

**INFLUENCE OF MONITORING PRACTICES ON PROJECTS  
PERFORMANCE AT THE WATER SECTOR TRUST FUND**

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**17JO3DMME014**

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## DECLARATION

I declare that this applied research project is my original work and that it has not been presented in any other university for academic credit

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## **DEDICATION**

My family who are my foundations and sources of immense motivation, I would like to dedicate this research work to you. I warmly thank them for their constant prayers for the guidance of God that I can be the best I can. This goes also to my siblings who have been patient with me and supported me during my studies.

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## ABSTRACT

Globally Monitoring has become an important tool through which environmental, economic and social sustainability can be attained. Monitoring helps those interested with initiatives with determining that progress is being made in accordance with goals. The study generally determined how monitoring practices influence projects performance at the water sector trust fund. Specifically, the study focused on how monitoring planning, monitoring tools, monitoring techniques and adoption of monitoring practices influences project performance. Adoption of descriptive research design was adhered to determine the influence of monitoring practices on performance of projects at the water sector trust fund. The target population consisted of 275 persons drawn from various departments in the organization. This study utilized primary data using semi-structured questionnaire. Analysis of data followed a descriptive analysis as well as the inferential analysis such as the application of regression. The data analyzed was tabulated and presented in standard deviation and percentage form. The study established that monitoring planning, monitoring tools, monitoring techniques and adoption of monitoring practices had a positive and significant relationship with project performance. The study concluded that a well planned M&E helps the project team to get a better understanding of the target population's needs which helps to define the scope of the project and design objectives that are relevant, measurable and achievable. Monitoring tools helps in knowing if the intended results are being achieved as planned, what actions are needed to achieve the intended results during the project implementation, and whether these initiatives are creating a positive impact towards the project. Monitoring techniques enable project managers to link project goals and objectives to stakeholder needs, focus on customer needs, Build high-performance project teams, work across functional boundaries, develop work breakdown structures, estimate project costs and schedules, meet time constraints, calculate risks and establish a dependable project control and monitoring system. Adoption of monitoring practices is used to assess quality and the effectiveness of the performance and the outcome of project implementation, track and identify the gaps and to improve the implementation to achieve the project goal and set objectives. The study recommended that the project managers should identify the program goals and objectives, define indicators for tracking progress towards achieving those goals, decide on methods for gathering data and how often various data will be recorded to track indicators. Project managers should monitor the parameter of project planning which requires the monitoring of project parameters like effort, costing, schedule, timeline. Project managers should trace the project's requirements to the deliverables. This makes the project's tasks more visible and also prevents new tasks or requirements being added to the project without approval. Project implementers should have in place a number of project-related documents such as the project plan including the logical framework or result-chain, project objectives and indicators, the monitoring plan/framework, the data collection tools and methods, the data management (analysis) template and reporting. The study recommends that further studies should be carried out that focus on other monitoring practices that have not been studied.



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**LIST OF ABBREVIATIONS**

<b>IFAD</b>	International Fund for Agricultural Development
<b>M &amp; E</b>	Monitoring and Evaluation
<b>NGO</b>	Non Governmental Organization
<b>RBM</b>	Results-based Management
<b>UNDP</b>	United Nations Development Programme
<b>WaterFund</b>	Water Sector Trust Fund
<b>WB</b>	World Bank

## DEFINITIONS OF TERMS

**Adoption of Monitoring:** Is the act or method of formally adopting or endorsing anything, either by preference or by consensus, this will be measured in terms of; communications and feedback, awareness, training and templates.

**Monitoring Planning:** Refer to a section in management of the project in using task scheduling aspects such as Gantt charts in preparing and progress tracking within the context of the project together with the scope, role and resource assignment.

**Project Performance:** That is the achievement in meeting predefined aims, objectives and priorities, i.e. basic words applies to having the job completed or delivering the result you are looking for. This will be calculated in terms of; time frame, expense, distance and service quality.

**Monitoring Technique:** Is a given systemic process that a Human resources use an activity to manufacture a good or outcome or to provide a service that may require one or more instruments. This would be calculated in terms of; evaluations, sampling, variances and review of cost benefits.

**Monitoring Tool:** Is something physical, such as a prototype or software system, used to create a commodity or result of conducting an operation. It is assessed by baselines, indicators and checklists, project management strategy and results.

## CHAPTER ONE

### 1.1 Introduction

This chapter comprise of background of the study, problem statement, study objectives, scope, value and limitation of the study.

### 1.2 Background of the Study

Performance of the project is a point of interest for firms whether in public or private sector. A well-planned project timeline guarantees a project's performance and offers a clear Overview of main reasons for performance. It allows project managers to and partners take the correct decisions and work for the progress of the project. Most important determinants of the research group 's project accomplishments are project mission, top management support, scheduling of tasks program team consultancy workers technologies to help project customer approval tracking and collaboration problem-solving knowledge input channels (Serrador & Turner, 2014).

Performance of project Relates to the execution of the technological specifications, to the benefit of the consumers. Effective project management contributes to the long-term performance of the company, to gain competitive advantages; to boost the company's status; to raise market share; and to gain defined sales and profits; (Al-Tmeemy, 2011).

Project performance is quantified and calculated using several output metrics that may be linked to different variables such as time, consumer service and improvements, client efficiency, expense, health and safety, as well as quality (Cheung *et al.* 2014). The procedure followed in evaluating the performance of the project at the period of implementation is determined to factor a path in which tasks involved in the project for all for all stakeholders to concentrate in the same path. The

project won't be successful as a result of differences in opinion, emphasis along with objectives (Baccarini, 2009).

(Shenhar, 2011) Has four output measurements listed. The first aspect is time productivity, cost and price, output in development, among others. Organization should be restraint so as to avoid limiting the performance measurement through using the measures of efficiency as these are measuring project performance in successful execution and does not signify the overall project. Projects remain the key instruments for decision makers when it comes to international development. Yet, paradoxically, the success of the project places partners and beneficiaries at a disadvantage. Dissatisfaction with the results along with performance of projects dates back to the year 1950s. The project failure rate in Africa reached 50 per cent until 2010(IFAD, 2012), Khan (2013), noted that projects frequently fail to achieve the desired objectives as a result of a problem that could be categorized as managerial, precisely poor stakeholders' management organizational imperfect project design, interruptions in project identification as well as start-up, postponements in the course of project implementation, budget overruns and organization failure. As amongst leading countries, Australia uses monitoring systems (UNDP, 2002). Canada' government records attainment of project sustainability due to implementation of monitoring practices that makes it possible to monitor and track project progress towards goals. In the USA, implementation guidelines for infrastructural development projects underscore tracking and appraisal activities that allow for successful correction of project details and promote consistency in project progress assessment. The United States of America became particularly engaged in results-based analysis and assessment of project success management of policy and implementation programmes (Suskie, 2018).

According to Nabulu, (2015) in attempts to improve success in infrastructure projects and initiatives and to foster economic growth, African policymakers have introduced regional control and evaluation schemes. With ambitious performance change agenda guided by outcomes, budgeting, reporting and assessment processes play a critical role in achieving project progress. However, the control structures of most governments in Africa run in complicated geography, with a deeply bureaucratic structure. Therefore, owing to successful supervision and those countries that are capable of attaining efficiency in projects by using evaluation methods are very few.

In Libya, Ayarkwa, Ayirebi, and Amoah (2010) suggested how 15 tertiary colleges and 25 secondary schools affected the effective introductory systems in monitoring and evaluation. In Rwanda, the World Bank noticed that M&E policies had affected the completion of NGO-funded ventures in the health and education field in Kigali. The high degree of experience of personnel managing building tasks, quality of workers, optimistic attitudes and opinion of project managers towards M&E, assistance in finances and physical locations affected the project's performance (Dansoh and Amoah, 2010). Ayarkwa *et al.* (2010) identified that cash, technical structures, the culture of the organization and engaging stakeholders significantly affected the success of EMS implementation in Ghana and Rwanda's construction industry.

The Kenyan government is determined in seeing the implementation of construction projects a success. Currently devolved county governance mechanisms and the implementation of fiscal devolution in Kenya so far as development strategies are concerned, initiatives and ventures aim at seeing systems and activities in monitoring and evaluation effective regionally. Additionally, within the decentralized accountability within Kenya's new dispensation framework, policy project



managers ought to be more accountable for the main implementation of projects (UNAIDS, 2008a).

Given the many achievements made under NIMES, the M&E program in Kenya The service also poses obstacles, namely: labour, capital and infrastructure issues (CLEAR, 2012). Amkeni Wakenya takes on a number of the problems it encountered in tracking and reviewing initiatives in her grant and capability growth directives in her progress study (Amkeni Wakenya, 2009).

### **1.2.1 Project Performance**

A project is an endeavour that is carried out to come up with a unique product or rather service that brings about change and benefit (Anandajayasekeram and Gebremedhin, 2009). This finite feature of projects stand in sharp contrast to processes or rather operations that are either permanent in nature or not. The repetitive process to produce the quality and standardized output. The main indicator of a productive project is that a good product / service has been provided to the company. The performance of the project management is directly linked to the authorized reach, time limit, expenditure and consistency of the project management. Keeping customer connections and not burning project groups out (Houston,2008).Therefore measures of project delivery performance entails, project requirements, outcomes are met positively and delivered with respect to improved revenue or reduced costs within the expected time.

The project's performance applies to the achievement of targets in achieving the technological criteria, consumer service. Efficient project management conducts an organization's long-term growth and earns strategic advantages; strengthens the company's status; raises market share; and improves defined sales and profits; (Al-Tmeemy, 2011).

Project success is quantified and assessed using a variety of success metrics that could be related to different variables such as time, customer support and changes, client efficiency, expense, health and safety, as well as quality (Cheung *et al.* 2014). Throughout the implementation point of a project, the benchmark for assessing project success is decided to provide all participants with a roadmap to the project tasks and work in the same path. The initiative does not work because of conflicts in view, focus along with objectives (Baccarini, 2009).

### **1.2.2 Monitoring Practices**

The Organisation for Economic Cooperation and Development (OECD) definition of M&E are useful to consider, given their widespread use. Monitoring is seen as a continuous function that uses systematic collection of data on specified indicators to provide management and main stakeholders of an on-going project with indications of the extent of progress and achievement of objectives (OECD, 2002). Monitoring is descriptive in nature and gives information on where a project is at any given time relative to respective targets and outcomes (Nyonje, Ndunge, & Mulwa, 2012).

#### **1.2.2.1 Monitoring Planning**

Monitoring is now constantly an important method for running programmes. According to Dyason (2010), monitoring is the compilation along with the review of details about a system or action in question. Monitoring activities ensure that the project / plan outcomes can be quantified at the level of effect, consequence, performance, method and feedback in order to establish an accountable mechanism and aid in informed decision-making at the system and policy levels.

Plan management process is fundamental to the field of design and pre-construction preparation. Gyorkos (2011) observe that planning entails a pre-execution method in decision-making aimed at building a vision that is expected by way of action where it questions where, by whom, for whom and when in planning. According to Kelly and Magongo (2014) planning is aimed at assisting the manager in carrying out the management and control of core duties within the project implementation framework and ensuring that coordination and communication amongst the intended parties is effectively arrived at. George (2008) states that we recognize possible issues proactively at the preparation stages so they can have a direct effect on project expense and scheduling during the execution process. Plan preparation helps create a framework for execution. (Zimmerer and Yasin, 2011), claim to be important because consistent metrics are used to direct the project team when things unfold. To achieve so, the project manager will bring together the most professional team and take cultural nuances into account.

Maylor (2013 ) identified what is commonly accepted as the normal mid-term planning period for construction initiatives in terms of supporting sustainability gains, specifically where behavioral and structural change are included in the goals, particularly where several municipal entities are concerned. Unrestricted requirements are not essential, but project solution to achieve environmental gains is the phasing-in of project operations over a longer duration. The process of project phasing needs a clear priority together with outset targets and clearly defined points of decision during project completion. Where there is confusion with regard to local legislation, capability or assurance, preliminary stage in piloting leads to subsequent steps which should take the organization to competitive edge (Kalali *et al.*, 2011).

### **1.2.2.2 Monitoring Tools**

International Fund for Agricultural Development- IFAD (2008) show that monitoring is part of the phases of deployment because it guarantees accurate reporting; the mechanism of interconnecting outcomes and transparency, quantifying performance and efficacy, ensuring efficient allocation of capital, promoting ongoing learning and enhancing decision-making. While the introduction of management activities has considerable expenses, time and human capital consequences, they are extremely important for effective initiatives (Khan, 2013). Therefore, it's vital to make sure that the organization executives appreciate and focus excessively with the donor organisations on these overheads and is dedicated to enforcing the monitoring recommendations (Dyason, 2010).

Monitoring requires different methods that either correlate or override one another when others are only constrained (World Bank, 2012). The person entitled in evaluation can therefore opt to utilize a number of tools and information facts in cross-validating the proof (Nabris, 2002). Tools in monitoring include success metrics, sensible program methodology and Hypothesis dependent examinations, overviews, quick theoretical techniques and participatory approaches, free usage during evaluations, effects assessment, cost-benefit and cost-effectiveness inquiries. In any case, the option of such instruments depends on the appropriate details, partners, and costs included (World Bank, 2012).

### **1.2.2.3 Monitoring Techniques**

Monitoring the progress will provide a resonant way to find accomplishment of the targets. Over time, these aids in meeting the priority needs of the community. Shenhar (2011) acknowledged civic involvement and local capacity building that is extended during the duration of the project.

This means the group would be actively active in determining its own concerns, establishing the goals of the project, carrying out the interventions and tracking and reviewing the project. Managing human capital is rather important the management of the project. The technological ability and knowledge of the organization in undertaking assessments, the role played by human resources and their engagement in the process of making decision together with their contributing factor in determining the judgment arrived at do have a significant influence on assessment (Vanessa and Gala, 2011). Dobrea et al (2010) further demonstrate that this will not just instruct by learning approaches and have a direct effect on the company's assessment process.

Donaldson (2013) way of defining stakeholders involvement, different activities multiple stakeholders, this stipulates whether, when and how stakeholders become motivated in their various capacities. These strategies promote equality and active engagement. To improve the participation of stakeholders, they will be engaged specifically in preparation at the early stages of the assessment. This involves funding high-profile individuals and policymakers involved in studying and use methods to show performance (Jones, 2008). Participatory approaches stipulate complex participation in the decision-making phase for individuals involved in the project and its policies, participation in the findings and suggestions relevant to M&E created a notion or rather a mindset of ownership (Chaplowe & Cousins, 2015).

#### **1.2.2.4 Adoption of Monitoring Practices**

Chaplowe and Cousins (2015) indicate that all participating in the method recognize appraisal significance. Ober (2012) indicate the importance of those involved in the implementation process that they should identify the solutions as well as the rationale focused on the monitoring techniques employed. This is equally critical that the program implementers accept accountability of the used

programs, are devoted towards them and are committed to educating stakeholders regarding their dedication and long-term benefits. Monitoring procedures are not an task which can be conveniently assigned to head office ad contractors (Ober, 2012), The development and direction of the control will include as many actors as practicable. The prerequisite is that significant attempts will be made at the outset of an program to determine who the key focus groups should be through execution and to consider the expected effects needed for each community. Besides enhancing efficiency and the possibility of survival, this approach builds visibility and also assists in capacity building (Khan, 2013).

### **1.2.3 Background to Water Sector Trust Fund**

Water Sector Trust Fund (WSTF, WaterFund) is the Kenyan State Corporation mandated to help finance programs related to hygiene, sanitation and natural supply protection In underserved, ignored urban and rural regions. Under the Water Act , 2016, the Fund's Mandate / Object is to include conditional and unconditional grants to the countries and to help finance the development and conservation of water supplies under poor and underserved areas like: Initiatives at Community level to manage water resources sustainably; development of water services in rural areas not considered commercially viable for licensees to provide water services; Creation of public systems in rural urban areas underserved; academic programs in the fields of water supply management and sewage treatment, sewerage and sanitation (WaterFund Report, 2019)

WSTF was first formed as a Water Resources Trust Fund under the Water Act 2002, with a mandate to provide funds to under-served and low-income rural and urban water and sanitation projects; one expenditure by the Water Sector Trust Fund is Local Assets. Urban Investments

through their Urban Projects Concept (UPC) was developed in 2007 to tackle the particular problems of low-income urban water and sanitation housing in Kenya. The planet has about 2000 low-income areas with an approximate overall population of approximately eight million. These low-income areas have inadequate water supply and sanitation, which are a mixture of unplanned informal settlements and planned low-income residential areas (WaterFund Report, 2019).

Another investment is the Rural Investment Program which allows WSTF to finance water and sanitation projects in Kenya's underserved rural communities. It is the innovative finance method at WSTF and began supporting ventures in late 2005. Main implementers are community-based groups and ultimately water providers who choose to think up, plan, conduct and administer their own initiatives. The plan depends on outsourced private-sector support providers to offer professional assistance, while county governments maintain management and oversight positions. The programs funded by the Rural Investment System concentrate on Kenya's vulnerable underserved areas that are perceived as financially unviable and unattractive to mainstream commercial-based service providers. This focuses on water stressed target areas which lack investment in water and sanitation facilities (WaterFund Report, 2019).

### **1.3 Statement of the Problem**

According to the Investment Plan for the Prosperity and Jobs Policy for Economic Development (2014), Kenya faces significant obstacles in the provision of water supplies given the government's investment initiatives in recent years. And development partners have continued to deteriorate as the current facilities and have struggled to meet the demand of the increasing population, particularly in many rural areas and the rapidly rising urban poor. In Kenya public corporations have been reported to offering poor service- owing to graft, corruption , favoritism and gross

misconduct of state-owned enterprises have raised country's output costs thus harmfully influencing the competitive edge of Kenyan export resulting to employment losses as well as incentives for development (Njiru, 2018)

Studies have shown that projects with poor or without unique management procedures report low rating results on average, as assessed by scale, timetable and resource usage. Works that do well will remain even with the pulling out of the donor (Robert, 2010). GEF 2015 Annual Report, indicate that fifty five percent GEF projects indicated appropriate idea tracking spectrum and 52% for implementation tracking. Plan management and success effect evaluation is crucial in finding prospects for better M&E project program. Evaluation of regular project outcomes lets project administrators take corrective action when advising potential plans during initiation and project execution. Many scholars have connected project success with surveillance practice (Magutu, Mbeche, Nyamwange and Osongo, 2013).

Some notable evaluations studies on community water supply projects have attempted to link community project participation with various indicators of project performance (Katz and Sara (1997), Isham and Kahkonen (2007), Okungu (2008) Araral, 2009, Nkhata, Breen and Freimund (2008), Mosse (1995) and Kleemeier (2000). However there has not been any serious attempt to evaluate how monitoring practices influence performance of projects at the Water Sector Trust Fund, Additionally, majority of the studies were done in developed countries.

It is therefore imperative that a study on interventions of monitoring practices in the management of water projects be carried out to address the gap in knowledge, poor project performance as well as reinforce the role played by monitoring practices on project performance; otherwise the role



monitoring practices in project interventions would remain an academic rhetoric. This study seeks to investigate monitoring practices influence on project performance in the Trust Fund for the Water Sector

## **1.4 Objectives of the Study**

### **1.4.1 General Objective**

The general aim was determining monitoring practices influence on performance Water Sector Trust Fund projects.

### **1.4.2 Specific Objectives**

- i) To determine the influence of monitoring planning on performance of projects at the Water Sector Trust Fund
- ii) To evaluate monitoring tools influence on performance of projects at the Water Sector Trust Fund
- iii) To identify monitoring techniques influence on performance of projects at the Water Sector Trust Fund.
- iv) To determine adoption of monitoring practices influence on performance of projects at the Water Sector Trust Fund

## **1.5 Research Questions**

- i) Do monitoring planning influence the performance of project at the Water Sector Trust Fund?
- ii) Does monitoring tools influence the performance of projects at the Water Sector Trust Fund?
- iii) Does monitoring techniques influence the performance of projects at the Water Sector Trust Fund?
- iv) Does adoption of monitoring practices influence the performance of project at the Water Sector Trust Fund?

### **1.6 Significance of the Study**

This study would bring benefits for project manager since they will be in a position to determine the importance and benefits of monitoring while undertaking their projects. At the same time, these project managers would gain understanding of how monitoring operates in different contexts and circumstances and provide insights on how to assess the effectiveness of monitoring.

The policy makers would get an insight on the relevance, benefits and challenges associated with monitoring. This will enable them formulate policies and make informed decisions.

The researchers would add to the body of information through this analysis in monitoring and thus assisting in performing further study.

### **1.7 Scope of the Study**

The study focused on Water Sector Trust Fund to identify monitoring practices influence on projects performance. The study variables consisted of; monitoring planning, tools, techniques and adoption of monitoring practices. For this research, the four variables are considered acceptable since previous observational analyses performed locally and globally did not examine their project success impact. Water Sector Trust Fund a suitable contextual environment for the study is considered fact that it's one of the state corporations mandated to ensure the introduction of big projects in the water industry

### **1.8 Delimitations of the Study**

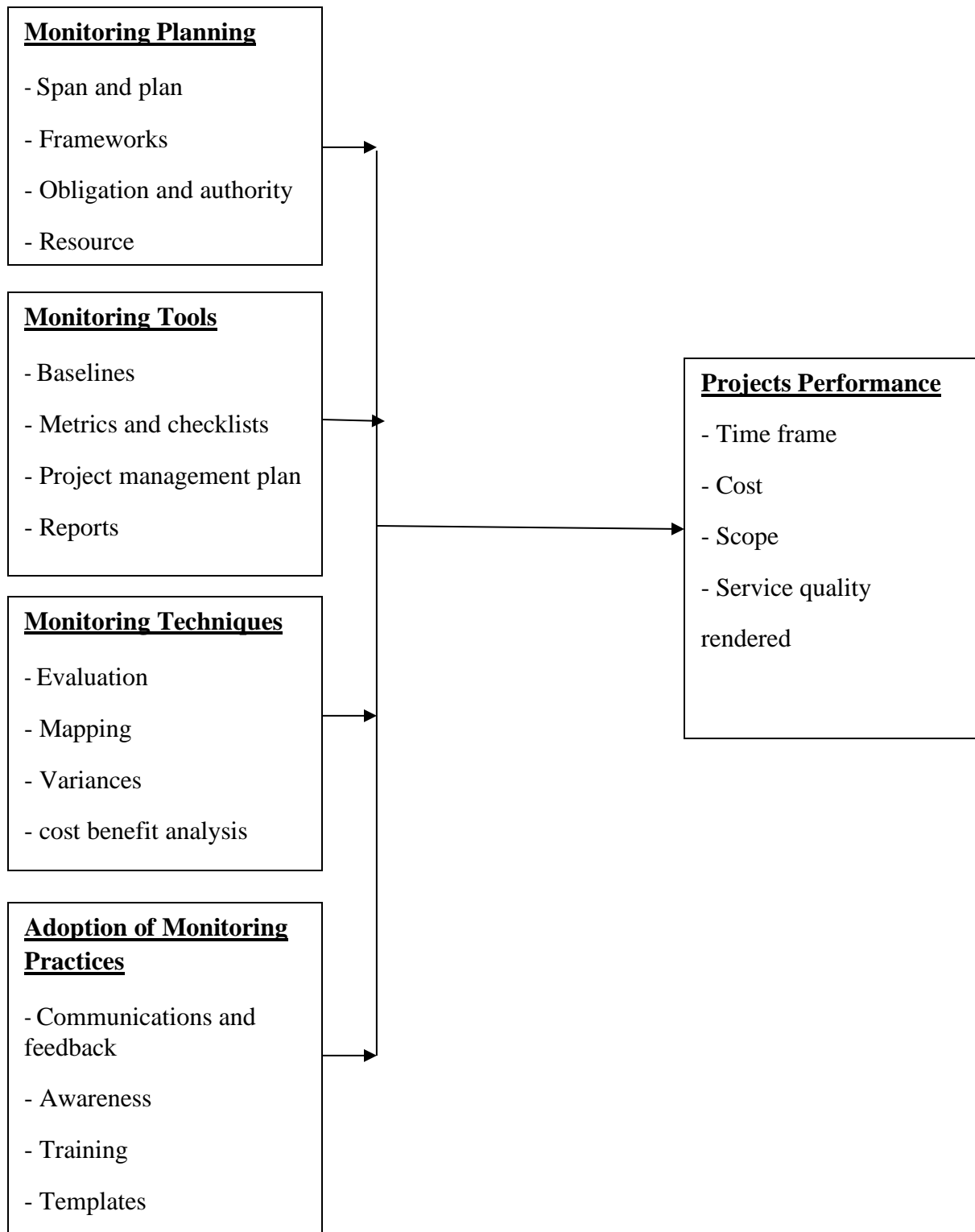
The study was delimited to the Water Sector Trust Fund which may extend the analysis to other sectors of the economy as well as other water sectors.

### **1.9 Limitations of the Study**

Factors limiting the study were to access relevant and current secondary data. Most of the foregoing analyses are limited to numerous industries and countries. Confidentiality policy of the WaterFund could prohibit certain respondents from replying to such questionnaires because it could be deemed against the confidentiality policy of the organization to reveal sensitive matters to the organization. The suspicion normally related to any research study of any kind. Other difficulties involved any of the respondents who could not fill out or complete the questionnaire or some of the problems that are overlooked, incorrect responses to questions and unforeseen events such as those on leave before completing the questionnaire.

### **1.10 Basic Assumptions of the study**

The assumption of the study was that the respondents would be accessible and would answer the questions correctly without any bias.

**Figure 2.1: Conceptual Framework****Independent Variable****Dependent variable**

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The second chapter provides an overview of current literature on the topic. Literature evaluation captures both theoretical and empirical content, as well as context. The review helps identify research gaps.

#### **2.2 Theoretical Review**

This section introduces theoretical orientations, which are crucial in guiding the present analysis. Reviewing hypotheses would be crucial in contrasting the results and providing accurate assumptions with a valid criticism. The principal driving theory.

##### **2.2.1 Program Theory**

Huey Chen, *et al.* (1995) pioneered program theory. The main emphasis of this theory was on how to bring about change, and who is responsible for the change. Its arguments are often advanced using the logical models by showing how the overall logic is used in an intervention. The theory is in the body of theory of change and applied development evaluation field. The application by the proponents to this theory was on how system hypotheses may be linked to measurement for many years Weiss. Program theory has been a pragmatic tool in monitoring evaluations for many years; the theory was famous for its conclusive mechanism to fix problems, and addresses the need to carry our assessments to compliment the findings. It also provides tools to control influential areas in evaluation (Sethi and Philippines, 2012). Quite a number of organizations' transactions

entail the Human care initiatives tailored to meet social needs; the programs are dynamic and are subject to change based on prearranged situations.

The theory also deals with the strategies regarding the utilization of money, and also analyzes how the target people receive the assistance they require. It is through the service distribution networks linkages. Lastly, program theory provides in-depth information on how the planned activities for specific target persons represent the social benefits expected. Uitto (2010) shows the effects of the control and assessment using theoretical structure. It provides the opportunity to assign project results from different programs or events as well as defining expected and unexpected consequences of the plan.

The theory applied in the input output model to monitor performance, communicate findings and improve project performance. The monitoring practices are the basic input when utilized well equates to the processing of the inputs and eventually give measurable output. The theory of the system describes the consequences of manipulating inputs and processes to obtain improved performance, which achieves positive outcomes. The inputs to the mechanism relate to the variables influencing the result, which is performance; in this case, the variables are the preparation phase, technological knowledge, involvement of stakeholders and participation of management. Logical model clarify the objectives of the program identify expected casual links in following the result chain; inputs, process, outputs and the overall outcome. It provides a link to identification of performance measures at each stage of the logical model. It answers the questions of uncertainty within the project by monitoring the progress and taking corrective when diversion occurs to ensure the objectives are realized program theory shows a single immediate outcome by which the

program has achieved, it helps to understand whether there is change towards a desired performance level. Complex programs mainly found in complex projects show a series of immediate outcomes

### **2.2.2 Results Based Management Theory**

The philosophy of Results-based Management (RBM) originated in the mid-1980s from the Australian government; the philosophy became widely common in the 1990s led by the Organisation for Economic Co-operation and Development (OECD). This theory is results oriented. The Results Based Management Group (RBMG) noted the evolution of the results based theory by the preceding concepts such as Public Sector Management in the 1960s, Program Management by activity in the 1970s to 1980s, Management by Objectives (MBO) and Logical Framework Approach in mid 1970s, New Public Management (NPM) and Total Quality Management (TQM) in the 1980s.(Crawford and Bryce, 2013). RBM is based on clearly defined responsibility. It defines the ultimate outcomes and at the same time requires monitoring and self-assessment of progress towards sustainable results, including performance recording (UNDP, 2012).

RBM is a continuous approach – the core aspects of which management elements are often improved – starting with the fundamentals of detailed planning, including the definition of objective, mission and outcome-based process tools. When decided to execute a sequence of outcomes via a plan, implementation begins, with control now being a vital activity to promote accomplished sustainable outcomes. RBM is an evolving procedure that involves daily input from the participants; input helps improving the lesson to strengthen the method (UNDP, 2012). Key



proposals periodically changed on the lessons gained through the analysis and assessment. Previously utilized designs are modified and new ones are developed to suit the most recent lessons. RBM stresses monitoring as a continuing process, as well as lessons from the regularly discussed monitoring process. We alert mission implementation behavior and decisions. Assessments conducted to support the company evolving. Implementation of the improvements introduced as well as potential proposals for the existing programs.

Hwang and Lim (2013) illustrated the RBM model, they paid emphasizes tracking as a critical part of the life of a program or project; as a continuous structured taxation mechanism focused on stakeholder participation, repetition, criticism, data aggregation, definitive performance review (using indicators) and periodic reporting; An imperative aspect of effective monitoring is to ensure that information systems are established and that data are collected over a consistent period. Baseline data usually obtained at the outset to demonstrate that the system or mission is doing at a specified time (Valadez and Bamberger, 2012). Although monitoring considers basically a managerial task and intrinsic to the operation of a system or initiative, assessment is autonomous and external. RBM requires external approval of the published findings for it to be deemed credible. This reflects on the anticipated and accomplished accomplishments, explores outcomes chain, methods, contextual causality causes, To explain the achievements, or the lack thereof.

The RBM is utilized in this study to provide elements for project monitoring performance, It is related to the factors in the present research, the preparation process, technological competence, stakeholder engagement and interest in management are crucial elements specifically connected to the RBM hypothesis.

## **2.3 Empirical Literature Review**

This part makes a quick highlight of previous studies. It makes an appraisal of methods, areas and findings of those studies. It also covers a dissection and critique to establish gaps.

### **2.3.1 Monitoring Planning and Project Performance**

Monitoring planning is considered one of the principal instruments used by stakeholders to ensure the effectiveness of undertakings (Thomas *et al.* 2002; Naoum 1991). Specifically investigates Faniran, Love and Smith (2000) portrayed monitoring planning as the fundamental game-plan of adventure resources along the best course to accomplishing expanded goals. As Faniran et al have indicated (2000), the degree to which the company goals are achieved is measured as.

A study conducted by Mackay & World Bank. (2007) in Washington, show that tracking and appraisal preparation are key to optimizing project efficiency on government projects. The focus of this study was on the government projects that are majorly sponsored by World Bank. The study sought to determine how better governments can be arrived at through monitoring and evaluation of projects. This research utilized informative data with the results that most respondents showed that there was a shortage of control and assessment procedures in the various initiatives they were part of.

On the other hand, A research by Muhammad et al ( 2012) on project output with variables Project Preparation, Execution and Managing Processes at the Malaysian College of Computer Science and Knowledge at the University of Aljouf provides an organisation with management mechanisms to advance its capacity to schedule, execute and track its project activities. The research was to define such improvements in project success by method preparation, execution

and reporting. Component models used to determine how effective each stage is in handling project success processes. To accomplish this aim, knowledge relevant Various designs and templates related to the planning, execution, management of projects and project performance proposal was explored; the results revealed that project preparation processes lead to the project success.

Wanjohi (2013) reported that CBPs a variety of challenges is considered to overcome while managing their services. A research on the feasibility of community-based initiatives in Kenya showed that the major problems confronting such organisations involve weak leadership, insufficient resources and under-capitalisation (Wanjohi, 2010), analysis showed a significant divide between these organisations and the donors. Therefore, until such organisations are carefully placed, they would find it very challenging not only to resolve the crucial problems affecting societies today, but also the very obstacles that endanger their own existence.

In addition, a report undertaken by Singh, Chandurkar, & Dutt, (2017) stressed that control and assessment is the key motivating force in construction projects. This study aimed to determine the impact of monitoring and evaluation on development projects. The advice given in this report, however, was that management should have complete support and be directly engaged in the monitoring and assessment phase, because this will enable them to arrive at reasonable and educated decisions.

### **2.3.2 Monitoring Tools and Project Performance**

The effective utilization of M&E tools to provide the information required to objectively inform decisions made during the program phase relies on a large range of factors. However, a critical step is to avoid treating M&E as an impromptu operation to outfit a program with the structures

from the start of the device configuration we find incredible M&E during the program process (Bamberger, 2009). This was usually not feasible despite the setting of the Performance Strategy that organisations across the globe support through long-standing structures and programs. To organisations reviewing a Performance Plan, though, early acquisition of M&E can be treated as a must.

A research by Edward Njenga (2013), *On Factors Influencing the Quality of Monitoring and Assessment of Development Projects (A Case Study Of Machakos District)*, found that the expenditure for monitoring and assessment was the contribution of stakeholders, M&E strategy, source of financing and M&E preparation had a favorable relationship with the possibility of adopting M&E which was important at a trust level of 95 percent. M&E recommendations have, however, been shown to have little impact on M&E execution. The study concluded, based on the results, that monitoring and evaluation performance is important in providing input mechanisms for economic growth interventions.

In a report on factors affecting monitoring and evaluation efficiency, Mulandi (2013) noticed that the monitoring and evaluation program requires professional manpower to undertake M&E tasks assigned to it. The research was more inclined to establishing the parameters that influence M&E excluding M&E and concept partnership and project efficiency needs to be established.

Koome (2012) in his study on public capacity development impact on the success of groups with water supply consumers in water catchment management defined the physical, scientific, technological, organizational and institutional capacity of a country and its capital. The point of limit building is to handle issues identified with advancement arrangements and practices, while

mulling over the motivating forces, difficulties and requirements of the residents of the nation being referred to.

Monitoring It a non-stop administration mechanism that ultimately leads to general opposition by the government and main allies, and early indicators of success and weakness in achieving expected outcomes in that department. Tracking monitors the real implementation or condition under which the pre-decided gauges have been prepared or intended would be approved. Checking by and across includes collecting and breaking down the details about system processes and recommending restorative approaches (UNFPA, 2001).

Projects need distinctive management methods that depend on the setting of operation, the implementation of office limits and the preconditions. In this context, it is important to identify the strategies, programs and equipment to be used in the preparation of the monitoring program to resolve the problems of the organization (Chaplowe, 2008). Many approaches and strategies are used to support administrators build on project planning and tracking practices, including: project collection and resources and processes for risk reduction; plan implementation resources and approaches; project management planning tools and methods; project management implementing procedures and tactics; and project management monitoring and control of resources and strategies.

### **2.3.3 Monitoring Techniques and Project Performance**

The success of project management relies often on the methods employed in the procedures. Different testing strategies have been established for analysis of the literature. The tracking strategies described from the literature set out in the subsections below. Stem et al. (2005)

identified: essential research; bookkeeping and confirmation; situation evaluation; and adequacy evaluation as one of the management approaches that could have been connected by enlarged managers and control classes;. Alotaibi (2011) found in his examination that Saudi Arabia didn't have a proper authoritative laborer execution observing framework and conspicuous measures for proof and examination and sub-rules for a structure of decision.

A research undertaken by Nyakundi (2014) on the factors affecting the monitoring and evaluation implementation procedures on donor supported projects; a case in Nairobi for Gruppo per Le Relazioni Transculturali-GRT project, Arguments that the professional expertise of workers can affect the application of testing and assessment therefore plays a critical role in delivering valuable advice in the production of results-based management systems. It can also be concluded that even though there was funding, poor budget allocation.

In a report on the factors influencing the implementation of CDF-funded projects in Lari Constituency, Omanga (2010) noticed that the project beneficiaries assumed that CDF projects were likely to fail due to lack of accountability in procurement. The study identified that seventy percent of the respondents widely believed that the procurement mechanism is heavily biased and thus has a detrimental effect on the success of CDF projects, although just 30% claim that CDF projects struggle for certain causes and not the procurement process. However, the study does not show how many or the stalled or abandoned twenty-one per cent of the projects were due to a failure in procurement.

Adam (2006) noted that data collection during project execution needs continuous supervision. Monitoring aims include: assessing success of operations during execution, the usage of indicators

usually relevant to quality or quantities and a defined schedule, the assessment of certain tasks are well performed and which are less well managed, the collection of details on particular issues through implementation and adjustment aspects, allowing administrators to determine the distribution of personnel and to define preparation and supervisory requirements. Evaluation includes the collection of data before and after a given project execution period.

Lack of monitoring program adversely affects the performance of the company. Additionally, Mladenovic et al . (2013) developed a two-layer method for evaluating private-public partnership undertakings. The primary stage relies on the drastic company goals that are tested from each partner's viewpoint, i.e. profit for the private sector, adequacy and cash reward for the general segment of society, and management standard for clients. Another method for assessing ventures is the Balanced Scorecard. Adjusted scorecards range from four points of view, including money-related views and customer views.

#### **2.3.4 Adoption of Monitoring Practices and Project Performance**

Monitoring & Evaluation practices apply to a variety of specific tasks including planning and coordination, capacity building, surveillance, data demand that can contribute sustainably. In addition, this has a impact on project viability for the Scheirer project decision-making and learning (2012). When undertaken professionally and ethically M&E activities can enhance realization of sustainability of projects. With the exception of India most of the evaluations in South Asia are donor-driven. Nepal presented a venture on intensifying the Monitoring and Evaluation System with the help of Japan to give preparing in M&E and enhance reference booklets, observing detailing records and sharing information and abilities.

In a study on self-assessment capacity building inside a broad international development agency, Taut (2007) noticed that there was little organizational ability to benefit from appraisal. Furthermore, interviewees identified similarly the lack of free, accessible and relevant intra-internal dialog and the absence of formal structures and mechanisms to facilitate organizational reflection and learning. Around the same period, there was a very strong understanding of the appraisal capacity to be used as a learning resource and the need raised for these assessments.

A research analysis conducted by Wambugu (2008) in the Dagoretti Constituency found that political involvement with the execution of CDF projects resulted in the underperformance of CDF projects during the study period. The success of the CDF shall be calculated or evaluated by the reduction of the indices of deprivation, improved infrastructure, better educational services, improved healthcare and the completion of the projects supported by the CDF.

Another research by Mutunga (2010) showed that public funds have been lost as CDF programs have stopped and yet the government manages to inject more capital Within a kitty. It also notices that several of the ventures have either stopped or have struggled to kick off anywhere within the country; shoddy merchant output was noted in others. However, no comprehensive research was undertaken and reported to the public in support of such claims.

Abdalla (2008) in his study on poverty and inequality in urban Sudan reported that community capital vary from prominent organisations including licensed community-based organizations (CBOs), unregistered communities of mutual acquaintances, to the least recognizable family relationships. In view of the fact that policies and programs are increasingly seeking to involve and use resources within civil society, associations and groups beyond immediate family ties,



whether registered or not, its ability to shield households from hunger and other vices is of special importance. These organizations are likely to involve both those expected to affect spending rates and competitiveness at the household level and those not.

Assessments are directed to meet determinations of contributor offices and are for the most part one-sided and give deficient input concerning mediations and are ineffectual because of absence of assessment limit Santosh (2012). Availability of trained M&E personnel is a key limitation in Sri Lanka with donors using their own systems rather than systems of the government to ensure accountability through enhancing local demand for evaluation with utilization focus and addressing issues of skills, procedures, methodology and data systems Velayuthan (2010). Difficulties in presence in Southern Asia incorporate absence of instrument to survey the expertise holes among work force working in the M&E territory with specialists being enlisted on a venture premise as of now; poor limit of associations and faculty; there is a shortage of staff; absence of value assessments; deficiency of foundations giving limit building programs; powerless responsibility frameworks with no discipline implemented if the outcomes are not accomplished. Further there is lack of meaningful verification of monitored data leading to reliance on survey-based and also poor data analysis within line ministries Santosh (2012).

#### **2.4 Summary of Reviewed Literature**

The reviewed literature outlines the theories important for tracking the success of projects; Theory of Constraints, change theory, result based management theory and program theory, literature on how monitoring practices influence on project performance at WaterFund is influenced by planning, tools, techniques and its adoption practices. The empirical review discusses research that

many researchers in the area have carried out. From the literature, it is clear that projects must have been carried out on time, inside the budget and to the appropriate degree required to accomplish the objective and to accomplish successful results. The project manager must be professional and work in an atmosphere that helps the project team to function. Output is deemed tied to project performance, and this is often related to project goals.

## **2.5 Knowledge Gaps**

A variety of important success analyses have been carried out, the bulk of which appear to believe that testing is a significant performance contributor (Prabhakar, 2008; Papke-hields *et al* 2010; Hwang and Lim 2013; I a *et al* 2012; Chin 2012; I a *et al* 2010). Although the research undertaken centered largely on key performance drivers, monitoring being one of them, few studies concentrated on separate and more comprehensive monitoring. Several other research have centered on monitoring, for example (Peterson and Fischer, 2009; Naidoo, 2011; Mwala 2012; Marangu 2012; Ling *et al* 2009) But none touched upon the particular connection between performance monitoring. This is the first gap to be discussed in this report.

Past researchers mostly from the USA, Malaysia, South Africa, the UK and the like. Not much of the studies on monitoring performance from the perspective of Kenya have been carried out. The few that were carried out did not make use of monitoring as a key performance factor of the project (Hassan, 2013; Magondu, 2013; Marangu, 2012; Muriithi & Crawford, 2003). Consequently, another information gap that this study tackled in an effort to contribute to the body of knowledge is to give work a Kenyan perspective.

Previous studies have adequately identified the various drivers and obstacles to monitoring practices, but no research on the impact of monitoring practices on project performance has been published in Kenya.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses the research design, target population, sample and sampling technique, data collection and procedure, validity and reliability of the research instrument data analysis techniques and ethical considerations.

#### **3.2 Research Design**

Guest (2012) describes a research design as a strategy which provides the path for data collection, analysis and interpretation. Furthermore, Fisher (2010) says that the design is important in a report, because it offers a good view of the data collection and analytical techniques instruments. The study adopted a descriptive research design to determine how monitoring practices affect project performance at the trust fund for the water sector. The descriptive test method was ideal for this study, since it helped the investigator to verify the relationship between variables in their normal setting without changing them.

#### **3.3 Research Site and Rationale**

The study took place at the Water Sector Trust Fund (WaterFund) the organization was purposely selected owing to the fact that it has many projects that would provide the required data for the intended study. The study was conducted at the organization's headquarters as well areas where they have on going and projects completed in the past five years.

### 3.4 Target Population

Mertler and Vannatta (2010) describe a population as a collective of persons, items, or artifacts commonly characterized. Collis and Hussey (2014) further propose that the real population within which the information obtained is collected is a focus group. The population consisted of 275 persons drawn from the following departments; Programmes Department, Planning and quality department, Fund development department, Internal audit and risk assurance, Corporate services department, Supply chain management, Project managers and Project supervisors.

**Table 3.1: Target population**

<b>Group</b>	<b>Number</b>
Programmes Department	45
Planning and quality department	18
Fund development department	22
Internal audit and risk assurance	16
Corporate services department	53
Supply chain management	17
Project managers	57
Project supervisors	47
<b>Total</b>	<b>275</b>

### 3.5 Sampling Procedures

Saunders *et al.* (2012) show that a sample size is the true representation of the population. The size of the sample obtained should be a true representative of the whole population. Novikov and Novikov (2013) defines a sampling technique as the process of collection of sample elements. A

Yamane formula was utilized and sampling procedure to arrive at an adequate sample size as described below.

### 3.6 Sample Size

A formula proposed by Yamane (1967) was utilized to reach a sample size of 162 respondents as follows:

$$n = \frac{N}{1+n(\epsilon)^2}$$

Where n = preferred sample size

N = Target Population

$\epsilon$  = error

$$n = \frac{275}{1 + 275(0.05)} = 162$$

#### Table 3.2: Sample Size

The sample size was distributed as follow:

Group	No
Programmes Department	27
Planning and quality department	11
Fund development department	13
Internal audit and risk assurance	9
Corporate services department	31
Supply chain management	10
Project managers	33
Project supervisors	27
<b>Total</b>	<b>162</b>

### **3.7 Data Collection Procedures**

A permission from ANU to continue with data collection was obtained after acceptance of the proposal and in conformity with the government policy, the researcher obtained a permit from The National Council for Science and Technology (NACOSTI). Before proceeding to the data collection field an introductory letter will also be prepared. Data was obtained from various workplace groups including senior management, middle management, managers and WaterFund field officers. Due to the busy existence of the staff, the data collection instruments were performed by drop and select process. It was also attributed to the need to increase the answer rate by allowing them to fill out the questionnaire at their convenience.

### **3.8 Research Instruments**

Both the primary and secondary data was used whereby a semi-structured questionnaire to collect the primary data. According to summer (2013), a questionnaire is a series of questions about a topic which seeks the respondents' opinions. The questionnaire used a five-point likert scale to assess how much System Consensus influences Output. This enabled the respondents to respond extensively to the subject under study. Questionnaires are simple to interpret, can be sent to respondents, cost-effective, prejudice minimized since they provide a standardized (more objective) question layout and most statistical research tools can manage them comfortably.

#### **3.8.1 Piloting of Research Instruments**

This involves checking for the suitability of the questionnaire. The study results are determined by the quality of the research instrument (Alan and Emma, 2011). Administration of questionnaires

was done to ten project managers and ten monitoring officers involved in projects in the projects in Nairobi City County and who won't actually be part of the study.

### **3.8.2 Validity of Findings**

The extent to which the analysis instrument gathered the information needed to test the topic under investigation is regarded as validity (Fisher, 2010). This research assessed quality and Making use of university and business expertise to establish reputation. Novikov and Novikov (2013) regard material validity as the degree to which a metric describes all aspects of a building or some part of a building whereas building validity as a calculation of the degree to which data collected from an instrument reflects a theoretical meaning in a reasonable and reliable manner.

### **3.8.3 Reliability of Research Instruments**

The instruments' reliability was obtained by drawing from literature such as Baldauf (2003), in which other researchers checked the variables for reliability, which will be modified for this analysis (Hammond 2008). In addition, Cronbach alpha was used to approximate internal accuracy by deciding whether the instrument objects refer to each other and to the entire system. A 0.7 coefficient was assumed to be enough on test of the objectives (Ehlers, 2000). The higher the value, the more accurate the scale produced, however it has been noted that a threshold of 0.5 and above is sufficient to ensure reliability of the data (Lassar, 1995).

## **3.9 Data Analysis and Presentation**

The quantitative data were evaluated using descriptive statistics and inferential statistics (Field, 2009). Descriptive statistics is used to analyze population details and to collect ratios, mean and



standard deviations in accordance or disagreement with the study questions (Sekaran & Bougie, 2009).

### **3.10 Ethical Considerations**

The researcher must follow the university code of conduct exclusively on there. The respondents were treated confidentially in support of any details that they may share. NACOSTI University permission, authorisation and jurisdiction. The respondents were able to answer the query as honestly and on a voluntary basis. Both references from the weekly newspapers and authors are quoted and cited.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.1 Introduction

This chapter presents the results of the analysis of data collected from the field based on the response rate, background information of the respondents, descriptive statistics and regression analysis.

#### 4.2 Response Rate

The questionnaires return rate is shown in Table 4.1.

**Table 4.1: Response Rate**

Category	Frequency	Percentage
Response	158	97.5
None response	4	2.5
<b>Total</b>	<b>162</b>	<b>100</b>

**Source: Research Data (2020)**

Table 4.1 indicates that 97.5% respondent and 2.5% did not respond. Baruch and Holtom (2014) recommended 80 percent or more on response rate is enough data analysis. Therefore, 97.5% of the study response rate was considered appropriate for data analysis. Therefore, there was acceptance and credibility of the research findings of the study due to high response rate. The response rate was high because the researcher had created a good rapport with the respondents and assured them of information confidentiality.

### 4.3 Background Information

On the background information of the respondents, the study sought information on gender, age, level of education and work experience. The results are presented as follows:

#### 4.3.1 Gender

**Table 4.2: Respondents' Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	85	56.3
Female	73	43.7
<b>Total</b>	<b>158</b>	<b>100</b>

**Source: Research Data (2020)**

It was established that majority were male respondents as indicated by 56.3% while female respondents accounted for 43.7%. Gender of the respondents was necessary to show a true representative of both men and women in the study which means giving equal importance to both men and women in the workplace on project management processes. Therefore, in this study monitoring practice implementation was done by both men and women in equal capacities.

#### 4.3.2 Age

**Table 4.3: Respondents' Age**

<b>Years</b>	<b>Frequency</b>	<b>Percentage</b>
20 to 29	16	10.1
30 to 35	40	25.3
36 to 41	101	63.9
More than 42	1	0.8
<b>Total</b>	<b>158</b>	<b>100</b>

**Source: Research Data (2020)**

Majority (63.9%) of the respondents were aged between 36 to 41 years, 25.3% were aged between 30 to 35 years, 10.1% between 20 to 29 years and 0.8% aged more than 42 years. These findings show that the study participants were obtained from different categories of ages. It was important to have respondents of different age because Inmyxai and Takahashi (2012) observe that young employee who are at their learning stage are more willing to learn new things and accept new ideas and older people who have more life experiences are more mature and possess better problem solving skills.

### 4.3.3 Work Experience

**Table 4.4: Respondents' Work Experience**

<b>Years</b>	<b>Frequency</b>	<b>Percentage</b>
Below 1	15	9.5
2 to 3	14	8.9
4 to 5	43	27.2
More than 5	86	54.4
<b>Total</b>	<b>158</b>	<b>100</b>

**Source: Research Data (2020)**

The findings from Table 4.4 show that the most of the respondents indicated that they had worked for a period of more than 5 years as shown by 54.4%, 27.2% had a work experience ranging between 4 to 5 years, 9.5% less than 1 year and 8.9% between 2 to 3 years. This findings show that most of the respondents had a worked for a long period and so could respond to the study questions appropriately. This is because employees who have worked for a long period are motivated and are familiar with the tasks assigned. This is important especially when they are faced in hard situations because they are able to reference what they had done before.

#### 4.3.4 Education Level

**Table 4.5: Respondents' Education Level**

<b>Years</b>	<b>Frequency</b>	<b>Percentage</b>
PhD	1	0.8
Masters	16	10.1
First degree	96	60.8
Diploma	45	28.5
<b>Total</b>	<b>158</b>	<b>100</b>

**Source: Research Data (2020)**

The findings show that (60.8%) of the respondents had attained a first degree level of education, 28.5% diploma, 10.1% master's degree and 0.8% PhD level. It was necessary to establish the education level of the respondents because differences in educational background increase the likelihood to have a diverse perspectives and opinions from the employees. Therefore, in this study employees had a diverse education levels that contributed significantly on successful project performance.

#### 4.4 Results of Descriptive Analysis

Analysis of descriptive data was presented in terms of Mean (M) and Standard Deviation (SD).

The results are presented as per the study specific variables as follows:

##### 4.4.1 Monitoring Planning Practices

The study sought to determine the influence of monitoring planning on performance of projects at the Water Sector Trust Fund.

**Table 4.6: Monitoring Practices**

Statements	SD	D	N	A	SA	Mean	SD
Monitoring plan measures are well implemented in the organizational operation	0(0.0)	30(19.0)	5(3.2)	42(26.6)	81(51.3)	4.10	1.141
Employees within the company are well qualified to track successful organizational activities	0(0.0)	13(8.2)	13(8.2)	87(55.1)	45(28.5)	4.04	0.836
Scientific approaches are used for organizing project management	49(31.0)	0	0(0.0)	46(29.1)	63 (39.9)	4.29	0.611
WaterFund performs comparative assessments of its capital by stakeholders before preparing	0(0.0)	1(0.6)	0	71(44.9)	86(54.4)	4.09	0.840
The workers are well placed inside the company according to their background and qualifications.	0(0.0)	10(6.3)	0(0.0)	58(36.7)	90(57.0)	4.53	0.537
Project management program is used for monitoring planning. The quick assessment is carried out in tracking programs used in projects	0(0.0)	13(8.2)	0(0.0)	59(37.3)	86(54.4)	4.62	0.500
<b>Composite mean and standard deviation</b>						<b>4.31</b>	<b>0.726</b>

**Source: Research Data (2020)**

Six statements were developed to measure the extent to which monitoring planning influences the performance of projects at the Water Sector Trust Fund. Statement (1) monitoring plan measures are well implemented in the organizational operation, out of 158 respondents who participated in the study, 81(51.3%) of respondents strongly agreed with the statement, 42(26.6%) Agreed, 30(19.0%) disagreed, while 5(.2%) were neutral. This item had a mean of 4.10 and a standard deviation of 1.521 which is lower than composite mean of 4.31 with standard deviation of 0.726, implying that the statement does not positively influence the performance of projects at the Water

Sector Trust Fund. This statement disagreed with a scholar, (Faniran, Love & Smith, 2000) who portrayed that monitoring planning as the fundamental game-plan of adventure resources along the best course to accomplishing expanded goals.

Statement (2) employees within the company are well qualified to track successful organizational activities, out of 158 respondents who participated in the study, 45(28.5%) of respondents strongly agreed with the statement, 87(55.1%) Agreed, 13(8.2%) disagreed and were neutral respectively. This item had a mean of 4.04 and a standard deviation of 0.836 which is lower than composite mean of 4.31 with standard deviation of 0.726, implying that the statement does not positively influence the performance of projects at the Water Sector Trust Fund. This finding contradicts with a study conducted by Mackay and World Bank (2007) in Washington, show that tracking and appraisal preparation are key to optimizing project efficiency on government projects and found that there was a shortage of control and assessment procedures in the various initiatives they were part of.

Statement (3) scientific approaches are used for organizing project management, out of 158 respondents who participated in the study, 63 (39.9%) of respondents strongly agreed with the statement, 46(29.1) Agreed, while 49(31.0%) disagreed This item had a mean of 4.04 and a standard deviation of 0.836 which is lower than composite mean of 4.29 with standard deviation of 0.611, implying that the statement does not positively influence the performance of projects at the Water Sector Trust Fund. These findings does not agree with Singh, Chandurkar and Dutt (2017) study that stressed that control and assessment is the key motivating force in construction projects and found that management should have complete support and be directly engaged in the

monitoring and assessment phase, because this will enable them to arrive at reasonable and educated decisions.

Statement (4) Water Fund performs comparative assessments of its capital by stakeholders before preparing, out of 158 respondents who participated in the study, 86(54.4%) of respondents strongly agreed with the statement, 71(44.9%) Agreed, while 1(0.6%) disagreed This item had a mean of 4.04 and a standard deviation of 0.836 which is lower than composite mean of 4.09 with standard deviation of 0.840, implying that the statement does not positively influence the performance of projects at the Water Sector Trust Fund. This is in disagreement with a study conducted by Mackay & World Bank. (2007) in Washington, that showed that tracking and appraisal preparation are key to optimizing project efficiency on government projects.

Statement (5) the workers are well placed inside the company according to their background and qualifications, out of 158 respondents who participated in the study, 90(57.0%) of respondents strongly agreed with the statement, 58(36.7%) Agreed, while 10(6.3%) disagreed. This item had a mean of 4.53 and a standard deviation of 1.537 which is lower than composite mean of 4.31 with standard deviation of 0.726, implying that the statement does not positively influence the performance of projects at the Water Sector Trust Fund, implying that the statement positively influence the performance of projects at the Water Sector Trust Fund. This agreed with Singh, Chandurkar and Dutt, (2017) study that stressed that control and assessment is the key motivating force in construction projects.

Statement (6) project management program is used for monitoring planning. The quick assessment is carried out in tracking programs used in projects, out of 158 respondents who participated in the



study, 86(54.4%) of respondents strongly agreed with the statement, 59(37.3%) Agreed, while 13(8.2%) disagreed. This item had a mean of 4.62 and a standard deviation of 0.500 which is lower than composite mean of 4.31 with standard deviation of 0.726, implying that the statement does not positively influence the performance of projects at the Water Sector Trust Fund, implying that the statement positively influence the performance of projects at the Water Sector Trust Fund. This concurs with (Wanjohi, 2010), analysis that showed a significant divide between these organisations and the donors. Therefore, until such organisations are carefully placed, they would find it very challenging not only to resolve the crucial problems affecting societies today, but also the very obstacles that endanger their own existence.

#### **4.4.2 Monitoring Tools**

The study sought to evaluate monitoring tools influence on performance of projects at the Water Sector Trust Fund.

**Table 4.7: Monitoring Tools**

Statements	SD	D	N	A	SA	Mean	SD
Employees at the WaterFund are educated well on Monitoring tools in the projects	1(0.6)	0(0.0)	0(0.0)	58(36.7)	99(62.7)	3.75	1.551
WaterFund has foundations for tracking its operations	31(19.6)	3(1.9)	19(12.0)	27(17.1)	78(49.4)	3.30	1.500
The organization maintains progress reports to determine its performance	31(19.6)	17(10.8)	33(20.9)	27(17.1)	50(31.6)	4.51	0.796
The company regularly monitors its accounting instruments in managing the project costs	0(0.0)	10(6.3)	0	48(30.4)	100(63.3)	3.29	1.728
Inspection checklists are used for standardizing inspection activities in organizations.	30(19.0)	13(8.2)	0(0.0)	59(37.3)	86(54.4)	3.93	1.077
Employees at the WaterFund are educated well on Monitoring tools in the projects	0(0.0)	27(17.1)	16(10.1)	56(35.4)	59(37.3)	4.82	0.805
<b>Composite mean and standard deviation</b>						<b>4.52</b>	<b>0.779</b>

**Source: Research Data (2020)**

Six statements were developed to measure the extent to which monitoring tools influences the performance of projects at the Water Sector Trust Fund. Statement (1) employees at the WaterFund are educated well on Monitoring tools in the projects, out of 158 respondents who participated in the study, 99(62.7%) of respondents strongly agreed with the statement, 58(36.7%) Agreed, 1(0.6%) strongly disagreed. This item had a mean of 3.75 and a standard deviation of 1.551 which is lower than composite mean of 4.52 with standard deviation of 0.779, implying that the statement does not positively influence the performance of projects at the Water Sector Trust Fund. This does not concur with the findings of a research by Edward Njenga (2013), study that found that

the expenditure for monitoring and assessment was the contribution of stakeholders, M&E strategy, source of financing and M&E preparation had a favorable relationship with the possibility of adopting M&E.

Statement (2) WaterFund has foundations for tracking its operations, out of 158 respondents who participated in the study, 78(49.4%) of respondents strongly agreed with the statement, 27(17.1%) Agreed, 19(12.0%) neutral, 3(1.9%) disagreed and 31(19.6%) strongly disagreed. This item had a mean of 3.30 and a standard deviation of 1.500 which is lower than composite mean of 4.52 with standard deviation of 0.779, implying that the statement does not positively influence the performance of projects at the Water Sector Trust Fund. This contradicts with the findings of Mulandi (2013) study that noticed that the monitoring and evaluation program requires professional manpower to undertake M&E tasks assigned to it.

Statement (3) the organization maintains progress reports to determine its performance, out of 158 respondents who participated in the study, 50(31.6%) of respondents strongly agreed with the statement, 27(17.1%) Agreed, 33(20.9%) neutral, 17(10.8%) disagreed and 31(19.6%) strongly disagreed. This item had a mean of 4.51 and a standard deviation of 0.796 which is lower than composite mean of 4.52 with standard deviation of 0.779, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. This concur with the findings of Koome (2012) in his study on public capacity development impact on the success of groups with water supply consumers in water catchment management defined the physical, scientific , technological, organizational and institutional capacity of a country and its capital. The point of limit building is to handle issues identified with advancement arrangements and practices,

while mulling over the motivating forces, difficulties and requirements of the residents of the nation being referred to.

Statement (4) the company regularly monitors its accounting instruments in managing the project costs, out of 158 respondents who participated in the study, 100(63.3%) of respondents strongly agreed with the statement, 48(30.4%) Agreed, 10(6.3%) disagreed. This item had a mean of 3.29 and a standard deviation of 1.728 which is higher than composite mean of 4.52 with standard deviation of 0.779, implying that the statement does not positively influences the performance of projects at the Water Sector Trust Fund. This is in contrary with Bamberger (2009) who observe that the effective utilization of M&E tools to provide the information required to objectively inform decisions made during the program phase relies on a large range of factors. However, a critical step is to avoid treating M&E as an impromptu operation to outfit a program with the structures from the start of the device configuration we find incredible M&E during the program process.

Statement (5) inspection checklists are used for standardizing inspection activities in organizations, out of 158 respondents who participated in the study, 86(54.4%) of respondents strongly agreed with the statement, 59(37.3%) Agreed, 13(8.2%) disagreed while 30(19.0%) strongly disagreed. This item had a mean of 3.93 and a standard deviation of 1.077 which is lower than composite mean of 4.52 with standard deviation of 0.779, implying that the statement does not positively influences the performance of projects at the Water Sector Trust Fund. This is in contrary with Koome (2012) in his study on public capacity development impact on the success of groups with water supply consumers in water catchment management defined the physical, scientific , technological, organizational and institutional capacity of a country and its capital.

Statement (6) employees at the WaterFund are educated well on Monitoring tools in the projects, out of 158 respondents who participated in the study, 59(37.3%) of respondents strongly agreed with the statement, 56(35.4%) Agreed, 16(10.1%) neutral while 27(17.1%) disagreed. This item had a mean of 4.82 and a standard deviation of 0.805 which is higher than composite mean of 4.52 with standard deviation of 0.779, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. This is in agreement with Chaplowe (2008) who note that projects need distinctive management methods that depend on the setting of operation, the implementation of office limits and the preconditions. In this context, it is important to identify the strategies, programs and equipment to be used in the preparation of the monitoring program to resolve the problems of the organization.

#### 4.4.3 Monitoring Techniques

The study sought to identify monitoring techniques influence on performance of projects at the Water Sector Trust Fund.

**Table 4.8: Monitoring Techniques**

Statements	SD	D	N	A	SA	Mean	SD
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WaterFund conducts monthly appraisals of projects	0(0.0)	30(19.0)	5(3.2)	42(26.6)	81(51.3)	4.86	0.507
The company has a suitable methodology for the estimation of project activities	0(0.0)	13(8.2)	13(8.2)	87(55.1)	45(28.5)	4.81	0.378
Variance analysis is carried out on the efficiency, timetable and expense of project activities	49(31.0)	0	0(0.0)	46(29.1)	63 (39.9)	3.96	0.435
Any project change demands are well managed and recorded throughout the company	0(0.0)	1(0.6)	0	71(44.9)	86(54.4)	4.42	1.232
Participatory evaluation is used for success determinations.	0(0.0)	10(6.3)	0(0.0)	58(36.7)	90(57.0)	4.78	0.688
Project mapping shall be carried out in project activities	0(0.0)	13(8.2)	0(0.0)	59(37.3)	86(54.4)	4.09	1.673
<b>Composite mean and standard deviation</b>						<b>4.42</b>	<b>0.785</b>

**Source: Research Data (2020)**

Six statements were developed to measure the extent to which monitoring tools influences the performance of projects at the Water Sector Trust Fund. Statement (1) WaterFund conducts monthly appraisals of projects, out of 158 respondents who participated in the study, 81(51.3%) of respondents strongly agreed with the statement, 42(26.6%) Agreed, 5(3.2%) neutral while 30(19.0%) disagreed. This item had a mean of 4.86 and a standard deviation of 0.507 which is higher than composite mean of 4.42 with standard deviation of 0.785, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. This findings agree with the findings of a research undertaken by Nyakundi (2014) on the factors affecting the monitoring and evaluation implementation procedures on donor supported projects and found that

the professional expertise of workers can affect the application of testing and assessment therefore plays a critical role in delivering valuable advice in the production of results-based management systems. It can also be concluded that even though there was funding, poor budget allocation.

Statement (2) the company has a suitable methodology for the estimation of project activities, out of 158 respondents who participated in the study, 45(28.5%) of respondents strongly agreed with the statement, 87(55.1%) Agreed, 13(8.2%) neutral while 13(8.2%) disagreed. This item had a mean of 4.81 and a standard deviation of 0.378 which is higher than composite mean of 4.42 with standard deviation of 0.785, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. These finding agree with the findings of a study carried out by Alotaibi (2011) that found that Saudi Arabia didn't have a proper authoritative laborer execution observing framework and conspicuous measures for proof and examination and sub-rules for a structure of decision.

Statement (3) variance analysis is carried out on the efficiency, timetable and expense of project activities, out of 158 respondents who participated in the study, 63(39.9%) of respondents strongly agreed with the statement, 46(29.1%) Agreed, while 49(31.0%) disagreed. This item had a mean of 3.96 and a standard deviation of 0.435 which is higher than composite mean of 4.42 with standard deviation of 0.785, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. This is in support with Adam (2006) the data collection during project execution needs continuous supervision. Monitoring aims include: assessing success of operations during execution, the usage of indicators usually relevant to quality or quantities and a defined schedule, the assessment of certain tasks are well performed and which are less well managed, the collection of details on particular issues through implementation and

adjustment aspects, allowing administrators to determine the distribution of personnel and to define preparation and supervisory requirements. Evaluation includes the collection of data before and after a given project execution period.

Statement (4) any project change demands are well managed and recorded throughout the company, out of 158 respondents who participated in the study, 86(54.4%) of respondents strongly agreed with the statement, 71(44.9%) Agreed, while 1(0.6%) disagreed. This item had a mean of 4.42 and a standard deviation of 1.232 which is equal to composite mean of 4.42 with standard deviation of 0.785, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. This agrees with Alotaibi (2011) study that found in his examination that Saudi Arabia didn't have a proper authoritative laborer execution observing framework and conspicuous measures for proof and examination and sub-rules for a structure of decision.

Statement (5) participatory evaluation is used for success determinations, out of 158 respondents who participated in the study, 90(57.0%) of respondents strongly agreed with the statement, 58(36.7%) Agreed, while 10(6.3%) disagreed. This item had a mean of 4.78 and a standard deviation of 0.688 which is higher than composite mean of 4.42 with standard deviation of 0.785, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. This concurs with Nyakundi (2014) monitoring techniques plays a critical role in delivering valuable advice in the production of results-based management systems. It can also be concluded that even though there was funding, poor budget allocation



Statement (6) project mapping shall be carried out in project activities, out of 158 respondents who participated in the study, 86(54.4%) of respondents strongly agreed with the statement, 59(37.3%) Agreed, while 13(8.2%) disagreed. This item had a mean of 4.09 and a standard deviation of 1.673 which is higher than composite mean of 4.42 with standard deviation of 0.785, implying that the statement does not positively influences the performance of projects at the Water Sector Trust Fund. This disagreed with Stem et al. (2005) who identified: essential research; bookkeeping and confirmation; situation evaluation; and adequacy evaluation as one of the management approaches that could have been connected by enlarged managers and control classes.

#### **4.4.4 Adoption of Monitoring Practices**

The study sought to determine adoption of monitoring practices influence on performance of projects at the Water Sector Trust Fund.

#### **Table 4.9: Adoption of Monitoring Practices**

Statements	SD	D	N	A	SA	Mean	SD
The WaterFund has appropriate policies in place to enable monitoring of best practices to be adopted	5(3.2)	3(1.9)	0(0.0)	0(0.0)	150(51.3)	4.83	0.688
The protocols for implementing monitoring activities are transparent and simple to grasp throughout the project	0(0.0)	3(1.9)	0(0.0)	18(11.4)	137(86.7)	4.06	0.771
The organisation's policies are successful adopting enforcement techniques	0(0.0)	0	0(0.0)	27(17.1)	131 (82.9)	4.27	1.142
WaterFund contrasts the monitoring activities with other organizations.	3(1.9)	0(0.0)	0	152(44.9)	3(1.9)	3.72	1.345
WaterFund trains its employees on the adopted Practices.	13(8.2)	3(1.9)	13(8.2)	5(3.2)	124(78.5)	4.75	0.729
WaterFund gives reviews on Monitoring methods applied	2(1.3)	3(1.9)	5(3.2)	0(0.0)	148(93.7)	3.58	0.734
<b>Composite mean and standard deviation</b>						<b>4.20</b>	<b>0.902</b>
<b>Source: Research Data (2020)</b>							

Six statements were developed to measure the extent to which monitoring tools influences the performance of projects at the Water Sector Trust Fund. Statement (1) The WaterFund has appropriate policies in place to enable monitoring of best practices to be adopted, out of 158 respondents who participated in the study, 150(51.3%) of respondents strongly agreed with the statement, 3(1.9%) disagreed and 5(3.2%) strongly disagreed. This item had a mean of 4.83 and a standard deviation of 0.688 which is higher than composite mean of 4.20 with standard deviation of 0.902, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. This finding agrees with findings of a research by Mutunga (2010) that showed

that public funds have been lost as CDF programs have stopped and yet the government manages to inject more capital within a kitty. It also notices that several of the ventures have either stopped or have struggled to kick off anywhere within the country; shoddy merchant output was noted in others.

Statement (2) The protocols for implementing monitoring activities are transparent and simple to grasp throughout the project, out of 158 respondents who participated in the study, 137(86.7%) of respondents strongly agreed with the statement, 18(11.4%) disagreed and 3(1.9%) disagreed. This item had a mean of 4.06 and a standard deviation of 0.771 which is lower than composite mean of 4.20 with standard deviation of 0.902, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. This is in line with Santosh (2012) who observe that availability of trained M&E personnel is a key limitation in Sri Lanka with donors using their own systems rather than systems of the government to ensure accountability through enhancing local demand for evaluation with utilization focus and addressing issues of skills, procedures, methodology and data systems.

Statement (3) the organization's policies are successful adopting enforcement techniques, out of 158 respondents who participated in the study, 131(82.9%) of respondents strongly agreed with the statement and 27(17.1%) disagreed. This item had a mean of 4.27 and a standard deviation of 1.142 which is higher than composite mean of 4.20 with standard deviation of 0.902, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. This concurs with Abdalla (2008) in his study on poverty and inequality in urban Sudan reported that community capital vary from prominent organisations including licensed community-based organizations (CBOs), unregistered communities of mutual acquaintances, to the least

recognizable family relationships. In view of the fact that policies and programs are increasingly seeking to involve and use resources within civil society, associations and groups beyond immediate family ties, whether registered or not, its ability to shield households from hunger and other vices is of special importance.

Statement (4) WaterFund contrasts the monitoring activities with other organizations, out of 158 respondents who participated in the study, 3(1.9%) of respondents strongly agreed with the statement and 152(44.9%) disagreed and 3(1.9%) strongly disagreed. This item had a mean of 3.72 and a standard deviation of 1.345 which is lower than composite mean of 4.20 with standard deviation of 0.902, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. This agrees with Taut (2007) who noticed that there was little organizational ability to benefit from appraisal. Furthermore, interviewees identified similarly the lack of free, accessible and relevant intra-internal dialog and the absence of formal structures and mechanisms to facilitate organizational reflection and learning.

Statement (5) WaterFund trains its employees on the adopted Practices, out of 158 respondents who participated in the study, 124(78.5%) of respondents strongly agreed with the statement and 5(3.2%) agreed, 13(8.2%) neutral, 3(1.9%) disagreed and 13(8.2%) strongly disagreed. This item had a mean of 4.75 and a standard deviation of 0.729 which is higher than composite mean of 4.20 with standard deviation of 0.902, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. This agree with Santosh (2012) who observe that assessments are directed to meet determinations of contributor offices and are for the most part one-sided and give deficient input concerning mediations and are ineffectual because of absence of assessment limit.

Statement (6) WaterFund gives reviews on Monitoring methods applied, out of 158 respondents who participated in the study, 148(93.7%) of respondents strongly agreed with the statement and 5(3.2%) neutral, 3(1.9%) disagreed and 2(1.3%) strongly disagreed. This item had a mean of 3.58 and a standard deviation of 0.734 which is lower than composite mean of 4.20 with standard deviation of 0.902, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. This is not in line with Wambugu (2008) who observe that the success of the CDF shall be calculated or evaluated by the reduction of the indices of deprivation, improved infrastructure, better educational services, improved healthcare and the completion of the projects supported by the CDF.

#### **4.4.5 Measurement of Project Performance**

The study sought to determine adoption of monitoring practices influence on performance of projects at the Water Sector Trust Fund.

**Table 4.10: Measurement of Project Performance**

Statements	SD	D	N	A	SA	Mean	SD
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Most projects meet the planned goals and targets	35(22.2)	1(0.6)	0(0.0)	122(77.2)	0(0.0)	4.04	0.836
Appropriate measures are in place to ensure proper utilization of project resources	1(0.6)	0(0.0)	0(0.0)	38(24.1)	119(75.3)	4.53	0.537
Projects are carried out and finished within the timeline and budget set down	0(0.0)	14(8.9)	0(0.0)	106(67.1)	38 (24.1)	3.75	1.551
Completed projects usually follow the appropriate levels of scope and quality.	13(8.2)	3(1.9)	0	55(34.8)	87(55.1)	3.30	1.500
Monitoring promotes control and disclosure of project capital.	0(0.0)	57(36.1)	0(0.0)	32(20.3)	69(43.7)	3.29	1.728
WaterFund receives daily progress updates on its results	5(3.2)	0(0.0)	12(7.6)	0(0.0)	141(89.2)	4.82	0.805
<b>Composite mean and standard deviation</b>						<b>4.08</b>	<b>1.048</b>

**Source: Research Data (2020)**

Six statements were developed to measure the extent to which monitoring tools influences the performance of projects at the Water Sector Trust Fund. Statement (1) most projects meet the planned goals and targets, out of 158 respondents who participated in the study, 122(77.2%) of respondents agreed with the statement, 1(0.6%) disagreed and 35(22.2%) strongly disagreed. This item had a mean of 4.04 and a standard deviation of 0.836 which is lower than composite mean of 4.08 with standard deviation of 1.048, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. This agrees with Al-Tmeemy (2011) who observe that performance of project Relates to the execution of the technological specifications, to the benefit of the consumers. Effective project management contributes to the long-term

performance of the company, to gain competitive advantages; to boost the company's status; to raise market share; and to gain defined sales and profits.

Statement (2) appropriate measures are in place to ensure proper utilization of project resources, out of 158 respondents who participated in the study, 119(75.3%) of respondents agreed with the statement, 38(24.1%) agreed, 1(0.6%) strongly disagreed. This item had a mean of 4.53 and a standard deviation of 0.527 which is higher than composite mean of 4.08 with standard deviation of 1.048, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. This finding is in line with Cheung *et al.*, (2014) who observe that project performance is quantified and calculated using several output metrics that may be linked to different variables such as time, consumer service and improvements, client efficiency, expense, health and safety, as well as quality. The procedure followed in evaluating the performance of the project at the period of implementation is determined to factor a path in which tasks involved in the project for all for all stakeholders to concentrate in the same path.

Statement (3) projects are carried out and finished within the timeline and budget set down, out of 158 respondents who participated in the study, 38(24.1%) of respondents agreed with the statement, 106(67.1%) agreed, 14(8.9%) disagreed. This item had a mean of 3.75 and a standard deviation of 1.551 which is lower than composite mean of 4.08 with standard deviation of 1.048, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. This is in disagreement with Khan (2013) who noted that projects frequently fail to achieve the desired objectives as a result of a problem that could be categorized as managerial, precisely poor stakeholders' management organizational imperfect project design, interruptions in

project identification as well as start-up, postponements in the course of project implementation, budget overruns and organization failure.

Statement (4) completed projects usually follow the appropriate levels of scope and quality, out of 158 respondents who participated in the study, 87(55.1%) of respondents agreed with the statement, 55(34.8%) agreed, 3(1.9%) disagreed and 13(8.2) strongly disagreed. This item had a mean of 3.30 and a standard deviation of 1.500 which is lower than composite mean of 4.08 with standard deviation of 1.048, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. This is according to Nabulu, (2015) in attempts to improve success in infrastructure projects and initiatives and to foster economic growth, African policymakers have introduced regional control and evaluation schemes. With ambitious performance change agenda guided by outcomes, budgeting, reporting and assessment processes play a critical role in achieving project progress. However, the control structures of most governments in Africa run in complicated geography, with a deeply bureaucratic structure.

Statement (5) monitoring promotes control and disclosure of project capital, out of 158 respondents who participated in the study, 69(43.7%) of respondents agreed with the statement, 32(20.3%) agreed and 57(36.1%) disagreed. This item had a mean of 3.29 and a standard deviation of 1.728 which is lower than composite mean of 4.08 with standard deviation of 1.048, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. This is in contrary to Ayarkwa *et al.* (2010) study that identified that cash, technical structures, the culture of the organization and engaging stakeholders significantly affected the success of EMS implementation in Ghana and Rwanda's construction industry.



Statement (6) WaterFund receives daily progress updates on its results, out of 158 respondents who participated in the study, 141(89.2%) of respondents agreed with the statement, 12(7.6%) neutral and 5(3.2%) strongly disagreed. This item had a mean of 4.82 and a standard deviation of 0.805 which is lower than composite mean of 4.08 with standard deviation of 1.048, implying that the statement positively influences the performance of projects at the Water Sector Trust Fund. This concurs with Al-Tmeemy (2011) who show that performance of project Relates to the execution of the technological specifications, to the benefit of the consumers. Effective project management contributes to the long-term performance of the company, to gain competitive advantages; to boost the company's status; to raise market share; and to gain defined sales and profits.

## CHAPTER FIVE

### SUMMARY, RECOMMENDATION AND CONCLUSIONS

#### 5.1 Introduction

This section includes a summary of results, conclusions, recommendations for policy and practice and suggestions for further research.

#### 5.2 Summary

The study aimed at determining monitoring practices influence on performance water sector trust fund projects. The specific objectives were to determine the influence of monitoring planning, monitoring tools, monitoring techniques and adoption of monitoring practices on performance of projects at the Water Sector Trust Fund. The study adopted a descriptive research design. The population consisted of respondents drawn from the following departments; Programmes Department, Planning and quality department, Fund development department, Internal audit and risk assurance, Corporate services department, Supply chain management, Project managers and Project supervisors who were sampled using stratified sampling method and selected using simple random sampling method. Data was collected using questionnaires and analysed using descriptive statistics and inferential statistics. The summary of findings is presented as follows:

The study sought to determine the influence of monitoring planning on performance of projects at the Water Sector Trust Fund and established that monitoring planning had a positive and significant relationship with project performance. The quick assessment is carried out in tracking programs used in projects, the workers are well placed inside the company according to their background and qualifications and that project management program is used for monitoring planning. This statement agreed with a scholar, (Faniran, Love & Smith, 2000) who portrayed that

monitoring planning as the fundamental game-plan of adventure resources along the best course to accomplishing expanded goals.

The study sought to evaluate monitoring tools influence on performance of projects at the Water Sector Trust Fund and revealed that monitoring tools had a positive and significant relationship with project performance. employees at the WaterFund are educated well on monitoring tools in the projects and that the organization maintains progress reports to determine its performance , inspection checklists are used for standardizing inspection activities in organizations and that employees at the WaterFund are educated well on Monitoring tools in the projects. This concurs with the findings of a research by Edward Njenga (2013), study that found that the expenditure for monitoring and assessment was the contribution of stakeholders, M&E strategy, source of financing and M&E preparation had a favorable relationship with the possibility of adopting M&E

The study sought to identify monitoring techniques influence on performance of projects at the Water Sector Trust Fund and found that monitoring techniques had a positive and significant relationship with project performance. WaterFund conducts monthly appraisals of projects, the company has a suitable methodology for the estimation of project activities, participatory evaluation is used for success determinations, stochastic method is used for monitoring practices and that any project change demands are well managed and recorded throughout the company. This findings agree with the findings of a research undertaken by Nyakundi (2014) on the factors affecting the monitoring and evaluation implementation procedures on donor supported projects and found that the professional expertise of workers can affect the application of testing and assessment therefore plays a critical role in delivering valuable advice in the production of results-

based management systems. It can also be concluded that even though there was funding, poor budget allocation.

The study sought to determine adoption of monitoring practices influence on performance of projects at the Water Sector Trust Fund and examined that adoption of monitoring practices had a positive and significant relationship with project performance. WaterFund trains its employees on the adopted Practices, the WaterFund has appropriate policies in place to enable monitoring of best practices to be adopted and that WaterFund gives reviews on Monitoring methods applied.

### **5.3 Conclusions**

On monitoring planning, the study concluded that a well-planned M&E helps the project team to get a better understanding of the target population's needs. This helps to define the scope of the project and design objectives that are relevant, measurable and achievable. A well-defined M&E plan also clarifies the process and interventions that will lead to the project's outputs and deliverable. Successful development projects today are thus grounded in careful planning, rigorous data collection, meticulous implementation, and thorough analysis and reporting. This finding contradicts with a study conducted by Mackay and World Bank (2007) in Washington, show that tracking and appraisal preparation are key to optimizing project efficiency on government projects and found that there was a shortage of control and assessment procedures in the various initiatives they were part of.

On monitoring tools, the study concluded that monitoring tools helps in knowing if the intended results are being achieved as planned, what actions are needed to achieve the intended results during the project implementation, and whether these initiatives are creating a positive impact

towards the project. It brings out the problems which occur or which might occur during the implementation of the project and which demands solutions for smoother progress in the project. This is in line with the findings of Mulandi (2013) study that noticed that the monitoring and evaluation program requires professional manpower to undertake M&E tasks assigned to it.

On monitoring techniques, the study concluded that monitoring techniques enable project managers to link project goals and objectives to stakeholder needs, focus on customer needs, Build high-performance project teams, work across functional boundaries, develop work breakdown structures, estimate project costs and schedules, meet time constraints, calculate risks and establish a dependable project control and monitoring system. By monitoring the level of project change the project manager can pick up on issues that may affect the business case and/or the critical success factors. These finding agree with the findings of a study carried out by Alotaibi (2011) that found that Saudi Arabia didn't have a proper authoritative laborer execution observing framework and conspicuous measures for proof and examination and sub-rules for a structure of decision.

On adoption of monitoring practices, the study concluded that they are used to assess quality and the effectiveness of the performance and the outcome of project implementation, track and identify the gaps and to improve the implementation to achieve the project goal and set objectives. Determine what actions need to be taken to ascertain those project objectives and goals are successfully met and how project goals relate to team efforts, delivery schedules and quality of deliverables. This finding agrees with findings of a research by Mutunga (2010) that showed that public funds have been lost as CDF programs have stopped and yet the government manages to inject more capital within a kitty. It also notices that several of the ventures have either stopped or

have struggled to kick off anywhere within the country; shoddy merchant output was noted in others.

#### **5.4 Recommendations for Policy and Practice**

On monitoring planning, the study recommended that the project managers should identify the program goals and objectives, define indicators for tracking progress towards achieving those goals, decide on methods for gathering data and how often various data will be recorded to track indicators. This should be a conversation between program staff, stakeholders, and donors, decide from the early planning stages who is responsible for collecting the data for each indicator. The M&E plan should include a section with details about what data will be analyzed and how the results will be presented. Describe how and to whom data will be disseminated. This agreed with Singh, Chandurkar and Dutt, (2017) study that stressed that control and assessment is the key motivating force in construction projects.

On monitoring tools, the study recommended that project managers should monitor the parameter of project planning which requires the monitoring of project parameters like effort, costing, schedule, timeline. Keep track of the commitments of different stakeholders in the project. Keep track of all of the configuration items, which includes software, hardware as well as documentation of the project. Conduct and manage the project progress reviews with the help of different techniques which includes the work progress of team members, client meetings, milestones reviews, etc. Based on these activities, various status reports are created, which are shared with the stakeholders as well. This is in agreement with Koome (2012) in his study on public capacity development impact on the success of groups with water supply consumers in water catchment

management defined the physical, scientific , technological, organizational and institutional capacity of a country and its capital.

On monitoring techniques, the study recommended that the project managers should trace the project's requirements to the deliverables. This makes the project's tasks more visible and also prevents new tasks or requirements being added to the project without approval. They should have a control chart that monitors the project's quality. Review the status meetings for further analysis of problems, finding out why something happened. They can also highlight any issues that might happen later. This agrees with Alotaibi (2011) study that found in his examination that Saudi Arabia didn't have a proper authoritative laborer execution observing framework and conspicuous measures for proof and examination and sub-rules for a structure of decision.

On adoption of monitoring practices, the study recommended that the project implementers should have in place a number of project-related documents such as the project plan including the logical framework or result-chain, project objectives and indicators, the monitoring plan/framework, the data collection tools and methods, the data management (analysis) template and reporting. There is also a need to clearly define the roles and responsibilities for M&E. The project manager or the process-in-charge needs to understand the metrics and forecast where the project is heading in accordance with the efforts put in by the team and how well the team is performing at the moment. This agrees with Taut (2007) who noticed that there was little organizational ability to benefit from appraisal. Furthermore, interviewees identified similarly the lack of free, accessible and relevant intra-internal dialog and the absence of formal structures and mechanisms to facilitate organizational reflection and learning.

### **5.5 Suggestion for Further Studies**

The study investigated the influence of monitoring practices on performance water sector trust fund projects with a specific focus on how monitoring planning, monitoring tools, monitoring techniques and adoption of monitoring practices influences performance of projects. Therefore, further studies should be carried out that focus on other monitoring practices that have not been studied.



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## Appendices

### Appendix I: Research Budget

Particulars	Units	Cost in Kshs.	Total cost in Kshs
<b>Proposal Writing stationery</b>			
a) Foolscaps	1 Ream	300	300
b) Pens	½ dozen	120	120
c) Photocopy papers	4 reams	500	2,000
d) Spring Files	2 Pieces	50	100
e) Binding	3	200	600
Transport	2 days	2500	5,000
Subsistence	2 days	1000	2000
<b>Subtotal</b>			<b>10,170</b>
<b>Pilot Testing</b>			
a) Questionnaire typesetting	10 pgs	30	300
b) Photocopying	90 pgs	5	450
c) Transport	2 days	2500	5000
d) Subsistence	2 days	1000	2,000
<b>Sub Total</b>			<b>1450</b>
<b>Data Collection</b>			
Questionnaire & guide typesetting	10pgs	30	300
Photocopying	600pgs	3	1,800
Data analysis			10,000
Transport	2 days	2500	12,100
<b>Subtotal</b>			<b>24,200</b>
<b>Project Writing</b>			
a) Photocopying	700	5	3,500
b) Transport	5 days	1000	5,000
c) Biding	7	1000	7,000
d) Subsistence	2 days	2,500	5000
<b>Subtotal</b>			<b>24,500</b>
<b>Grand Total</b>			<b>60,320</b>

## Appendix II: RESEARCH SCHEDULE

Activity	Proposal preparation and presentation at departmental level	Amending the proposal after 1 <sup>st</sup> presentation	Data collection	Submission of 1 <sup>st</sup> draft of data analysis	Examination Final Report	Submission of final project for graduation
Nov- Dec 2019						
Jan 2020						
Feb 2020						
Mar 2020						
Apr 2020						

### Appendix III: Questionnaire

Please fill in the blanks where space is provided or tick [✓] against the most suitable answer..

#### SECTION A: RESPONDENTS BACKGROUND INFORMATION

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##### 1. Respondent Gender?

- a) Male
- b) Female

##### 2. Age of Respondent in years

- a) 20 to 29
- b) 30 to 35
- c) 36 to 41
- d) More than 42

##### 3. How many years have you been working with the WaterFund?

- a) Below 1
- b) 2 to 3
- c) 4 to 5
- d) More than 5

##### 4. Indicate the level of education you have attained?

- a) PhD.
- b) Masters
- c) First Degree
- d) Diploma
- e) Others (Specify) \_\_\_\_\_

#### SECTION B

##### i) MONITORING PLANNING PRACTICES

Tick (✓) the most suitable answer for each of the statements in this section as pertains monitoring practices bearing in mind the following ratings in the table below. Where:

**1= Strongly Disagreed, 2= Disagree, 3= Not Sure, 4 = Agree 5= Strongly Agree**



S/N	MONITORING PLANNING PRACTICES	1	2	3	4	5
1.	Monitoring plan measures are well implemented in the organizational operation					
2.	Employees within the company are well qualified to track successful organizational activities.					
3.	Scientific approaches are used for organizing project management					
4.	WaterFund performs comparative assessments of its capital by stakeholders before preparing					
5.	The workers are well placed inside the company according to their background and qualifications.					
6.	Project management program is used for monitoring planning					
7.	The quick assessment is carried out in tracking programs used in projects					

## ii) MONITORING PRACTICES TOOLS

Tick (√) the most suitable answer for each of the statements in this section as pertains monitoring practices tools bearing in mind the following ratings in the table below. Where:

**1= Strongly Disagreed, 2= Disagree, 3= Not Sure, 4 = Agree 5= Strongly Agree**

S/N	MONITORING PRACTICES TOOLS	1	2	3	4	5
1.						
2.	Employees at the WaterFund are educated well on Monitoring tools in the projects					
3.	WaterFund has foundations for tracking its operations					
4.	The organization maintains progress reports to determine its performance					
5.	The company regularly monitors its accounting instruments in managing the project costs					
6.	Inspection checklists are used for standardizing inspection activities in organizations					

## ii) MONITORING PRACTICES TECHNIQUES

Tick (✓) the most suitable answer for each of the statements in this section as pertains monitoring practices techniques bearing in mind the following ratings in the table below.

Where:

**1= Strongly Disagreed, 2= Disagree, 3= Not Sure, 4 = Agree 5= Strongly Agree**

S /N	MONITORING PRACTICES TECHNIQUES	1	2	3	4	5
1.	WaterFund conducts monthly appraisals of projects					
2.	The company has a suitable methodology for the estimation of project activities					
3.	Variance analysis is carried out on the efficiency, timetable and expense of project activities					
4.	Any project change demands are well managed and recorded throughout the company.					
5.	Participatory evaluation is used for success determinations					
6.	Project mapping shall be carried out in project activities					
7.	Stochastic method is used for monitoring practices					

## iv) ADOPTION OF MONITORING PRACTICES

Tick (✓) the most suitable answer for each of the statements in this section as pertains adoption of monitoring practices techniques bearing in mind the following ratings in the table below. Where:

**1= Strongly Disagreed, 2= Disagree, 3= Not Sure, 4 = Agree 5= Strongly Agree**

S/N	ADOPTION OF MONITORING PRACTICES	1	2	3	4	5
1.	The WaterFund has appropriate policies in place to enable monitoring of best practices to be adopted					
2.	The protocols for implementing monitoring activities are transparent and simple to grasp throughout the project					

3.	The organisation's policies are successful adopting enforcement techniques					
4.	WaterFund contrasts the monitoring activities with other organisations.					
5.	WaterFund trains its employees on the adopted Practices.					
6.	WaterFund gives reviews on Monitoring methods applied					

### SECTION C

#### MEASUREMENT OF PROJECT PERFORMANCE

Tick (✓) the most suitable answer for each of the statements in this section as pertains measurement of project performance bearing in mind the following ratings in the table below. Where:

**1= Strongly Disagreed, 2= Disagree, 3= Not Sure, 4 = Agree 5= Strongly Agree**

S/N	Statements	1	2	3	4	5
1.	Most projects meet the planned goals and targets					
2.	Appropriate measures are in place to ensure proper utilization of project resources.					
3.	Projects are carried out and finished within the timeline and budget set down.					
4.	Completed projects usually follow the appropriate levels of scope and quality					
5.	Monitoring promotes control and disclosure of project capital					
6.	WaterFund receives daily progress updates on its results					
7.	WaterFund receives input from stakeholders on project					