.53, suggesting a generally positive perception. While over half of the respondents agreed on the alignment of M&E indicators with project objectives, room for improvement was noted, suggesting the importance of better alignment for accurate outcome measurement. Similarly, there is a need for clearer timelines and communication for data collection, as a significant portion of respondents expressed uncertainty or dissatisfaction. Regular reviews and updates of the M&E plan were acknowledged by a moderate percentage of respondents, emphasizing the significance of adapting to changing circumstances. The existence of a mechanism for result sharing and utilization was recognized by a substantial proportion, although strategies to promote this further were suggested. Moreover, feedback and learning mechanisms were acknowledged by a majority, yet there were indications of potential gaps. Correlation analysis indicated a strong positive relationship ($r = 0.902$; $p = 0.000$) between M&E planning practices and

project performance. Furthermore, regression analysis confirmed a significant predictive relationship ($\beta = 0.365$; $p = 0.027$), signifying that a one-unit increase in M&E planning quality led to a 0.365 unit improvement in project performance. Additionally, a statistically significant impact of the M&E planning practices on program performance was demonstrated, highlighting its contribution to overall effectiveness.

5.1.2 Influence of M&E Technical Expertise Utilization on Performance of WFP Projects

The findings of the study indicate a generally positive perception among respondents regarding the M&E team's capabilities within the context of the World Food Programme. A majority of respondents expressed confidence in the team's knowledge and skills for conducting evaluations, utilizing appropriate data collection methods, and proficiency in statistical software. However, there were uncertainties and room for improvement in areas such as data analysis, report writing, and the quality of actionable recommendations provided in M&E reports. The Pearson correlation coefficient between M&E technical expertise utilization and project performance was $r = 0.532$, indicating a strong and positive linear relationship. Regression analysis further supported this finding, with a standardized beta coefficient of $\beta = 0.343$ and a p-value of 0.018, confirming a statistically significant influence of technical expertise on project performance. The coefficient of determination (R^2) from the model indicated that approximately 26.3% of the variance in project performance could be explained by M&E technical expertise utilization. The Likelihood Ratio Test reported a chi-square value of 3.693 with $p = 0.055$, suggesting marginal significance when removing this variable from the model.

5.1.3 Influence of Community-Based Monitoring on Performance of WFP Projects

The findings of the study reveal several insights regarding WFP's Community-Based Monitoring and its impact on project monitoring and evaluation. Participants' responses indicate a positive perception of WFP's effectiveness in engaging stakeholders at various levels, with a substantial proportion expressing strong agreement. This aligns with previous research emphasizing the significance of inclusive community-based monitoring for successful project outcomes. Furthermore, there is evidence to suggest that WFP involves stakeholders beyond essential situations, as a considerable number of respondents disagree with the notion of limited involvement. The data also suggests active engagement of diverse stakeholders, resonating with the benefits highlighted in prior research. While

government officials play a significant role in project monitoring and evaluation, there is a mixed perception regarding the extent of their involvement. Stakeholders generally perceive the utilization of monitoring and evaluation results for decision-making, though there is some inconsistency in this perception. A positive correlation was observed between community-based monitoring and project performance, with a Pearson correlation coefficient of $r = 0.401$, suggesting a moderate association. However, the regression analysis contradicted this correlation; the standardized beta coefficient was $\beta = 0.062$; $p = 0.696$, indicating a weak and statistically insignificant relationship. This discrepancy was confirmed by the Likelihood Ratio Test, which yielded a chi-square value of 0.153 and a p-value of 0.696, suggesting that removing this variable did not significantly affect the model. These findings imply that while participatory monitoring may be perceived positively, it does not independently predict performance in WFP projects within the Juba context. The contrast with earlier literature may reflect contextual implementation challenges in stakeholder integration.

5.1.4 Influence of Management Participation in M&E Activities on Performance of WFP Projects

The findings of the study reveal that a considerable proportion of respondents strongly agreed or agreed that sufficient resources were allocated to monitoring and evaluation activities, indicating a positive sentiment towards resource allocation. Similarly, M&E activities were perceived as moderately prioritized in project planning, with a relatively positive perception of prioritization. Project management was seen as implementing M&E recommendations (61%), although there was some variability in the extent of implementation. Moreover, project management was perceived to provide clear feedback on the implementation and usage of M&E recommendations and results, highlighting the importance of transparent communication. The study also identifies a significant positive correlation between management participation and the World Food Programme's performance, suggesting that active management involvement in M&E activities is linked to better organizational performance. The correlation between management participation and WFP project performance was moderately positive, with a Pearson correlation coefficient of $r = 0.376$, suggesting a relationship exists. However, regression analysis indicated that the relationship was not statistically significant, with a standardized beta coefficient of $\beta = 0.039$ and a p-value of 0.841. This was reinforced by the Likelihood Ratio Test result of $\chi^2 = 0.040$ with a p-value of 0.841, suggesting that management

participation in M&E activities does not significantly contribute to predicting performance when other variables are held constant. These mixed results suggest that while management involvement is perceived as beneficial by respondents, its measurable impact on project outcomes may be constrained by other underlying factors such as weak institutional frameworks or inconsistent follow-through.

5.2 Conclusions

Based on the study findings, it can be concluded that Monitoring and Evaluation (M&E) planning practices have a strong and significant influence on the performance of World Food Programme (WFP) projects in Juba, South Sudan. The results affirm that well-structured and participatory M&E plans, with clearly defined indicators, feedback mechanisms, and strategies for result utilization, contribute positively to project effectiveness. Statistical analysis showed both strong correlation and predictive power, confirming that improvements in planning practices directly enhance project outcomes. However, some areas still require attention, particularly in aligning indicators with objectives and clarifying data collection timelines.

The study also concludes that M&E technical expertise utilization significantly influences project performance. The presence of knowledgeable and skilled M&E staff was positively associated with better project results, particularly in data collection, evaluation, and the use of analytical tools. While technical proficiency was evident in certain areas, gaps in report writing and the generation of actionable recommendations highlight the need for continuous capacity building. Regression analysis confirmed a meaningful predictive relationship, suggesting that enhancing technical expertise could substantially improve M&E effectiveness and, by extension, project performance.

In contrast, while community-based monitoring (CBM) was positively perceived and appeared moderately correlated with project performance, it was not a statistically significant predictor in the regression model. This finding suggests that although stakeholder engagement is valued and aligns with inclusive development principles, it may not independently drive project performance unless effectively integrated with other M&E components. The limited predictive impact may be due to challenges in operationalizing CBM or inconsistent stakeholder involvement in decision-making processes.

Lastly, the study found that management participation in M&E processes is positively perceived and moderately correlated with project performance. Respondents acknowledged resource allocation and the use of M&E findings by management, indicating a supportive environment. However, like CBM, management participation did not show a significant predictive relationship in the regression analysis. This discrepancy implies that while leadership engagement is essential, it may not directly influence project success unless accompanied by structural reforms, accountability mechanisms, and institutional commitment to acting on M&E insights. Collectively, the findings underscore the complex interplay between M&E components and project outcomes, with planning and technical expertise emerging as the most influential factors.

5.3 Recommendations of the Study

Based on the study's findings, it is recommended that WFP project planners and M&E officers strengthen the formulation and implementation of M&E planning practices. The recommendation is informed by the strong positive correlation ($r = 0.902$) and significant regression results ($\beta = 0.365$; $p = 0.027$), indicating that improved M&E planning leads to better project performance. Specifically, M&E plans should be regularly reviewed, include clearly defined timelines, and ensure consistent communication strategies for data collection and result utilization. Strengthening these elements will enhance the strategic alignment of monitoring activities with project goals and improve the feedback loop for decision-making and learning.

To address gaps in technical capacity, WFP management and capacity development departments should invest in continuous training and professional development for M&E staff. This recommendation stems from the finding that M&E technical expertise utilization significantly impacts project performance ($\beta = 0.343$; $p = 0.018$). Although respondents expressed confidence in basic data collection and software skills, weaknesses were noted in advanced data analysis, report writing, and crafting actionable recommendations. Focused training programs, mentorship, and knowledge exchange opportunities can enhance the analytical capabilities of M&E personnel, thereby increasing the overall quality and utility of evaluations.

Although community-based monitoring (CBM) was positively perceived, the lack of a statistically significant influence on performance ($\beta = 0.062$; $p = 0.696$) suggests the need

for WFP program coordinators and stakeholder engagement teams to deepen and systematize stakeholder involvement. CBM practices should move beyond symbolic participation and be institutionalized through structured roles for community members, local government officials, and beneficiaries in data collection, feedback interpretation, and adaptive project decision-making. Doing so may enhance the functional impact of CBM on project performance, particularly in fragile contexts where local ownership and accountability are critical.

Lastly, WFP leadership and senior management should reevaluate how management participation in M&E is operationalized. Despite a moderately positive correlation ($r = 0.376$), the regression analysis ($\beta = 0.039$; $p = 0.841$) suggests that management involvement, while appreciated, lacks measurable influence. To improve this, leadership must not only allocate resources but also demonstrate consistent follow-through in implementing recommendations, monitoring progress, and communicating results. Embedding M&E within strategic management processes and institutionalizing accountability for acting on M&E findings can ensure that managerial engagement contributes meaningfully to project success.

5.4 Suggestions for Further Studies

Based on the findings of the study, several recommendations for further research within the WFP context can be proposed to deepen the understanding of project performance and enhance monitoring and evaluation practices.

1. In-depth Analysis of Stakeholder Engagement: Given the mixed perceptions regarding the extent of government officials' involvement in project monitoring and evaluation, further research could delve deeper into the role of government stakeholders. This study could investigate the factors that influence government officials' level of engagement, their contributions to decision-making, and how their involvement correlates with project outcomes. This recommendation arises from the study's recognition of stakeholder involvement as a significant factor in project performance, even though the statistical analysis indicated a weak and insignificant relationship. Understanding the nuances of government stakeholders' engagement could provide insights into optimizing their participation for improved outcomes.

2. Enhancing Actionable Recommendations in M&E Reports: The study identified opportunities for improvement in areas such as data analysis, report writing, and the quality of actionable recommendations provided in M&E reports. A follow-up investigation could focus on identifying specific strategies to enhance the quality and relevance of recommendations within M&E reports. This recommendation is supported by the study's findings highlighting the positive correlation between M&E technical expertise utilization and project performance. By improving the practical utility of recommendations, WFP could further leverage its technical expertise to drive better decision-making and outcomes.

3. Longitudinal Study on the Evolution of M&E Plans: The study emphasized the importance of regular reviews and updates of M&E plans to adapt to changing circumstances. A longitudinal study that tracks the evolution of M&E plans and their impact on project performance over an extended period could provide valuable insights. By analyzing how adjustments to M&E plans correlate with shifts in project outcomes, WFP could develop a deeper understanding of the dynamics between planning processes, implementation, and performance.

4. Exploring Qualitative Aspects of Management Participation: While the study recognized a significant positive correlation between management participation and project performance, the nature and quality of management involvement were not extensively explored. A qualitative study could delve into the specific ways in which management participates in M&E activities, including the types of feedback provided and the strategies employed to utilize M&E findings. This recommendation is informed by the study's findings regarding the importance of transparent communication and the allocation of resources. Understanding the qualitative aspects of management participation could uncover additional factors that contribute to effective decision-making and improved project outcomes.

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APPENDICES

Appendix I: Informed Consent

Dear participant,

I am a student taking a Master of Arts in Monitoring and Evaluation program at Mount Kenya University. I'm undertaking a thesis whose purpose is to examine the influence of monitoring and evaluation practices on the performance of World Food Programme projects in Juba, South Sudan.

Your responses to the research questionnaires below will be valuable in helping us understand the impacts of Monitoring and Evaluation on the performance of World Food Programme Projects in Juba, South Sudan. You are kindly requested to voluntarily participate in responding to items in the questionnaire attached to facilitate gathering of a range of information on influence of monitoring and evaluation practices on the performance of World Food Programme Projects in Juba, South Sudan**.**

Your responses will be treated with utmost secrecy and confidentiality and will solely be utilized for academics' objectives only. If you voluntarily accept to be part of this research initiative, please sign the consent clause below before you respond to the questionnaire items. Your responses should be as honestly as possible. You may contact the researcher on Telephone No. **+211923666793**.

If you have any queries about your rights as a research participant, please contact the chair of the ethics review committee, of Mt Kenya University, **P.O Box 342-01000, Thika.**

Thank you.

Consent

I agree that I have read and understood the requirements of participation in the research initiative. I appreciate that my participation is voluntary, and that I am free to terminate my participation at any time for whatever reason. I therefore willingly accept to participate in this study.

Participant's signature…….

Date ……

Researcher's signature……

Date…….

Appendix II: Letter of Introduction

STEPHEN TIM MALUAL
P. O. BOX 14379
NAKURU

THE HEAD OF MONITORING & EVALUATION UNIT
WFP COUNTRY OFFICE
JUBA, SOUTH SUDAN

Dear Sir / Madam

RE: AUTHORITY TO UNDERTAKE ACADEMIC RESEARCH

I am pursuing a degree of Master of Arts in Monitoring and Evaluation at Mount Kenya University. I'm undertaking a research project on "***Influence of Monitoring and Evaluation Practices on Performance of World Food Programme Projects in Juba, South Sudan***". Your institution has been identified and selected for the study.

This letter is intended to formally request your permission to grant responders the opportunity to complete the enclosed questionnaire. The collected data will be treated with utmost secrecy and solely utilized for academic objectives. Please feel free to reach out to the individual named below should you require any further clarity.

Thank you in advance.

Yours faithfully

STEPHEN TIM MALUAL

Appendix III: Questionnaire For Project Managers

Dear Respondent,

Thank you for taking the time to participate in this study on influence of monitoring and evaluation practices on the performance of World Food Programme projects in Juba, South Sudan. Your responses will be valuable in helping us understand the impact of M&E practices on project performance.

Section A: Personal Information

Please provide the following personal information:

1. What is your gender?
    a. Male [ ]
    b. Female [ ]
2. What is your age?
    a. Under 25 years [ ]
    b. 25 – 34 years [ ]
    c. 35 – 44 years [ ]
    d. 45 - 54 years [ ]
    e. 55 years and over [ ]
3. What is your role at WFP?
    a. Project Manager [ ]
    b. M&E Officer [ ]
    c. Others (specify) .....
4. How many years of experience do you have in the field of project management?
    a. Less than 1 year [ ]
    b. 1 – 3 years [ ]
    c. 4 – 6 years [ ]
    d. 7 - 9 years [ ]
    e. 10 years or more [ ]

Section B: M&E Planning Practices

5. Please indicate your level of agreement with the following statements relating to the M&E planning practices at WFP, using a 5-point Likert scale where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

	5	***4***	***3***	***2***	***1***
The M&E indicators were developed through a consultative process					
The M&E indicators were aligned with project objectives					
The M&E plan included a clear timeline for data collection					
The M&E plan was reviewed and updated regularly					
The M&E plan included a clear plan for sharing and using results					
The M&E plan included a mechanism for feedback and learning from results					

Section C: M&E Technical Expertise Utilization

6. Please indicate your level of agreement with the following statements relating to the M&E technical expertise utilization at WFP, using a 5-point Likert scale where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

	5	***4***	***3***	***2***	***1***
The M&E team had sufficient knowledge and skills in conducting evaluations					
The M&E team was able to use appropriate tools and methods for data collection					
The M&E team had sufficient knowledge and skills in data analysis					
The M&E team was able to use appropriate statistical software for data analysis					
The M&E team was able to write clear and concise reports					
The M&E reports contained actionable recommendations for project improvement					

Section E: Community-Based Monitoring

7. Please indicate your level of agreement with the following statements relating to community-based monitoring at WFP, using a 5-point Likert scale where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

	5	***4***	***3***	***2***	***1***
The World Food Programme effectively involves stakeholders at all levels in project monitoring and evaluation					
The World Food Programme involves stakeholders in project monitoring and evaluation only when it is necessary					
The World Food Programme involves a diverse range of stakeholders in project monitoring and evaluation (e.g. beneficiaries, government officials, NGOs, etc.)					
The World Food Programme primarily involves government officials in project monitoring and evaluation					
The World Food Programme regularly uses monitoring and evaluation results to inform project decision-making					
The World Food Programme rarely uses monitoring and evaluation results to inform project decision-making					

Section F: Management Participation in M&E Activities

8. Please indicate your level of agreement with the following statements relating to management participation in M&E activities at WFP, using a 5-point Likert scale where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

	5	***4***	***3***	***2***	***1***
Sufficient resources were allocated to the M&E activities					
M&E activities were given a high priority in project planning					
Project management implemented the M&E recommendations					
Project management provided feedback on the implementation of M&E recommendations					
Project management used M&E results to make decisions					
Project management provided clear feedback on how M&E results were used					

Section G: The Performance of World Food Programme

9. Please indicate your level of agreement with the following statements relating to performance of World Food Programme. Using a 5-point Likert scale, 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

	5	***4***	***3***	***2***	***1***
The project increased access to food in the target population					
The project reached the intended number of beneficiaries					
The WFP's interventions effectively address the food insecurity and malnutrition challenges in Juba, South Sudan					
The food provided was acceptable and culturally appropriate to the target population					
The project ensured a consistent and reliable supply of food					
The food supply was sufficient to meet the needs of the target population					

Thank You For Participating

Appendix IV: Interview Schedule For Monitoring and Evaluation Officers

Background Information

1) How long have you been working in monitoring and evaluation?
2) What specific projects have you worked on in Juba, South Sudan?

Section 1: M&E Planning Practices and Performance of WFP Projects

3) Can you describe the M&E planning practices used in the WFP projects in Juba?
4) How are the indicators selected?
5) How frequently are the data collected?
6) How do you think the M&E planning practices influences the performance of WFP projects in Juba?
7) How are the results of the M&E planning practices used to improve project performance?

Section 2: M&E Technical Expertise Utilization and Performance of WFP Projects

8) What is your level of technical expertise in M&E practices?
9) How important do you think technical expertise in reporting is to the success of WFP projects in Juba?
10) How does technical expertise in M&E practices influence the performance of WFP projects in Juba?

Section 3: Community-Based Monitoring and Performance of WFP Projects

11) How do you involve stakeholders in the monitoring and evaluation of WFP projects in Juba?
12) What types of stakeholders are involved in the monitoring and evaluation of WFP projects in Juba?
13) How often are stakeholders engaged in the monitoring and evaluation of WFP projects in Juba?
14) How does community-based monitoring influence the performance of WFP projects in Juba?
15) How are the results of community-based monitoring used to improve project performance?

Section 3: Management Participation in M&E Activities and Performance of WFP Projects

16) How does the management participate in the monitoring and evaluation of WFP projects in Juba?
17) How are resources allocated based on M&E findings?
18) How often are recommendations from M&E activities adopted by management?
19) How is data from M&E activities used for decision making by management?
20) What is the influence of management engagement on the execution of World Food Programme initiatives in Juba?

Appendix V: Work Plan

Activity	2023								
	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov
Developing and picking research topic									
Problem formulation									
Literature review development									
Writing research proposal									
Pretesting data collection instrument									
Actual data collection									
Data analysis									
Compilation of research project and printing									
Submission of project for review									
Corrections and submission of final report									

Appendix VI: Research Budget

Item	Amount (KShs)
Proposal Development	
Internet services while searching for literature review	6,000.00
Typing proposal	4,500.00
Transport to school library and subsistence	11,000.00
Printing, photocopy and binding proposal	4,000.00
Transport and subsistence while piloting research instrument	10,000.00
Data Collection	
Printing and photocopying of study's data collection tool	2,500.00
Transport and subsistence in the period of data collection	15,000.00
Project Report Preparation and Presentation	
Data analysis costs	8,500.00
Typing and printing the research document	6,500.00
Photocopying and binding	4,500.00
Publication Fee	20,000.00
Sub-total	92,500.00
Contingencies	9,250.00
Grand Total	**101,750.00**

Appendix VII: College Introduction Letters

Mount Kenya University

REF: **MKU/ISERC/3331**
TO: **STEPHEN TIM MALUAL**

Date: 15 November 2023

REG: **MAME/2022/52674**

Dear Sir/Madam,

RE: INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON THE PERFORMANCE OF WORLD FOOD PROGRAMME PROJECTS IN JUBA, SOUTH SUDAN

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2375.** The approval period is **15/11/2023 - 14/11/2024.**

This approval is subject to compliance with the following requirements;

i. Only approved documents including informed consents, study instruments, MTA will be used
ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
v. Clearance for export of biological specimens must be obtained from relevant institutions
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to comply with any additional requirements from the relevant authorities in the country where this study will be conducted.

The Chairman
Mount Kenya University
Ethics Review Committee
P. O. Box 342 - 0100, Thika

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MASSC/2022/52674

15th November, 2023

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: STEPHEN TIM MALUAL – REGISTRATION NO. MASSC/2022/52674

The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Monitoring and Evaluation** in the department of **Social and Development Studies** in the **School of Social Sciences.**

The title of his research is "**Influence of Monitoring and Evaluation Practices on the Performance of World Food Programme Projects in Juba, South Sudan.**" He has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data for his research between **November, 2023 and January, 2024.**

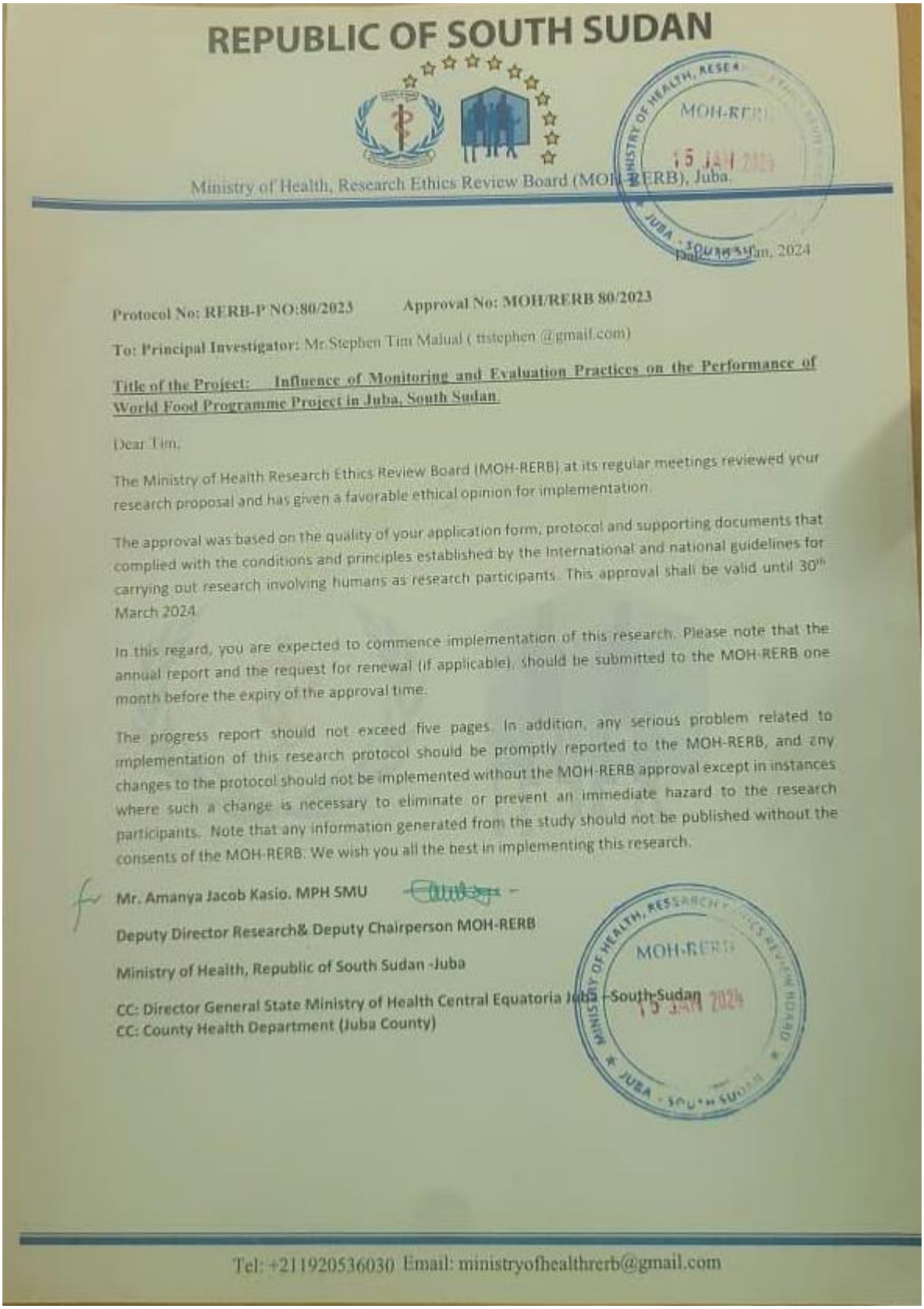
Any assistance accorded to him will be highly appreciated.

Thank you.

Mount Kenya University
P.O. Box 342-01000, THIKA
Office of the Director,
Graduate Studies

Dr. Samuel M. Kariuki, PhD
Director, Graduate Studies
Enc.

Appendix VIII: Research Authorization Letter



REPUBLIC OF SOUTH SUDAN

Ministry of Health, Research Ethics Review Board (MOH-RERB), Juba

MOH-RERB 15 JAN 2024 JUBA - SOUTH SUDAN

Jan, 2024

Protocol No: RERB-P NO:80/2023 **Approval No: MOH/RERB 80/2023**

To: Principal Investigator: Mr. Stephen Tim Malual (ttstephen @gmail.com)

Title of the Project: Influence of Monitoring and Evaluation Practices on the Performance of World Food Programme Project in Juba, South Sudan

Dear Tim,

The Ministry of Health Research Ethics Review Board (MOH-RERB) at its regular meetings reviewed your research proposal and has given a favorable ethical opinion for implementation.

The approval was based on the quality of your application form, protocol and supporting documents that complied with the conditions and principles established by the International and national guidelines for carrying out research involving humans as research participants. This approval shall be valid until 30th March 2024.

In this regard, you are expected to commence implementation of this research. Please note that the annual report and the request for renewal (if applicable), should be submitted to the MOH-RERB one month before the expiry of the approval time.

The progress report should not exceed five pages. In addition, any serious problem related to implementation of this research protocol should be promptly reported to the MOH-RERB, and any changes to the protocol should not be implemented without the MOH-RERB approval except in instances where such a change is necessary to eliminate or prevent an immediate hazard to the research participants. Note that any information generated from the study should not be published without the consents of the MOH-RERB. We wish you all the best in implementing this research.

Mr. Amanya Jacob Kasio. MPH SMU

Deputy Director Research& Deputy Chairperson MOH-RERB

Ministry of Health, Republic of South Sudan -Juba

CC: Director General State Ministry of Health Central Equatoria Juba - South Sudan
CC: County Health Department (Juba County)

MOH-RERB 15 JAN 2024 JUBA - SOUTH SUDAN

Tel: +211920536030 Email: ministryofhealthrerb@gmail.com

Appendix IX: Turnitin Results.

INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON THE PERFORMANCE OF WORLD FOOD PROGRAMME PROJECTS IN JUBA, SOUTH SUDAN

by cody summers

Submission date: 09-Jun-2025 03:35PM (UTC+0300)
Submission ID: 2695447217
File name: STEPHEN_TIM_MALUAL_-_MKU_THESIS_POST_EXTERNAL_DEFENCE_2025.doc (2.22M)
Word count: 40645
Character count: 243103

INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON THE PERFORMANCE OF WORLD FOOD PROGRAMME PROJECTS IN JUBA, SOUTH SUDAN

ORIGINALITY REPORT

20%	14%	13%	6%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

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7	Muvhuti, Blessing. "Factors Influencing the Performance of Power Africa Donor-driven Monitoring and Evaluation System in South Africa", University of the Witwatersrand, Johannesburg (South Africa) Publication	<1%
8	Submitted to Kabarak University Student Paper	<1%
9	repository.kemu.ac.ke:8080 Internet Source	<1%
10	ir-library.kabianga.ac.ke Internet Source	<1%

Appendix X: Map of the data collection Location.