



Project Planning and Evaluation Process and Performance of Sanitary Pads Distribution Ngo Program in Loitoktok Constituency, Kajiado County, Kenya

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Abstract: Sanitary pads are essential for the health, hygiene, and dignity of girls and women, yet their distribution in marginalized communities remains a persistent challenge. This study aimed to investigate the impact of project planning on the performance of sanitary pad distribution in NGO-funded programs in Loitoktok Constituency, Kajiado County, Kenya. The study was anchored on the Goal Setting Theory and Results-Based Management Theory. A descriptive survey design was adopted, targeting 94 rescue centers for girls escaping Female Genital Mutilation (FGM) and child marriages, and 76 public primary schools benefiting from the distribution programs. The target population comprised 564 individuals, including project managers, M&E officers, funding managers, coordinators, and distribution officers. A sample of 234 respondents was selected, and data were collected through structured questionnaires using the drop-and-pick method. Additionally, eight school heads were interviewed, representing 10% of the target group. A pilot study involving 19 respondents from Kajiado town was conducted to refine the tools. Quantitative data were analyzed using SPSS version 20, employing descriptive statistics (frequencies, percentages, averages) and inferential statistics through linear regression. The results revealed that project planning ($\beta=0.35$) had positive and statistically significant effects on the performance of sanitary pad distribution ($p < .05$). The study concluded that effective project planning processes enhance program performance and recommended institutionalizing comprehensive planning to improve menstrual hygiene outcomes for vulnerable girls.

Keywords: Project Planning, Evaluation Process, Performance, Sanitary Pads, Loitoktok Constituency and Kenya

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1. Introduction

Sanitary pads play a vital role in promoting women's health, dignity, and comfort, reducing infection risk and safeguarding self-esteem (World Health Organization, 2023). Despite global and national efforts to expand access, affordability and availability remain significant challenges in developing countries (Austrian et al., 2021), disproportionately affecting marginalized communities

and undermining emotional and psychological wellbeing (Birech, 2020). In Kenya, inadequate access contributes to school absenteeism and dropout among adolescent girls (Austrian et al., 2021; Mucherah & Thomas, 2019), particularly in Kajiado County, where poor project planning delays distribution and excludes deserving beneficiaries (Njue, 2019; Koriati, 2022).

Globally, innovations in affordable sanitary pads have improved menstrual health equity, enabling disadvantaged populations to manage menstruation with dignity (Babu et al., 2020; Chandra-Mouli & Patel, 2020; Parthasarathy, 2022). Research underscores the necessity of recognizing sanitary pads as essential goods to ensure consistent supply chains, especially during crises such as COVID-19 (Babbar et al., 2022; Lumutenga et al., 2022; Patel et al., 2022). In Africa, addressing affordability, accessibility, and stigma is central to reducing period poverty and advancing gender equality (Amaya et al., 2020; Tang, 2020; Nyanteng & Denning, 2024). In Rwanda, adequate funding, training, and logistical planning were identified as key enablers for timely and equitable distribution (Domini et al., 2021; Janoowalla et al., 2019), with evidence linking sanitary pad use to reduced urinary tract infections (Tadesse et al., 2023).

Effective distribution performance requires examining coverage, quantity, timeliness, cost-efficiency, and sustainability (Njoroge et al., 2019; Ombogo, 2023). High coverage rates reflect robust logistical systems, while consistent and adequate supply enhances beneficiary satisfaction. Financial sustainability is equally critical to long-term programme viability. Monitoring and evaluation, supported by accurate data collection, enables identification of implementation gaps and real-time problem solving (Odhambo et al., 2020). Stakeholder engagement—including schools, communities, and social workers—improves planning accuracy and programme effectiveness (Ruel-Bergeron et al., 2019).

In Loitoktok Constituency, Kajiado County, NGOs such as the Neighbors Initiative Alliance, Enterprise Kenya, The Pad Project, and Double Blessing Sanitary collaborate through 94 rescue centres to support girls escaping Female Genital Mutilation and early marriage (Wanjiku, 2022). These centres serve as critical distribution hubs, improving access to sanitary pads and advancing the welfare of women and girls. However, persistent planning deficiencies highlight the need for strengthened logistics, sustainable funding, and community-based monitoring to enhance programme reach and impact (Koriat, 2022).

1.2 Statement of the Problem

Sanitary pads remain essential for promoting women’s health, hygiene, and dignity. However, access to these products remains a challenge, especially among

marginalized communities. According to WHO (2023), the distribution of pads in emerging economies is still inadequate. In Kenya, and particularly in Loitoktok constituency, Kajiado County, many girls from pastoralist communities face difficulties in accessing sanitary pads, with approximately 20% reportedly missing school monthly due to this issue (Koriat, 2022; Njue, 2019). While both government and governmental efforts have been made to address the issue, challenges related to logistics, funding, and weak project planning have limited the effectiveness of sanitary pad distribution initiatives (Ngeno, 2025).

The distribution of the gap undermines the realization of constitutional rights to health and education, Kenya Vision 2030, and global commitments under the Sustainable Development Goals, particularly SDG 3, good health and wellbeing, and SDG 5, gender equality. Existing literature has largely concentrated on the impact of sanitary pads on school attendance and poverty reduction (Austrian et al., 2021; Nyateng & Denning, 2024), but there remains limited empirical research on how project planning influences the performance of sanitary pad distribution. Global studies such as those from India (Babbar et al., 2022) may offer insights but are limited in their applicability due to differing governance and cultural contexts.

Given these contextual, conceptual, and knowledge gaps, there is a clear need to examine the factors and influence the effectiveness and sustainability of sanitary pads distribution systems, particularly in marginalized regions such as Loitoktok Constituency. This study therefore sought to bridge these gaps by examining the roles of project planning in improving sanitary pad distribution performance.

1.3 Conceptual Framework

A conceptual framework is a graphic representation of how concepts, ideas, or thoughts are arranged to show particular variables or relationships between them. A conceptual framework was adopted in the study to depict how the study variables are related to project planning and the dependent variable (performance of sanitary pads distribution in NGO funded program), as indicated in Figure 1.

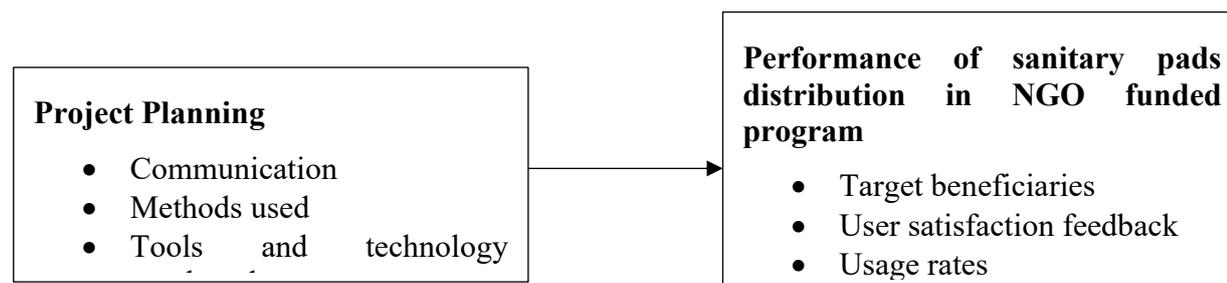


Figure 1: Conceptual Framework

The conceptual framework illustrated the relationship between the independent variable that included project planning and the dependent variable, performance of sanitary pad distribution in NGO-funded programs. Each variable is supported by specific sub-variables: project planning involves communication, methods, and technology. These sub-variables directly influence distribution performance indicators such as timeliness, usage rates, and user satisfaction. Together, they form an integrated system that ensures efficient, effective, and impactful distribution of sanitary pads to targeted beneficiaries.

2. Literature Review

2.1 Theoretical Review

The core theories guiding this research comprised goal setting theory, and result-based management theory. The two theories were used because there was no single theory that could anchor all the objectives.

Goal Setting Theory

Goal Setting Theory was put forth by Edwin Locke in 1968 and later expanded or improved by Gary Latham (George et al., 2019). The Goal Setting Theory is based on five principles: clarity, which requires goals to be clear and specific; challenge, which requires goals to be difficult but attainable; commitment, which requires individuals to be committed to the goal; feedback, which requires regular evaluation; and task complexity, which requires goals to be given realistically available resources. The Goal Setting Theory gives clarity, direction, and focus, which are important, ensuring that teams concentrate their efforts to ensure that the project achieves the intended results. The theory also advocates for accountability and measurement of the project's progress, which is important to ensure the success of the project. It also encourages persistence, which is important to build resilience and ensure consistency and sustainability. The theory is good as it encourages the organization to set challenging goals that is important to enable the organization to set competitive organizational structures (Urduan & Kaplan, 2020).

Goal Setting Theory has been criticized for setting extremely challenging goals that can cause excessive stress and pressure. Extremely challenging goals can cause burnout, which, in the long run, can cause the project to not achieve the intended results (George et al., 2019). The theory has also been criticized for being narrowly focused. Accordingly, the theory focuses on specific goals, thus neglecting other important aspects of the performance that are important to achieve the broader objectives of the project (Urduan & Kaplan, 2020). The focus on achievement also puts pressure on the team members, and this may encourage unethical behaviours like using shortcuts, which can be disastrous to the project in the long

run. This, however, can be mitigated through training and empowerment to enable team members to understand ethical concerns and why they should focus on build them integrity.

The theory also overemphasized too much on the quantitative aspects and measures, consequently ignoring qualitative aspects and measures that are important for the achievement of the project goals (Urduan & Kaplan, 2020). Qualitative aspects are important as they motivate team members and ensure that the set goals are achieved. The framework also has the potential to set unrealistic goals (George et al., 2019). Setting too ambitious goals can not only be draining but also decrease motivation, which affects the performance of the team members.

Despite its limitations, Goal Setting Theory remains relevant to this study, as it provides a framework for setting measurable targets and refining monitoring and evaluation processes in sanitary pad distribution. Goal setting theory can enable NGOs to enhance monitoring and evaluation by making to adopt measurable performance indicators that are important to track effectiveness and efficiency. This enhances accountability, which is important to enable the NGOs to improve of sanitary pad distribution performance. It also promoted an understanding of goal setting, measurable targets, and constructive feedback, among other things that are important for the monitoring and evaluation of the distribution of sanitary pads. Accordingly, it may promote understanding of how 20% of girls who miss school monthly because of a lack of sanitary pads in Loitoktok constituency can get sanitary pads (Koriat, 2022).

The theory gave insights that can enable NGOs to set goals and achieve the distribution targets. It can enable NGOs to set realistic targets and develop partnerships and collaborations that is important to ensure the sustainability of sanitary pads. This theory is key in explaining the relationship planning, tracking, and performance of sanitary distribution. The theory posits that clearly defined, specific, and challenging tasks enhance performance by directing attention, mobilizing effort, and encouraging persistence. Across the NGO funded projects in Loitoktok, effective project planning ensures that goals are well structured, timelines are set and resources are allocated strategically. Likewise, project tracking enables continuous monitoring and progress towards set targets, allowing for timely adjustments. Applying goal theory helps assess how the planning and tracking processes influence the achievements of desired distribution outcomes in marginalized communities.

Result-Based Management Theory

Results-Based Management (RBM) is traced to public sector management reforms of the 1990s (Lainjo, 2019). The framework was developed to enhance transparency and accountability when using resources. RBM is a strategic management framework that focuses on

achieving specific results or outcomes. The framework extends beyond activity completion or output delivery by focusing on specific, measurable results. The RBM framework is built around four key components that include; inputs, resources invested (funds, personnel, infrastructure), activities, specific tasks or interventions (sanitary pad distribution, staff training), outputs, direct deliverables (number of sanitary pads distributed, staff trained) and outcomes & Impact, measurable improvements (school attendance rates, reduced stigma, improved menstrual health). The framework guides the planning, monitoring, and evaluation of the activities based on how they contributed to the final outcome (Bajwa & Kitchlew, 2019). The framework aims to improve accountability, effectiveness, and efficiency by ensuring that resources are aligned with the results that can be measured.

The framework is good as it encourages focus on tangible and measurable results. It can ensure that every step of sanitary distribution is monitored and this helps to improve efficiency. It advocates for the alignment of the efforts to the desired or the intended results. The framework mandates periodic progress reporting, ensuring accountability among project implementers (Lainjo, 2019). As a result, it aided in the measurement of the level of absenteeism of girls in Loitoktok constituency. The framework also encourages the use of data and evidence in decision-making, and this enables those who are responsible for the project to make informed decisions that are important to ensure the success of the project. The framework encourages detailed planning, which is important to reduce the chances of project failure (Bajwa & Kitchlew, 2019). It helps a lot to enhance transparency in the implementation of the project.

Critics have criticized the RBM as being resource-intensive and, as a result, may not be appropriate for upcoming organizations or organizations with limited capacity (Lainjo, 2019). Critics argue that the theory application is only practical for organizations that have good financial standing. To deal with this, NGOs can start small and upgrade as time goes by. Also, the theory has been blamed for focusing on short-term results as contrasted to long-term results (Bajwa & Kitchlew, 2019). Focusing on the short-term results may make an organization overlook the long-term impacts and sustainability, and this affects the growth and development of the organization. Dealing with this requires the organization to do comprehensive evaluation focusing both on qualitative and quantitative aspects.

The theory also has been blamed for being rigid and complex. The theory, in particular, requires a better understanding of the logical framework and indicators, which may not be easy for organizations with limited capacity (Lainjo, 2019). The framework's rigidness makes it hard to adapt to the changing circumstances and emerging issues. This may limit the competitiveness of the organization (Bajwa & Kitchlew, 2019). The theory also places much emphasis on quantitative insights over

qualitative insights. Qualitative insights are also important as they enable the organization to ensure that all factors are considered to achieve a better outcome.

The theory irrespective of the criticism is relevant and enables the study to better understand the accountability and transparency practices in the monitoring and evaluation process. It also promoted an understanding of the efficiency and effectiveness of resource allocation. The theory anchors the dependent variable, the performance of sanitary pads distribution and is important to promote understanding performance of sanitary pads distribution.

Result-Based Management (RBM) theory focuses on achieving measurable outcomes through strategic planning, implementation, monitoring and evaluation. Applied to sanitary pad distribution programs, RBM emphasizes setting clear performance indicators such as coverage, usage rates and user satisfaction. By aligning resources, activities and staff effort with expected results, the approach ensures accountability and continual improvement. Regular assessment and feedback loops help identify gaps and inform timely interventions, ultimately enhancing the effectiveness, efficiency and impact of sanitary pad distribution in attaining menstrual hygiene goals.

Empirical Review

This subsection examines past studies about determinants of the adoption of technology or innovation. A review of the past studies was conducted to identify gaps in knowledge. The section was guided by the research objectives.

Performance of sanitary pads distribution in NGO funded program

The performance of sanitary pads distribution in NGO funded program refers to the effectiveness and efficiency of the projects that have been initiated by NGOs to provide menstrual hygiene products. It focusses on how the projects achieve accessibility, sustainability and positive social and health outcomes.

Sri Lanka, Basnayake and Gest, (2024) examined the performance of low-cost biodegradable sanitary Napkin. The study used SWOT analysis to understand the production and performance of sanitary Napkin. According to the study, 2.9 million individuals still face the challenge of accessing sanitary Napkins. The performance of the access of sanitary Napkins is still low irrespective of the concerted efforts to ensure that women and girls access sanitary Napkins. As per this research, cultural barriers play a major role in hindering effective access to sanitary Napkins. High taxation also has been hindering effective production of sanitary Napkins. Though the study has examined the performance of sanitary Napkins, it has done it in the context of Sri Lanka

which has different cultural, social, political and economic setting from Kenya which brings out contextual gap.

In South Africa, Mokobi (2021) examined access to the sanitary products. The study adopted qualitative research analysis where documents, recordings and minutes were analyzed. According to the study, female is still struggling to manage menstruation in a healthy way while maintaining their self-esteem. There is a need to ensure female access sanitary products to enable them to manage menstruation in a healthy manner. According to the study, it is a human right for female to access sanitary products. Ensuring that sanitary products are affordable helps to improve its access and performance. Though the study has touched on the performance of sanitary products distribution, there exists methodological gap as it adapted only qualitative research design whereas this study used descriptive survey design combining both quantitative and qualitative approach.

Examining the performance of sanitary pads distribution in Kenya, sanitary pads distribution can be effective in improving school attendance of girls in primary and secondary schools (Birech, 2020). The distribution of sanitary pads also comes with health benefits as it can help to ensure that the health outcomes of girls are improved significantly. The distribution of pads, especially among marginalized communities, has been found to improve menstrual hygiene management (Kalio, 2023). The distribution also has increased awareness and education about the use of sanitary pads. This has encouraged girls and women from marginalized communities to use them rather than use traditional ways that are unsafe and unhealthy (Manyara & Okube, 2023). Overall, the performance of the sanitary pads' distribution is essential and important in improving health education and empowering the community. This is important as it helps foster the socio growth and economic empowerment of the society and country in general.

Project Planning and Performance of Sanitary Pads Distribution

The project planning refers to the process that is involved in the definition of the scope, tasks, objectives, resources and strategies that are employed from the start to completion of the project. It is creation of a roadmap as per time, budget and resource constraints.

In Myanmar, Domini et al. (2021) examined a standardized monitoring program for the hygiene distribution kit. The study, in particular, aims to determine the effectiveness of the hygiene kit distribution. The study reviewed twenty-six documents to enable it to describe the identified strategy appropriately. The study found that for hygiene kit distribution to be effective, the distribution strategy should consider local context factors, including population mobility, availability of the kit, and household expenses. Access to the sanitary pads helps to improve the health standards of women and girls (Pandit et al., 2022). The study also found that women prefer disposable pads. An

elaborate structure that considers time factors should be put in place to ensure consistency in the distribution of sanitary pads (Swe et al., 2022). The study though it has examined important aspects of sanitary pad distribution failed to examine the project planning during the distribution of sanitary pads.

Smith et al. (2020) examined the monitoring of menstrual health and hygiene in ten countries. The study found that disadvantaged groups were more disadvantaged when it comes to the menstrual health and hygiene. The disadvantaged groups cannot access menstrual health and hygiene materials. Accordingly, strategies ought to be put in place to ensure that disadvantaged groups access menstrual health and hygiene sanitary pads. In Niger, Larson et al. (2021) examined the performance and accountability of the menstrual health and hygiene. The study employed a survey to enable a better understanding of menstrual health and hygiene. The study found that the monitoring process should be significantly improved to capture all the needs of the people but failed to examine project planning and other factors that will be the focus of this study. This is important as it enables the development of a holistic approach that ensures that the needs of women are met effectively. In Uganda, Nalugya et al. (2020) examined the effectiveness of comprehensive menstrual health intervention programs in schools. Quantitative research design was employed by Nalugya et al. (2020) where data collection was undertaken employing a survey approach from female and male students in the second year of secondary school. The study found that the intervention program was effective as it enabled female students to access sanitary pads irrespective of their social status. Strengthening the program, therefore, was important to ensure consistency and sustainability. There was the existence of conceptual gap as it focused majorly on monitoring process leaving out project planning. It also resulted to contextual gap as it was conducted in Uganda which differ in terms of operations and governance from Kenya.

In Kenya, Austrian et al. (2021) examined sanitary pads distribution and upper primary school attendance. Cluster randomized controlled trial design was adopted. Eligible clusters were all schools that had no boarding facility and a minimum of 27 girls in grade six in Kilifi County. The study found that sanitary pads distribution alone did not affect school attendance. There is still, however, numerous challenges as far as sanitary distribution is concerned (Gichuhi, 2022). Kenya government program on sanitary distribution still face logical challenges, corruption and inconsistency which hinder effective distribution of sanitary pads (Rozek & Moak, 2019). Government needs to ensure that sanitary distribution is streamlined. Austrian et al. (2021) focused much on the sanitary pad distribution and school attendance as opposed to the monitoring process effect on the sanitary pad distribution, which were the focus of this study.

3. Methodology

A descriptive survey design was employed in this research. A descriptive survey design is suitable in enabling the study to do in-depth analysis and describe the variables under study effectively. Accordingly, it enables the study to provide an extensive description of the characteristics of the study context and phenomenon. It also allows the study to correlate variables which is important to understand the relationship between project planning and the performance of sanitary pad distribution in NGO-funded program in the Loitoktok Constituency. However, the design is limited by its inability to determine causal relationship that may exist among the variables of interest and this may result to data biasness. Triangulations aided by multiple methods such as interviews, observations and surveys help in mitigating this challenge by enhancing data validity, reducing biasness and providing a more elaborate understanding of the research problem from different perspectives.

3.1 Target Population

The study targeted 564 employees of 94 centers for children escaping Female Genital Mutilation (FGM) and marriages that were formed by Non-Governmental Organizations in Kajiado County and heads of 76 public primary schools that are beneficiaries of sanitary pads distribution in Loitoktok constituency (Wanjiku, 2022). The population represent the stakeholders by the virtue that they are involved in the project planning of sanitary pad distribution program. Their experiences provided insights that helped in assessing the effectiveness of project planning processes. The study particularly targeted girls residing in FGM rescue centers within Oloitoktok Constituency, Kajiado County. This gender-specific and geographically defined population was selected due to their vulnerability and the significant impact that access to sanitary pads has on their health, dignity and education

continuity. The focus on the rescue centres is because of their role in the distribution of sanitary pads. The centres also are well structured and, as a result, made it easy to do undertake the study and make inferences. Targeting schools who are beneficiaries of sanitary pads distributions enables the study to understand the performance of sanitary pads distribution. Project managers, monitoring and evaluation officers, project technical advisors from the donor, project funding managers, program coordinators and distributing officers formed the unit of observation. The unit of observation was identified based on the important role they play in the distribution of the sanitary pads.

3.2 Sample and Sampling Techniques

A sample is the selected items or persons that are intended to participate in the research (Stock et al., 2019). It is a subset of a study population that possesses the characteristics to be investigated. The sample size of the study shall be done by employing Slovin’s Formula as demonstrated here below.

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

Where:

n = sample size

N = population size

e = acceptable margin of error

$$\text{The sample size } n = 564 / (1 + 564 * (0.05)^2)$$

$$= 234.025$$

$$= 234$$

The sample size, thus, shall be 234 project manager, monitoring and evaluation officer, project technical advisor from the donor, project funding manager, program coordinator and distributing officers. The study employed stratified sampling to select the sample. Employing stratified sampling enabled the study to ensure that each respondent in each group has a chance of being chosen (Hassan, 2024). It also enabled the study to avoid biasness that is crucial to ensure that reliable findings are found.

Table 1: Distribution of Respondents

Stratum	Population	Proportion (%)	Sample size as per the proportion
Project managers	68	12.06	28
Project technical advisors	79	14.01	33
Project funding managers	76	13.48	32
Distributing officers	135	23.94	56
Program coordinators	105	18.62	44
Monitoring and evaluation officers	101	17.91	42
TOTAL	564	100	234

A sample size of 8 project coordinators from the 105 project coordinators were interviewed using the interview guide in appendix III. This is 10% of the target population. According to Sharma (2021) a sample size should be at least 10% of the population. Since conducting interviews is labor-intensive, small sample sizes are acceptable. According to Ahmed, S. K. (2025),

the sample size for qualitative interviews should include between 5 to 30 respondents.

3.3 Research Instruments

A questionnaire was utilized in the study. Primary data was deemed useful while researching on monitoring and

evaluating and performance of sanitary pads distribution in an NGO-funded program in Loitoktok Constituency, Kajiado County. Thus, a structured questionnaire was used in collecting data. A structured questionnaire is cost-effective, easy to administer, and ensures consistency in responses. It also enabled the study to address specific research questions appropriately.

A 5-point Likert scale capturing the measures of each of the study variables was used. Thus, the questionnaire shall be structured with Likert questions. The questionnaire was distributed to project managers, monitoring and evaluation officers, project technical advisors from donors, project funding managers, program coordinators, and distribution officers across the 94 centers supporting children escaping Female Genital Mutilation (FGM) and early marriages.

Interviews were also conducted using an interview guide in Appendix III. The interview targeted 8 heads of public primary schools. Only 8 public primary schools in Loitoktok constituency participated in the interview. The selection of the schools was done purposely; these schools host the majority of girls rescued from FGM and have benefited more from the distribution of sanitary pads. Their unique position provided rich, relevant insights, and the number was guided by data saturation and the central role in the intervention programs. Targeting the heads of public primary schools who are beneficiaries of sanitary pad distribution is important, as they were able to give invaluable information about the performance of sanitary pad distribution.

The use of both questionnaires and interviews in the research is important as they complement each other, thus enabling the research to get findings that can be relied upon. Adopting interviews in addition to questionnaires helped to provide in-depth qualitative insights that questionnaires alone may not capture, especially regarding challenges in sanitary pad distribution. Interviews were scheduled and conducted in a place that was convenient for the director. Informed consent was given, and the director was informed that participation is voluntary. Permission was sought to record the interview.

3.4 Data Analysis Procedures

After collecting data, the researcher edited and checked the data responses for completeness, accuracy, and identified and removed errors before entering them into Excel. It was then transferred to SPSS version 29, and an analysis was done. Descriptive tests to be employed during analyses included frequencies, percentages, and averages. For inferential tests, linear regression was employed to determine how project planning influences the performance of sanitary pad distribution. The simple linear regression was used.

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Where;

Y – Performance of sanitary pads distribution

X₁ – Project Planning

ε = Error term

β₀ = constant term

As shown in the model, β₁ = 1 predicts the change of performance of sanitary pads distribution to unit changes in the predictor variable X₁. ε stands for the variations in the model because of other factors not included in the study.

In addition, the qualitative data were analyzed using thematic analysis. This involved transcribing the interviews, coding the responses, and identifying recurring patterns and themes. The approach enabled the extraction of meaningful information that complemented the quantitative findings and enriched the overall interpretation of the study results.

4. Results and Discussion

This section presents the findings of the study and its discussions.

Project planning

Table 2 presents seven statements that were used to assess project planning practices and their influence on the performance of sanitary pad distribution in an NGO-funded program in Loitoktok constituency, Kajiado County-Kenya. These statements were developed based on specific indicators that include communication, methods used, and tools and technology employed related to the variable under investigation.

Table 2: Descriptive Results for Project planning and performance of sanitary pad distribution in NGO-funded program

Statement	SD (%)	Disagre e (%)	Neutral (%)	Agree (%)	SA (%)	Mean	Std
There is elaborate communication in the sanitary pads' distribution	7.6	12.3	7.6	54.0	18.5	3.64	1.14
Methods employed in the distribution of sanitary pads are effective and efficient	10.0	7.1	10.9	50.7	21.3	3.66	1.18
Tools and technology employed in the distribution of sanitary pads are efficient	10.4	11.8	6.2	49.8	21.8	3.61	1.24
Sanitary pads are accessible to all intended beneficiaries	11.4	7.1	9.5	50.7	21.3	3.64	1.22

Sanitary pads are distributed at the required time	9.0	10.4	7.6	56.4	16.6	3.61	1.15
There is an elaborate plan to address logistical challenges in sanitary pad distribution	12.3	9.5	6.2	46.0	26.1	3.64	1.30
Communities are involved in the planning of sanitary pad distribution	10.4	8.5	6.20	52.6	22.3	3.68	1.21
Composite mean and standard deviation						3.64	1.21

The evaluation of communication in sanitary pad distribution revealed generally positive perceptions, with 72.5% of respondents agreeing or strongly agreeing that communication is effective (M = 3.64, SD = 1.14), though gaps in outreach remain. Distribution methods were similarly well regarded, with 72% agreement (M = 3.66, SD = 1.18), indicating perceived efficiency despite some asymmetry in implementation. Tools and technologies used in distribution received 71.6% approval (M = 3.61, SD = 1.24), though notable variability reflected concerns about limitations.

Access to sanitary pads for intended beneficiaries was affirmed by 72% (M = 3.64, SD = 1.22), yet obstacles to universal access were acknowledged. Timeliness of supply received moderate approval (M = 3.61, SD = 1.15), with 73% agreement and 19.4% expressing dissatisfaction due to reported irregularities.

On logistical planning, 72.1% agreed such plans exist (M = 3.64, SD = 1.30), though variations in perception suggested uneven implementation across contexts.

Community involvement received broad support (M = 3.68, SD = 1.21), with some concerns about limited participation.

The composite mean score of 3.64 (SD = 1.21) indicates overall positive perceptions of communication, methods, tools, access, timeliness, and planning, albeit with moderate variability, highlighting the need for targeted improvements to address implementation inconsistencies.

Performance of Sanitary Pad Distribution in NGO-Funded Program in Loitoktok Constituency, Kajiado County-Kenya

Table 3 presents eight statements that were used to performance of sanitary pad distribution in an NGO-funded program in Loitoktok constituency, Kajiado County-Kenya. These statements were developed based on specific indicators related to the variable under investigation.

Table 3: Descriptive Results of Performance of Sanitary Pad Distribution in NGO-Funded Program

Statement	SD	Disagree	Neutral	Agree	SA	Mean	Std
Sanitary pad distributions have been effective in reaching target beneficiaries	10.9	11.4	8.5	45.0	24.2	3.60	1.27
The beneficiaries of sanitary pad distribution are giving positive feedback	10.0	9.0	7.1	51.7	22.3	3.67	1.20
Sanitary pads distribution has increased the sanitary pads usage rates	10.9	12.3	8.1	51.2	17.5	3.52	1.23
Sanitary pads distribution has ensured beneficiaries receive sanitary pads on time	12.8	9.5	6.6	50.7	20.4	3.56	1.27
The distribution method of sanitary pads has been effective in promoting sustainability	10.0	8.5	8.1	50.7	22.7	3.68	1.20
Sanitary pad distribution has been consistent	11.4	9.5	7.6	49.8	21.8	3.61	1.25
Involvement of stakeholders in sanitary pad distribution has improved the performance of sanitary distribution	11.4	10.0	10.4	49.3	19.0	3.55	1.23
Composite mean and Standard Deviation						3.60	1.24

The evaluation of sanitary pad distribution programmes revealed a generally positive yet varied perception among respondents. Overall, 69.2% affirmed the effectiveness of distribution in reaching intended beneficiaries, while 22.3% expressed dissatisfaction and 8.5% were neutral. This was supported by a mean score of 3.60 (SD = 1.27), indicating moderate approval with notable variation in experiences. Beneficiary feedback was predominantly

favourable, with 74.0% agreeing (51.7% agreed; 22.3% strongly agreed), contrasted by 19.0% disagreement and 7.1% neutrality. The mean score of 3.67 (SD = 1.20) suggested strong approval and relatively consistent perceptions.

Regarding usage, 68.7% agreed that distribution increased sanitary pad use, although 23.2% expressed disagreement

and 8.1% were neutral. The mean of 3.52 (SD = 1.23) indicated moderate support, reflecting uneven programme impact. Timely delivery received 71.1% positive responses, with 22.3% reservations and 6.6% indecision. A mean of 3.56 (SD = 1.27) signaled general satisfaction, though timeliness issues persisted. Similarly, 73.4% endorsed the sustainability of distribution methods, 18.5% disagreed, and 8.1% were neutral (M = 3.68, SD = 1.20).

A repeated measure on outreach confirmed earlier findings, with 70.6% positive responses, 20% disagreement, and 9.5% neutrality (M = 3.59, SD = 1.19). Consistency was affirmed by 71.6%, while 21.3% expressed reservations and 7.6% remained undecided (M = 3.61, SD = 1.25). Stakeholder involvement in improving performance received 68.3% approval, with 21.8% expressing disagreement or neutrality (M = 3.55, SD = 1.23), suggesting scope for enhanced engagement.

Aggregated results yielded an overall mean of 3.60 (SD = 1.24), signifying moderately positive performance. While respondents generally endorsed the programme, variability in perceptions points to areas requiring improvement,

particularly timeliness, beneficiary coverage, satisfaction, and delivery consistency. Targeted strategies addressing these gaps could enhance the overall effectiveness and long-term impact of sanitary pad distribution initiatives.

Simple Linear Regression on Project planning and performance of sanitary pad distribution in NGO-funded program in Loitoktok constituency, Kajiado County-Kenya

The goal of this inquiry was to study project planning together with the Performance of sanitary pad distribution in an NGO-funded program in Loitoktok constituency, Kajiado County-Kenya. A personalized simple linear regression analysis uncovered how project planning and Performance of sanitary pad distribution in an NGO-funded program in Loitoktok constituency, Kajiado County-Kenya operates. Table 4 summarizes brief conclusions regarding the regression model.

Table 4: Inferential Findings of Project planning and performance of sanitary pad distribution in NGO-funded program

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.423a	0.179	0.175	0.39888

a Predictors: (Constant), Project planning

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.251	1	7.251	45.574	.000b
	Residual	33.253	209	0.159		
	Total	40.505	210			

a Dependent Variable: Performance

b Predictors: (Constant), Project planning

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	2.344	0.188	12.447	0.000
	Project planning	0.35	0.052	6.751	0.000

a Dependent Variable: Performance

The results from the model summary show an enrollment link (R²=0.179) between project planning and Performance of sanitary pad distribution in an NGO-funded program in Loitoktok constituency, Kajiado County-Kenya. The coefficient of determination of the model is 17.9 percent, this implies that changes in the performance of sanitary pad distribution in NGO-funded programs in Loitoktok constituency, Kajiado County-Kenya are explained by project planning. The ANOVA test confirms that project planning and Performance of sanitary pad distribution in NGO-funded program in Loitoktok

constituency, Kajiado County-Kenya confirm F-value of 45.574 at a sig. level respectively (p=0.000), which is less than 0.05. The model demonstrates has project planning and performance of sanitary pad distribution in an NGO-funded program in Loitoktok constituency; Kajiado County-Kenya adequately predicted the value of the dependent variable.

The data of calculated coefficients shows that project planning, holding other variables constant (project tracking, funding, and staff training), a unit increase in

project planning is associated with a 0.35 increase in performance score of sanitary pad distribution in NGO-funded projects within Loitoktok Constituency, Kajiado County. This was backed by the p-value that was less than 5% affirming that the coefficient is statistically significant. This suggests that project planning has a moderately strong and positive influence on effectiveness of distribution efforts. It implies that better planning such as clear goal setting and adequate resources distribution can enhance how efficiently and equitably sanitary pads are distributed particularly among the vulnerable girls in FGM rescue centers. This was complimented by qualitative findings, according to KII 04.

“The NGO-funded sanitary pad distribution project effectively reaches the intended beneficiaries by collaborating with local schools and community leaders. Clear targeting criteria and consistent monitoring and ensure resources are directed to the most vulnerable girls, improving their school attendance, hygiene and dignity. Beneficiary feedback confirms the program’s positive impact.”

The following resulted model signified as:

$$\text{Model } Y = 2.344 + 0.35X1 + \varepsilon$$

Where:

Y = Performance of sanitary pad distribution in NGO-funded program in Loitoktok constituency, Kajiado County-Kenya.

X1 = Project Planning

ε = term for Error.

The findings show that improved project planning increases sanitary pad distribution performance by 0.35 units, even when other factors are constant. This highlights the importance of clear goals and proper resource allocation. Qualitative data also confirmed that planning, collaboration, and monitoring help reach vulnerable girls, improving attendance, hygiene, and dignity. These findings align with the Theory of Change, which states that well planned and resourced intervention result to improved outcomes, thereby effective and equitable distribution of pads is key. Project planning is a key component of performance of sanitary pad distribution in NGO-funded program. Project planning is essential in defining the scope, task, objectives and how to mobilize resources to finance the project. Therefore, project planning forms the road map in which pad distribution follows from the inception to the implementation level. In most cases the actualization of proper planning process should consider the local context and dynamics in planning the distribution of sanitary pads to the respective entities, for instance, the social and cultural practices and logistical support. According to Pandit et al. (2022) factors such as population mobility, availability of the kit, and household expenses play a critical role in the planning and distribution of pads to girls, particularly school-going children. The planning process in most cases, is supposed to be user-centered. Ordinarily, what users prefer most should be considered or even prioritized. Swe et al. (2022) noted that women prefer

disposable pads, and the planning process ought to capture such priorities correctly so that the project can have a meaningful impact on the beneficiaries.

The finding indicated that planning process significantly influence performance of pads distribution. The qualitative findings revealed that proper planning amount to reaching target with collaboration with other stakeholders. This is crucial for the group that are disadvantaged when it comes to menstrual health and hygiene. A concrete plan should be put in place to ensure that these group of people are reached within the shortest time and with little expenditure. Smith et al. (2020) established that strategies should be put in place to ensure that disadvantaged groups access menstrual health and hygiene materials. One the key planning tool that ensures that disadvantaged people are reached

Evidence from other studies have disclosed that project planning plays a central role in the successful performance of sanitary distribution initiatives in schools. Austrian et al. (2021) noted despite provision of sanitary pads, challenges in implementation persist, suggesting that proper planning could improve outcome. Nalugya et al. (2020) reported that clear organization and coordination within menstrual health programs enabled effective access to sanitary products for students backing the value of structured panning. Similarly, Larson, et al. (2021) observed that strong operational structures support pads distribution and also enhance accountability in menstrual health hygiene programs. These findings highlight that project planning elements such as stakeholder coordination, needs assessment, and resources allocation significantly influence the effectiveness, consistency and read of pad distribution efforts in schools.

5. Conclusion and Recommendations

5.1 Conclusion

The study concluded that project planning significantly influences performance of sanitary pad distribution in NGO-funded programs in Loitoktok Constituency, Kajiado County, Kenya. The findings indicate that respondents largely agreed on the importance of key planning aspects such as goal setting, stakeholder involvement, resource allocation, and timeline management. Regression analysis affirmed that project planning is a statistically significant predictor of program performance. The findings concurred with existing studies that predicted a positive and significant relationship between project planning and project performance. These findings align with the Theory of Change, which states that well-planned and resourced interventions result in improved outcomes, thereby effective and equitable distribution of pads is key. A well-structured project planning processes contribute to effective coordination, timely delivery, and improved coverage of sanitary pad

distribution initiatives. The findings underscored the key role of planning in ensuring that NGO interventions meet their intended objectives, specifically addressing menstrual cycle needs among the vulnerable girls.

5.1 Recommendations

Based on the study findings, the study recommends that:

1. NGOs involved in sanitary pad distribution prioritize comprehensive project planning by setting clear goals and involving stakeholders, such as community leaders and schools.
2. It is also key to adhere to realistic timelines.
3. Strengthening planning processes will support better coordination, timely delivery, and broader coverage of sanitary efforts and pad distribution.
4. Emphasizing structured planning will ensure that the programs remain responsive to the menstrual hygiene needs of vulnerable girls, promoting educational equity and well-being.

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