INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON THE PERFORMANCE OF COUNTY GOVERNMENT PROJECTS: A CASE OF MARKET SHELTER CONSTRUCTION PROJECTS IN KITUI EAST SUBCOUNTY

PAUL MUSYOKA KAULA

18s03DTME004

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF POSTGRADUATE DIPLOMA IN MONITORING AND EVALUATION IN THE BUSINESS SCHOOL OF AFRICA NAZARENE UNIVERSITY

~~AUGUST~~ 2020

DECLARATION

I declare that this research project is my original work and that it has not been submitted to any university for academic credit

Name of student: Paul Musyoka Kaula

Signature: ---------- Date -18/08/2020----------?----------

SUPERVISOR'S DECLARATION

This research was conducted under our supervision and is submitted with our approval as university supervisors.

Signature: ----------insert the sig---------- Date ----------?----------

Name of the supervisor: Dr Stella Kariemi Silas

Signature: ----- Date ----------?----------

Name of the supervisor: Dr Wanjiru Nderitu

DEDICATION

I dedicate this project to my mum Jacinta Mueke Kaula, whose words of encouragement and best wishes were a true source of inspiration.

ACKNOWLEDGEMENT

I would like to express my sincere gratitude to my supervisors' Dr Wanjiru Nderitu and Dr Stella Kariemi for the support, motivation, and immense knowledge in this project. My sincere thanks also go to my lecturers in various course units during my course work. I also thank all my classmates for the stimulating discussions, especially working-group members on various assignments. Last, but not least, I would like to thank my wife Mary Kalungu, my children Esther, James and Isaac who are an inspiration to me without which my studies would not have been possible.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

~~The purpose of this study was to~~ This study sought to assess the influence of Monitoring and Evaluation Practices on performance of County Government projects in Kenya. A case of Market Shelter Construction Project in Kitui East Sub-County. The study was to investigate Monitoring and Evaluation practices at the County Governments Projects in Kenya and its effect on Project Performance. The broad aim of this study was to ascertain the influence of the practices of monitoring and evaluation on the performance of County Government projects. The study will be beneficial for Policy planning and implementation in County Government projects. The specific aims of this research were to determine the influence of planning process, budgetary allocation and stakeholder's capacity building on performance of County Governments' projects in Kenya. The target populations for this study was 72 respondents (2 project managers, 30 top Administrative manager and 40 Business persons). The study used census sampling. A structured questionnaire was used to collect primary data. Descriptive statistics was used in the study. The analysis of data was be done by utilizing computerized statistical package of social scientists (SPSS) and summarized in tables for interpretation and inference. M & E practices was analyzed at three levels of planning process, budgetary allocation and stakeholder capacity building. A total number of 72 respondents were targeted. 68 respondents returned their data. The study found out that monitoring practices and its adoption significantly influences the project performance Based on the findings from this study, all correlation showed that independent variables (Monitoring planning, Capacity building and budgetary allocation) as mandatory practices influences county government projects performance thus the study recommended that monitoring practices should be embraced in county government projects management. The study concluded on the basis of findings reveals that monitoring practices have positive impacts on projects performance in county governments in Kenya. The results from the study will contribute to solving various projects monitoring constraints that county governments go through in implementation of their projects.

DEFINITION OF TERMS

Management Participation; The Senior Management is involved in the activities that lead to project performance either actively or directly.

Monitoring and evaluation Practices; Set of activities done periodically or regular basis to provide information on project status and progress.

Planning process: Project plans incorporate the Monitoring and evaluation planning process.

Project performance; Tangible or intangible outputs, outcome and results that is measurable.

Budgetary allocation; the amount of funding designated to each expenditure line.

Stakeholder capacity building; the entire process of establishing the Monitoring and Evaluation needs, determining the extent of local participation and the need for expertise.

LIST OF ABBREVIATIONS

M&E	Monitoring and Evaluation
UNDP	United Nations Development Programme
MOE	Ministry of Education
SPSS	Statistical Packages for Social Sciences
OECD	Organization for Economic cooperation and Development

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 Introduction

Projects driven by County Governments have acted as vehicles in which the Central channeled resources to improve the standards of living around the country since the promulgation of the new constitution in Kenya since 2010. These resources are for interventions especially in the social aspects such as healthcare, education along with food security. Adoption and implementation of proper M & E practices is therefore crucial to ensure sustained retention of realized benefits by these projects s (Ahsan & Gunawan, 2010). The management of projects has therefore adopted the use of M & E design in their projects as part of the quality assurance process. This has helped to task their teams to, clarify goals and help them prepare an outline that is realistic; which clearly articulates the required resources, and how those outputs can stimulate development change.

1.2 Background of the Study

1.2.1 Monitoring practices

The concept of project Monitoring and Evaluation (M&E) has evolved over time and has mirrored the paradigm shifts that have occurred in management of projects (Nyonje & Nduge, 2012). In the 1950s, M&E practice was dominated by a strong emphasis on proper utilization of resources, reflecting the social scientific trend of the era. Monitoring and evaluation then, focused on lived experiences, and gave voice to as many stakeholders in a consensus-shaping evaluation process (Schwarts & Mayne, 2005). Currently however, many organizations view M&E as a donor requirement rather than a management tool for

reviewing progress and identifying and correcting problems in planning or implementation of projects (Shapiro, 2001). Stakeholders are certainly having a right to know whether their money is properly spent but the primary use of M&E should be for the organization or project to gauge itself how it is performing and to learn how to do it better. (Naidoo, 2011) Notes that effective project monitoring and evaluation enhances the basis for evidence-based project management decisions.

With the onset of globalization, organizations all over the world are grappling with internal and external demands and pressures for continuous improvements in project management to enhance performance and stay competitive. These demands come from a variety of sources including donors, governments, private sector, civil society and the media. Whether it calls for greater accountability and transparency in exchange for foreign aid or real results, organizations must be increasingly responsive to stakeholders' demand to demonstrate tangible results (Khan, 2001) .

As a result of this, many organizations are becoming increasingly aware of factors that influence project performance and the need to manage projects meticulously. According to (Gay, 2001), one of the most powerful tools that influence the performance of a project, program, or policy is Monitoring and Evaluation (M&E). This is concurred by (Shapiro, 2001) that monitoring and evaluation enable one to assess the quality and impact of a project, against project plans and work plan. (Wysocki & McGary, 2003) summarizes it all by saying "If you don't care about how well you are doing or about what impact you are having, why bother implement a project at all? You can only tell how well you are doing by monitoring performance. This project proposal deliberately uses the term M&E, as opposed to just monitoring and evaluation. This statement is about the unity between

these elements, which while distinct at one level, are in fact necessary for a holistic understanding. The Organization for Economic Cooperation and Development (OECD) definition of M&E is 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). Evaluation on the other hand is the systematic and objective assessment of an ongoing or completed project, programme or policy (OECD, 2002) .The aim of M&E is to determine fulfillment of objectives, determine efficiency, effectiveness and impact of a project. It should involve incorporation of lessons learned into decision-making process. It also relates to the worth or significance of an activity, policy or programme.

1.2.2 Stakeholders' Capacity Building

Development projects have evolved from an economic perspective that traditionally relied on the ready availability of natural resources, low labour costs, lax taxes and regulations to recruit businesses to rural areas to a broader concept in which factors like capacity and capacity building may be mere important for development then the traditional technology transfer system (Enemark & Ahene, 2003), especially in a global world where resources are becoming scare and methods and technology of work has changed.

Many authors have recognized that stakeholder's capacity contributes not only to economic growth but also to social development in rural communities from being human and cultural resources, so that its way of life can be maintained and improved over time. Capacity building is therefore understood not only as human resource development but

also as organizational and institutional development (UNESCO, 2010). Support organizations can help local organizations in different areas, including building technical, financial, business and political stakeholders, building social and institutional capital, upward influence and government capacity, facilitating finance, increasing equity and transparency and building linkages and networks.

The OECD has defined capacity development as the process by which individuals, groups, organizations, institutions and societies increase their abilities to; perform core functions, solve problems, define and achieve objectives and understand and deal with their development needs in a broad context and in sustainable manner.

1.2.3 Planning Process and Project Performance

Most scholars of project monitoring and evaluation argue that planning for M&E should be done just at the very point of project planning (Kohli & Chitkara, 2008) while a few contend that it should be created after the planning phase but before the design phase of a project or intervention (Nyonje & Nduge, 2012). Despite this difference in opinion however, almost all scholars agree that the plan should include information on how a project should be assessed (Cleland & Ireland, 2002).

Of great importance to this study, is what the M&E plan outlines that influences project performance. From the studies reviewed, it has been noted that an M&E plan generally outlines the underlying assumptions on which the achievement of project goals depend, the anticipated relationships between activities, outputs, and outcomes- the logical framework. Other contents of an M&E plan are well-defined conceptual measures and definitions, along with baseline data needed; the monitoring schedule; a list of data sources

to be used; and cost estimates for the monitoring and evaluation activities. Most plans also include a list of the partnerships and collaborations that will help achieve the desired results; and a plan for the dissemination and utilization of the information gained This demonstrates that planning for monitoring and evaluation takes care of all aspects that need to be in place so that there is early detection of progress or lack thereof.

Literature also reveals that there are important considerations for an M&E plan: (Brignall & Modell, 2010) categorizes these considerations into resources - how much money and time will be needed to conduct the activities. Capacity - does the project have internal capacity to carry out the proposed monitoring and evaluation activities; including analysis of data collected? Other considerations made and also acknowledged by (Armstrong & Baron, 2005) are Feasibility- Are the proposed activities realistic? Can they be implemented? Timeline - Is the proposed timeline realistic for conducting the proposed activities? Ethics - What are the ethical considerations and challenges involved with implementing the proposed activities, and is there a plan in place for addressing those considerations? Has a protocol been submitted for review to a research ethics committee? With these considerations, it can be said that M&E planning is complete in terms of coverage for the purposes of giving an oversight on project direction during implementation.

Development projects have evolved from an economic perspective that traditionally relied on the ready availability of natural resources, low labour costs, and lax taxes and regulations to recruit businesses to rural areas to a broader concept in which factors like capacity and capacity building may be mere important for development than the traditional technology transfer system. Many authors have recognized that

stakeholder's capacity contributes not only to economic growth but also to social development. Capacity building is therefore understood not only as human resources development (UNESCO, 2010). Support organizations can help local organizations in different areas, including building technical, financial, business and building social and institutional capacity and government capacity building, facilitating finance, increasing equity and transparency and building linkages and networks.

1.2.4 Budgetary allocation

Government projects have been occupying the role of main service providers over the past few years. At national and international scales, sustainability criteria and indicators for Monitoring were important tools for project management towards goals, and influencing policy and practices. At regional and sub-regional scales Monitoring is important for assessing the sustainability of local practices, and can be an important tool to assist with management planning in Nongovernment Projects (Margoluis & Salafsky, 2010).

A substantial amount of annual budget (two to fifteen percent) of a development program spent on monitoring activities. Such activities include writing proposals, designing programs, and developing frameworks, compiling action plans, collecting data, writing reports and maintaining information systems by carrying out monitoring studies. Monitoring started a long time ago in Western Australia. Prior to 1950's teachers pro sessional development was relatively un now. By the 1970's teachers professional development started expanding in, 1980 it was a period of rationalization. It was recognized by this time although achieving change in practice, the classroom level was the hallmark of effective professional development. Since then school improvement has been sought

through introduction of teacher standards and registration, competency frame works and efforts to transform schools from industrial organization to learning organizations (Fullan, 2001).

1.3 Statement of the Problem

Project Monitoring and Evaluation is one of the critical elements of the project management cycle. Internationally progressive projects hinge their success on continuous or routine process of data collection to measure the extent of performance against target and goals. Controlled, Monitoring and evaluation significantly improves project performance. Poor project performance is as a result of the limitations in use of Monitoring and Evaluation as a component of project management cycle. The coming of new tools, techniques and advances in project monitoring and evaluation methodologies has improved the performance of development projects.

Assessment of projects monitoring and evaluation processes and effect on performance is critical in identifying opportunities for improved M & E project plan. The assessment of regular project performance, enable the managers of projects to take corrective measures and at the same time inform future strategies in the course of initiation and in implementation of projects. Many scholars have linked project performance to the practice of M & E.

1.4 Purpose of the Study

The purpose of this study was to investigate the influence of monitoring and evaluation practices on the performance of County Government projects.

1.5 Objectives of the Study

i. To determine the effect of M & E planning process on the performance of County Government Projects in Kenya.
ii. To assess the effect of M&E budget allocation on performance of County Government projects in Kenya.
iii. To establish the effects of stakeholder capacity building on performance of County Government projects in Kenya.

1.6 Research Questions

This study is seeking to answer the following questions;

i. What is the effect of M & E planning process on performance of County Government projects in Kenya?
ii. How does M&E budget allocation influence the performance of County Government projects in Kenya?
iii. How does M & E Stakeholder capacity building influence the performance of County Government projects in Kenya?

1.7 Significance of the Study

The findings from this study will help scholars falling under monitoring and evaluation to understand influence of specific practices of M & E on project performance. The study will inform strategic programming in County Government projects. The study will collect information related to progressive project monitoring and evaluation for analysis to establish best practices in M&E for improved project performance.

Information from the study will be for mangers on County Government funded projects. The findings will establish existing gaps in practice of M & E and identify opportunities for improvement for increased project outcomes. The study will also make significant contributions to the comprehension of the complex association between M & E practice and project performance for better project results. Moreover, the findings arrived at will add significant value to the pool of knowledge to scholars specializing in project management especially in the implementation of monitoring and evaluation practices. It will also provide stakeholders with know-how on how to set-up and execute monitoring and evaluation practices that will be strong by avoiding the mistakes that might be pointed out in the study.

1.8 Scope of the Study

The research was only be based on County Government projects. The study examined three M& E practices of planning, budgetary allocation and stakeholder's capacity building and their influence on project performance. The study restricted itself to the government guidelines and policies on monitoring and evaluation practices. The study focused Kitui East Market shelters funded and coordinated from Kitui County office. The study was limited to ongoing County Government projects. Five years is long enough for one to determine and accurately predict the trend in any given project.

1.9 Delimitations of the Study

The study was delimitated to examine the effects of monitoring and evaluation practices on the performance of County Governments projects in Kenya. The study focused

on effects of monitoring and evaluation practice son the performance of Kitui East Sub-County Government Market Shelter projects.

1.10 Limitations of the Study

The study had various design and execution limitation. The study relied on information provided by project staffs to measure M & E practice and project performance. To minimize and control information bias, the identity of respondents was withheld. They were assured of confidentiality in the request consent form. The study reviewed available strategic documents for validation of information filed by the respondents.

1.11 Assumptions of the Study

A number of assumptions were made in the research proposal these included; M&E practices that would influence the performance of county government projects; county projects implementers utilize M&E practices; the respondents filled the questionnaires with honesty and integrity which enabled collection of the data.

1.12 Theoretical Framework

This study was guided by the Programme theory developed by Huey Chen, Peter Rossi, Michael Quinn Parton and Carol Weiss (1995). This theory focuses on how to bring about change, and points out who is responsible for the change. Program theory lays out a logical description of why the activities one provides would lead to the results or one's intention. Program theory is a theory or a model of how an intervention is expected to work.

The program theory makes the assumption that programme designs, activities and execution will lead to the achievement of the outcomes one intents. A program theory

consists of a set of statements that describe a particular program, explain why, how, and under what conditions the program effects occur, predict the outcomes of the program, and specify the requirements necessary to bring about the desired program effects

This theory was useful to this study in that it brought together existing evidence about other researches, and clarifying where there is agreement and disagreement about how the variables were understood to work, and where there are gaps in the evidence. Further the Program theory was used to provide a conceptual framework for the study drawing the indicators for the independent variable; M&E planning process, M&E budget allocation and stakeholders' capacity it thus guided the research and organized its ideas hence brought meaning by drawing the variables together in a theoretical framework. It also clarifies the objectives of this study and identify expected causal links between the variables.

This theory focuses on how to bring about change, and points out who is responsible for the change. Logical models often used to represent the program theory shows how the overall logic is used in an intervention. The theory is in the body of theory of change and applied development evaluation field.

This theory has been a pragmatic tool in monitoring evaluations for many years; the theory is 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 & Philippines, 2012).

According to (Lipsey, 2011) program theory is a proposition with regard to transformation of input into output. It involves measuring of the transformation by comparing the input and expected output. It illustrates how the process program components are supposed to influence the results. (Rossi, 2012) argued that a program theory consists of an organizational plan on how to deploy resources.

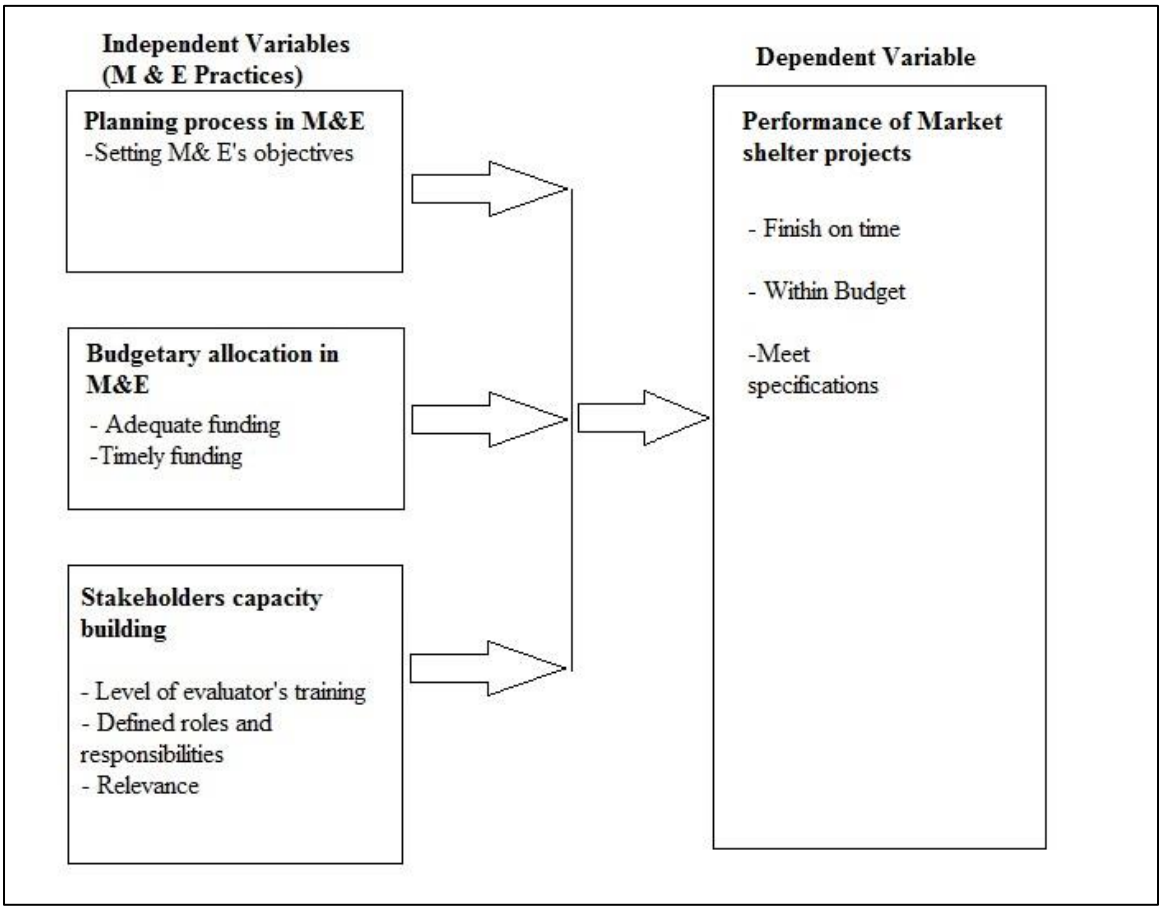
The theory further helps with the funds utilizations plans, and which analyses how the target persons get the required intervention. This is through the linkages of the service delivery systems. (Uitto, 2010) illustrates the benefits of using theory-based framework in monitoring and evaluation. It includes the ability to attribute project outcomes of specific projects or activities as well as identification of anticipated and undesired program outcomes. Theory based evaluations as such enables the evaluator to understand why and how the program is working (Rossi, 2012)

When the theory is applied in the input output model to monitor performance, it communicates findings and improves project performance. The M & E practices are the basic inputs when utilized well equates to the processing of the inputs and eventually give measurable output. Program theory additionally explains the effects of influencing the input and processes to achieve better output, and yield good results. The inputs to the process refer to the variables that influence the outcome, which is performance; in this case, the variables are the planning process, technical expertise and stakeholder involvement.

1.13 Conceptual Framework **remove this border line from the conceptual frame work and insert plain arrows showing the relationship between your IV and DV. Everything**

within a conceptual framework has a meaning! Make it just plain as you had it before…

wachana na madoido! You might mislead your folks behind you..



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews and analyzes the existing body of literature on some aspects that pertains monitoring and evaluation practices. It recaps the data analyses from other previous researchers who have undertaken their studies within monitoring and evaluation field. The specific areas covered that would be covered here are theoretical framework, monitoring and evaluation practices and project performance, summary of the section and the conceptual framework.

2.2 Theoretical Framework

This study was guided by the Programme theory developed by Huey Chen, Peter Rossi, Michael Quinn Parton and Carol Weiss (1995). This theory focuses on how to bring about change, and points out who is responsible for the change. Program theory lays out a logical description of why the activities one provides would lead to the results or one's intention. Program theory is a theory or a model of how an intervention is expected to work.

The program theory makes the assumption that programme designs, activities and execution will lead to the achievement of the outcomes one intents. A program theory consists of a set of statements that describe a particular program, explain why, how, and under what conditions the program effects occur, predict the outcomes of the program, and specify the requirements necessary to bring about the desired program effects

2.3 Review of Literature

2.3.1 ~~Objective 1:~~ Monitoring and Evaluation Planning Process and Project Performance

In a study conducted by (Mackay, K R;World Bank, 2007) in Washington, it was found out that planning for monitoring and evaluation is critical in attaining better project performance on government projects. The focus of this project study is on the county government funded projects. The study will be seeking to determine how better performance of County governments' projects can be arrived at through monitoring and evaluation of projects.

Further a study by (Musomba, 2013) on project performance, with the variables, Project Planning, Implementation and Controlling Processes in Malaysia College of Computer Sciences and Information, Aljouf University, noted project management offers an organization with control tools that advance its capability of planning, implementing, and controlling its project activities. The study was to identify those project performance enhancements through planning, implementation and monitoring processes. Variable models used to identify how each stage is helpful in the process of managing project performance.

To achieve this objective, information relating to different projects and models related to project planning, execution, control, and proposal of project performance explored; the findings showed project-planning processes contribute to the project performance. Additionally, a study that was conducted by (Singh, Chandurkar, & Dutt, 2017) highlighted that monitoring and evaluation was the major driving factor in

development projects. The objective of this study was to determine the effect of monitoring and evaluation on development projects. However, the recommendation that was given in this study was that the management should provide full support and should fully engage themselves in the monitoring and evaluation process as this will help them in coming up with sound and well-informed decisions.

2.3.2 ~~Objective 2:~~ Monitoring and Evaluation Budgetary allocation and monitoring and evaluation

Budgetary Allocation and Project Success Most organizations are likely to have less budgetary allocation for monitoring and evaluation for projects. According to (Larson & Gray, 2008) a project is a complex non-routine, one life time effort limited by time, budget and resources to meet customers' needs. (Harvey, 2013) states that due to their limited funds, organizations face notably greater challenges to obtain and run monitoring and evaluation activities effectively. It is important therefore that organizations need to be aware of the full range of finance options available in Kenya in order to help to identify key financial needs; understand the range of finance products available and how to access them; and identify suppliers of finance to meet the identified needs for monitoring and evaluation (Forss & Carlsson, 2012). Effective funds management in projects is determined by parameters which govern funds control such as auditing (Douglas, 2004).The Financial Act 2003, Section 25 (2) stipulates that funds for any project should be adequate and be disbursed in time for successful implementation of development projects.

Budgets are monetized expressions of target to be accomplished in a given year by an individual, organization or nation. It is a deliberate attempt to achieve superior targets

over time with available and expected resources. Such targets are influenced by the experiences of the past and expectation of the future (Douglas, 2004). With a well formulated budget, project managers can effectively plan, coordinate, control and evaluates its activities.

A budget is a device intended to provide greater effectiveness in achieving organizational efficiency hence project success. To be effective, however, the functional aspects must outweigh the dysfunctional aspects. Because a budget plan exists, decisions are not merely spontaneous reactions to stimuli in an environment of unclassified goals. It is pertinent to note that management activities are the driving force behind every organization and of course necessarily unavoidable. These activities planning, organizing, directing and controlling of economic resources, are schematized to reflect the nature and objectives of the organization and must be tailored towards the attainment of the overall organization's predetermined objectives. This must be achieved effectively to ensure successful budget implementation (Donald, 2008).

Budgetary control and allocation involve the preparation of a budget, recording of actual achievements, ascertaining and investigating the differences between actual and budgeted performance and taking suitable remedial action so that budgeted performance may be achieved effectively (Donaldson & Preston, 2005). Budgetary control is the system of controlling costs through budgets. It involves comparison of actual performance with the budgeted with the view of ascertaining whether what was planned agrees with actual performance. If deviations occur reasons for the difference are ascertained and recommendation of remedial action to match actual performance with plans is done (Douglas, 2004).

From the literature reviewed it is clear that the requirement of a project to be successful is clear and absolute that is a project must deliver to cost, to quality, and on time; and it must deliver the benefits presented in the business case. However, at times if key stakeholders agreed that a project had to exceed its initial budget, the project may still be considered a success. Likewise, if a project delivered everything that was in the detailed project designs, it may still be considered a failure if it did not include vital elements that the key stakeholders needed. All too often construction projects make the national headlines for exceeding their initial budget estimates. Examples of such projects in Kenya are the Thika Super Highway. Transforming the road from Nairobi to Thika town into a super highway was one of Kenya's first large-scale transportation infrastructure projects. Funded by loans from the African Development Bank and the Chinese government, the budget was initially Kenya Shillings 27 Billion but upon completion it had consumed Kenya shillings 31 Billion. The project overshot its budget by 4 billion due to inflation and additional features that changed the design work. Despite the budget overrun the project was termed a success.

Therefore, the project budget should provide a clear and adequate provision for monitoring and evaluation events. To build a realistic budget the following are suggested to be taken into consideration: List all M&E tasks and overall responsibilities, analyze the necessary items associated with each task, and determine their cost; Budget for staffing, including full-time staff, external consultants, capacity building/training, and other human resource expenses; Ensure that the budget includes all capital expenses, including facility costs, office equipment and supplies, travel and lodging, computer hardware and software, and other expenses; Determine whether all tasks are included in the overall project budget,

such as support for an information management system, field transportation and vehicle maintenance, translation, and printing and publishing of M&E documents/tools and lastly allow for unexpected contingencies such as inflation, currency devaluation, equipment theft, or the need for additional data collection/analysis to verify findings (Chaplowe S. G., 2008)

Monitoring and evaluation budget can be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project success, (Clarke, 2011) argue that monitoring and evaluation budgets should be about five to ten percent of the total project budget.

2.3.3 ~~Objective 3:~~ Stakeholder Capacity building indicate all your objectives in themes as objectives

(Njuki, Kaaria, Chetsike, & Sanginga, 2013) postulates that to improve the delivery of outputs, outcomes, and the results there is need to integrate the local indicators with project level indicators. This provides a more holistic view of the project benefits. This process also provides indicators for measuring the often hard to measure outcomes such as empowerment from the perspectives of the communities or people involved in the project. Negotiating with different stakeholders allows for performance measurement from the perspectives of diverse project stakeholders.

With Community participation in development projects aimed at benefiting them has proved the importance in attaining sustainable development. There is a benefit that the participants can better recognize their economic as well as social challenges that they encounter and probably have deep understanding that can be instrumental in outlining

initiatives that are aimed at benefitting them (Kululanga & Kuotchwa, 2010). Ideally, consented participation of stakeholders in participation initiatives will allow those who have interested in, or those who are affected by a decision, to have a chance to influence the final outcome. Stakeholders greatly assume a key role and relate at various levels–from local to global, their role and collaboration influence the effectiveness of a development intervention. (Wayne, 2010) noted that it is important to involve stakeholder participation when designing monitoring and evaluation tools. Multi-sect oral methods, including delegating some work to stakeholders, enhance learning, strengthen ownership and encourage transparency among the actors involved. This is especially important when deliberating the purpose of monitoring and evaluation and how the information is used, analyzed and affects ongoing project planning (Wayne, 2010).

Involving the stakeholders from the beginning in the designing of tools ensures that the project include all stakeholders' needs, and is thus more responsive to their expectations. The participatory methods also create and encourage stakeholder project ownership (Clarke, 2011). These are crucial factors contributing to the project performance and sustainability. The stakeholders especially the beneficiaries are more likely to endorse the project output. In some instances, the participatory method promote change in the attitudes of individuals and community culture, and norms, since the development along with the implementation process necessitates community members reflection and analysis of their own culture, attitudes, beliefs, and behaviors. Participatory method provides insights to the required tools for monitoring and evaluation, this itself is a capacity-building activity (Clarke, 2011).

(Forss & Carlsson, 2012) Noted the growing need for overall efficiency, cost effectiveness along with results. This meant the active stakeholders to possess skills that will enable them to contribute to their level best. Stakeholders' engagement in decision making about the what, the how and the why of the activities of the program. This approach was necessary in empowering them and additionally, promoting inclusion and facilitate participation that is meaningful by various stakeholders' categories. (Donaldson & Preston, 2005) Found out that the impact evaluation process especially the review and analysis of results, can be significantly be improved through the participation of the target beneficiaries. He pointed out that the involvement of stakeholders is a critical approach, and its management should be well formulated to avoid derailing decision-making, reason being, over engaging stakeholders could lead to conflict of interest (Donaldson & Preston, 2005).

Participation by the community groups in designing the M & E tools development determines what they would like to prepare during the evaluation. They bring out issues along with indicators that affect the evaluation and help formulate the comprehensive questionnaires (Chaplowe S. G., 2008). They are involved in gathering and examining data as well as presenting the end results. When a project adheres to an approach that is participatory from the initial stages, it is easy to carry out a participatory evaluation during the closeout stage. Participatory M & E promotes dialogue at the lowest level and moves the group community from the dormant beneficiaries to pre-active participants, creates opportunity that helps in influencing the activities of the project on the basis of their underlined needs as well as their expressions (Roberts , 2010). Additionally, information

shared horizontally and vertically among the implementing entities, is shared with the community group, beneficiaries, and donors.

Stakeholders' engagement in discussions on programs related to M & E usually empowers them and at the same time promotes participation that is meaningful by various groups of stakeholders, that avail to the M & E team adequate and appropriate information that is required for the exercise (Guba, 2011). The stakeholder engagement has to be rooted at the onset of M & E and should integrate key stakeholders along with other interested parties in making sure that the applied tool is effective (Wayne, 2010).

2.4 Summary of Literature Reviewed

The review has established the need for effective monitoring and evaluation practices in projects and programs interventions. It has shown that monitoring and evaluation (M & E) has increasingly been recognized as an essential tool for the management of the projects. It has also conceded the need to improve on the performance of development projects funded by County Governments (Kululanga & Kuotchwa, 2010).

A complete feedback loop is important in designing new project initiatives. In addition, M & E also offers a provision for accountability in the course of the use of the development resources. A close scrutiny of review shows that despite the importance associated by adoption and implementation of effective M & E practices in the projects, very little attention has gone into questioning and investigating the whether the practices results in project performance in County Government funded projects (Donaldson & Preston, 2005). There are several valuable studies that agree that, monitoring and evaluation influence project performance.

A few researchers have mentioned that few studies have been done on the monitoring and evaluation of project performance from the Kenyan chapter. These few studies did not widely focus on monitoring and evaluation as a major influence to the performance of projects (Hassan, 2013). This study will strive to address the knowledge gap to determine the practices of monitoring and evaluation, and project performance of County Governments in Kenya.

2.8 Knowledge Gaps

Monitoring an Evaluation is very important because a lot of government and donor resources are given to County Governments to implement projects. Most of the studies did not undertake to establish the reasons why many County Governments do not use M&E systems available.

This study was seeking to determine the effects of Monitoring and Evaluation on performance of County Government projects in Kenya focusing on Kitui East Sub County. According to (Saunders, Lewis, & Thornhill, 1997), a research methodology refers to a process of following steps, procedures and strategies for gathering and analyzing data in research investigation. This chapter presents a detailed description of the study ‘s research design, the definition of the target population, the sampling procedures as well as the methods that will be employed in collecting data from respondents. In addition, the chapter provides an explanation of how validity and reliability of the research instrument will be met, it also identifies the method of data analysis that will be used, provides the ethical consideration and further gives the operationalization of the variables.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

According to (Kothari, 2004), a research methodology refers to a process of following steps, procedures and strategies for gathering and analyzing data in research investigation. This chapter presents a detailed description of the study ‘s research design. It also presents the definition of the target population, the sampling procedures as well as the methods that will be employed in collecting data from respondents. In addition, the chapter provides an explanation of how validity and reliability of the research instrument will be met, it also identifies the method of data analysis that will be used, provides the ethical consideration and further gives the operationalization of the variables.

3.2 Research Design

A research design provides a framework for the collection and analysis of data (Bryman & Bell, 2011). It contains the blueprint for the collection, measurement, and analysis of data (Kothari, 2004). This study adopted descriptive survey research design. According to (Cooper & Schindler, 2003), a descriptive survey design seeks to find out who, what where, when and how much. This Research design was appropriate to this study as it investigated Monitoring and Evaluation practices that influence project performance. This study sought to establish the extent to which Monitoring and Evaluation factors influence the performance of County Government projects in Kenya. The descriptive survey research designs provided both quantitative and qualitative data from the population

thus giving an insight to the research problem while at the same time highlighting the relevant variable.

3.3 Research Site and Rationale

Kitui East Sub County was selected by the researcher because of its proximity and is known by the researcher.

3.4 Target Population

A target population is the entire group of people the research study is considering for the study or investigation (Sekaran & Bougie, 2010) defined by the accessibility of elements, period, geographical limitations and topic of interest. The unit of analysis for this study was 40 shelters in Kitui East sub-County. On the other hand, the unit of observation was 72 respondents comprising of 2 project managers, 30 Top Administrators and 40 Business persons who works in projects implemented by Kitui County which the researcher wanted to generate the results of the study. The Project managers and top Administrative manager obtained from the Sub-County Project management team and the business persons. Projects for the 2018/2019 financial year were targeted.

Table 3.1: Target Population

Categories	Target population
Project managers	2
Top management in the Sub-County	30
Business Persons	40
Total	**72**

3.5 Study Sample

3.5.1 Study Sample size

The study used census sampling for the project managers, top management in the sub-county and business persons making a total of 72.

Table 3.2: Censored Population

Categories	Target population	Censored population
Project managers	2	2
Top management in the Sub-County	30	30
Business Persons	40	40
Total	**72**	**72**

3.5.2 Sampling Procedure

(Cooper & Schindler, 2003) Defined a sampling frame as a complete, update and accurate list of population. The sampling procedure describes the list of all population units

from which the sample was selected (Cooper & Schindler, 2003). Because of the small population size the research adopted census sampling technique.

3.6 Data Collection

3.6.1 Data Collection Instruments

The study used structured questionnaire that had a Likert scale in collecting primary data. The questionnaire had three sections including demographic characteristics, M & E practices and project performance. The M & E practice section had three subsections the planning process, stakeholder's involvement and stakeholder capacity building. The tool had a series of both open and closed-ended questions. For this study, the questionnaire was the most appropriate, reliable and cheaper means of collecting primary data. In addition, it was more objective and convenient to both the researcher and the respondents and was administered through drop and pick method by the researcher and research assistant.

3.6.2 Pilot Testing of Research Instruments

This is the process of testing data collection instruments with subjects that are not in the population sample to determine their validity and reliability. The questionnaire was be pre-tested in Kitui West Sub County to ensure that it is valid and reliable and that it is in order and not ambiguous. Piloting the questionnaire will be corrected repeatedly by the Supervisors and experts of Monitoring and Evaluation.

3.6.3 Instrument Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mutai, 2000). A measure that does not contain random errors is considered to be perfectly reliable. The presence of random errors

can result from interviewer biasness or inaccuracies regarding the questionnaire construction and administration. Frequent random errors have a negative effect on the reliability of the research instrument. Reliability of the study was assessed through piloting using 10% of the censored population, test re-test that allowed all staffs to enroll in the study.

3.6.4 Instrument Validity

Validity is the applicability to which research findings can be realistic to the real world, beyond the controlled setting of the research (Orodho, 2004). It is concerned with the generalizability of research findings. Validity of research instruments has various sources of evidence as the requirement to build the case that the instrument measures accurately. Determining validity is similar to constructing an evidence-based argument. How a tool measure what it should. Evidence can be in content, response process, and relationships among variables. This research ensured content validity by preparing unambiguous questions on the subject matter and that the instrument was comprehensive enough. Data collection was complete to meet the purpose and goals of the study. To ensure construct validity the researcher ensured that there was Correlation of the variables by comparing the new assessment instrument results with other outcomes of performance that was likely to be similar.

The study further considered face validity, content validity and judgment of appropriateness of content of measurement by giving the instruments to the Supervisors and experts. This ensured there was concurrence in study tools and prediction.

3.6.5 Data Collection Procedures

The appointments were scheduled with the Sub-County administrator, project managers, Ward Administrators and village administrators to notify and request for permission to carry out the study in their infrastructure Projects. Through the help of two research assistants, the instruments will be personally administered to the respondents who will be given ample time to respond to the questions. This ensured achievements of a good response rate and also the respondents had a chance to seek clarification on items which might prove difficult to answer. A total number of 68 respondents returned their data, this high number was realized as a result of the researcher constantly visiting the research sites.

3.7 Data Analysis

The data was first collected, reviewed, coded, edited and entered in a statistical package for Social sciences (SPSS). Descriptive statistics such as frequencies, percentages, mean, standard deviations were then used to summarize collected data. The data was presented and interpreted using both descriptive statistics while thematic analysis technique was used to analyze quantitative data in the questionnaire.

3.8 Legal and Ethical Considerations

Ethics are acceptable standards governing research conduct and influence the welfare of human being. It is about making decision, choosing the right or wrong behavior by an individual (Cooper & Schindler, 2003). In this study project the researcher assured confidentiality, honesty, and informed consent in study methods, procedures, and presentation of results ensuring that there was no falsified or misrepresentation of data. The research eliminated bias in data analysis, data interpretation, and other aspects of the

research. The study embraced the highest level of integrity, keeping promises and agreements, sincerity, and consistency of thought and action. There was extreme due diligence with avoidance of careless errors and negligence especially during data collection. Confidentiality of the information given by the respondents was well upheld. This was done by using the information without mentioning of the specific names of the people from whom the data was collected

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

The study was to investigate the influence of monitoring and evaluation practices on performance of projects in County governments in Kenya. The objectives were; to determine the influence of planning process on the performance of county government projects, assess the effect of monitoring and evaluation budget allocation on the performance of county government projects and to establish the effects of stakeholder's capacity building on performance of County Government projects in Kenya. This chapter therefore presents the results of statistical analysis, presentation and interpretation.

4.2 Response Rates

Response rate equals the number of people with whom semi structured questionnaires were properly completed divided by total number of people in the entire sample (Babbie, 2002). From the censured sampled sub county project managers, a total of 72 questionnaires were sent out 68 were returned translating to 94.4% average return rate. The high return rate had been as result of making several visits to the sites to make sure most of the respondents returned the questionnaires. Most of these who could not respond were said to be inactive or irregular. This response rate was satisfactory to draw conclusions from the study and was, therefore, representative.

According to (Mugenda & Mugenda, 2003), a response rate of 50% is adequate for analysis and reporting, a rate of 60% is generally good while a response rate of above 70%

is excellent. This is also the same position taken by (Babbie, 2002) who also asserts that a response rate of above 70% is deemed to be very good. Respondents were also assured of confidentiality of information provided. Table 4.1 shows the distribution and response rate of questionnaires from the respondents.

4.3 Demographic Information

The major features of demographic importance that were considered important in the study were gender, academic qualification and job tenure.

4.3.1 Respondent's gender

The respondents were asked to indicate their gender so that participation according to gender is analyzed and discussed. The gender of the respondents was established as indicated in Table 4.1 The respondents were 64.7 male and 35.3% female; in effect representation of female was low in the Kitui East Sub-county. The under representation of female individuals may impact negatively on project performance since certain gender requirements may not be addressed. (Kothari, 2004) asserts that a ratio of at least 1:2 in either gender representation in the study is representative enough as presented in table 4.1.

Table 4.1 Gender representation in the study

	Frequency	Percent
Female	24	35.3
Male	44	64.7
Total	**68**	**100.0**

4.3.2 Respondent age bracket

The study settled on four age groups, from which, respondents were asked to identify their group. The groups were: - between 20 to 30 years old, 31 to 40 years old, 41 to 50 years old and above 50 years. The data collected revealed that 17.6 % of the respondents aged between 20 to 30 years, 20.6 % aged between 31 to 40 years, 44.1% aged between 41 to 50 years and 16.2% were above 50 years of age.

Table 4.2 Respondent age bracket

Age Range	Frequency	Percent
20-30 Years	12	17.6
31-40 Years	14	20.6
41-50 Years	30	44.1
Above 50 Years	11	16.2
Total	**68**	**100**

4.3.3 Respondent job category

Respondents' job category in Kitui East Sub-county was used to describe the characteristics of the respondents so as to find out the opinions of the respondents in the different job categories. The distribution of the respondents was distributed between

project managers, finance office, project team leader, key stakeholder and others with each level having 20.6%, 26.5%, 33.8%, 14.7% and 4.4% respectively. The respondents were mainly project team leaders (33.8%). This distribution provided a diversified base of information given the contribution of the different job categories. These results are a clear indication that there was adequate representation in all levels of management, thus making the results of the study to be more objective.

Table 4.3 Respondent job category

Position	Frequency	Percent
Project Manager	14	20.6
Finance Office	18	26.5
Key stakeholders	10	14.7
Project Team Leader	23	33.8
Other	3	4.4
Total	**68**	**100.0**

4.3.4 Level of Education

The respondents' education level was analyzed and the outcome is as indicated in Table 4.5. Academic levels were reflected in percentage as Certificate 17.6%; Diploma 23.5%; Undergraduate 36.8% and post graduate were featured at only 22.1%. The education level of project managers, finance officers, project team leaders and end user key stakeholder are very important. Specifically, their education level contributes towards understanding the different dynamics of project performance. As such, since the

respondents will be having the needed academic qualification, hence the ability to communicate effectively therefore clearly indicating that there was fair representation in levels of education thus, authenticating the results of the study to be quite objective leading to exemplary project performance.

Table 4.4 Level of Education

Qualification	Frequency	Percent
Certificate	12	17.6
Diploma	16	23.5
Undergraduate Degree	25	36.8
Post Graduate Degree	15	22.1
Total	**68**	**100.0**

4.3.5 Years of service in the county

Job tenure was chosen as one of the respondents' characteristics so as to ascertain the respondents' experience with monitoring practices. From the study, most of the respondents had worked with the Kitui County Government for 1-2 years (44.1%); 20.6% for over three years; while 29.4% had worked for a year. On the whole, most of the respondents had worked for more than a year and this provided responses based on a wider knowledge base on the county's operations. The results are a clear indication that since majority of the respondents had worked above one year in Kitui East Sub-county, the results of the study indicate the true position in regard to project performance

Table 4.5 Number of years worked in Kitui East Sub-County

Years	Frequency	Percent
0-1 Years	20	29.4
1-2 Years	30	44.1
3 Years and above	14	20.6
Total	68	100.0

4.4 Influence of Monitoring and Evaluation Practices on Project Performance

County Project management members were given questionnaires to fill and assess the monitoring and evaluation practices. The results were analyzed by summarizing in frequency tables, percentages and correlations in line with respective objectives of the study. Findings from key informants were equally triangulated into the rest of the findings.

4.5 Influence of Monitoring Planning on the performance of County projects

Monitoring planning is described as the systematic arrangement of project resources in the best way so as to achieve project objectives (Faniran, Love, & Smith, 2000). As part of the study objectives, the study sought to find out the influence of monitoring planning on performance of County governments' projects in Kenya. The researcher further wanted to establish the influence of some aspects of the project monitoring planning on performance of projects. The respondents were given an opportunity to select from the scale provided; the findings were highlighted in the subsequent tables.

Table 4.6: Influence of Monitoring Planning on the performance of County projects

Influence	Frequency	Percent
Low	10	14.86%
Moderate	5	7.01%
High	53	78.13%
Total	**68**	**100.00%**

A majority of the respondents who account for 78.13% indicated that monitoring planning highly influences the completion of school construction projects. 7.01% of the respondents moderately agreed that monitoring planning highly influenced the completion of school construction projects., while 14.86% of the respondents rated it low. This means that monitoring planning influences the performance of county government projects.

Table 4.7 Components of Monitoring Planning

Aspect	Agree	%	Disagree	%	Not Sure	%	Strongly Agreed	%	Strongly Disagree	%	TOTAL	MEAN	STD. DEV
Monitoring plans are well applicable in organization activities	6	9%	6	9%	12	18%	43	63%	1	1%	68	4.99	1.571
Employees are well trained on effective monitoring practices	16	24%	4	6%	5	7%	42	62%	1	1%	68	4.38	0.096
Monitoring practices on scheduling the program are used	21	31%	9	13%	4	6%	32	47%	1	1%	67	4.09	1.151
Organization conducts stakeholder's analysis survey on its objectives	25	37%	5	7%	8	12%	26	38%	3	4%	67	3.87	1.292
Staff's role matches their experiences and qualifications	39	59%	10	15%	1	1%	14	21%	2	3%	66	3.72	1.144
Project Staff uses software's for monitoring plans	35	51%	12	18%	1	1%	16	24%	4	6%	68	4.00	1.22
Composite mean and standard deviation												4.123	1.188

Based on the findings in the table, monitoring plans are well applicable in County governments the respondents strongly agreed that it is well applicable in the county' projects this item had a mean of 4.99 and a standard deviation of 1.571 which was higher to the composite mean of 4.123 and a standard deviation of 1.188 implying that this item had a positive influence on the performance of county government projects this was in

agreement with scholars as (Clarke, 2011) who said that there is a growing concern regarding the reasons why the requisite objectives are not achieved as per the projects' client's expectation. (Chaplowe S. G., 2008) Lamented that some projects take as many as 3 years before they are completed; a scenario that is usually accompanied by huge cost overruns. Findings further agrees with (Dvir, Raz, & Shenhar, 2003) that in monitoring planning, project objectives are the focal point of every effort and activity and they are important in planning because project plans are derived from them. Project objectives in monitoring planning are first defined; then the strategies to achieve them are formulated and presented as project plans and these are used in evaluating the achievement of the objectives (Dvir, Raz, & Shenhar, 2003).

Also, County projects employees are well trained on effective monitoring planning practices in organization projects this was agreed by a majority of the respondents this item had a mean of 4.38 and a standard deviation of 0.096 compared to a lower composite mean of 4.123 and 1.188 meaning that this item had a positive influence on the performance of county government projects . The implication is that employees have the requisite skills to systematically arrange project resources in such a way that it leads to the achievement of project objectives.

Moreover, county governments conduct stakeholder's analysis surveys on its resources before it plans for projects this item had mean of 4.09 and a standard deviation of 1.151 which is higher than the composite mean of 4 .123 and a composite standard deviation of 1.188 implying that this item had a positive influence on the performance of county government projects . This was in agreement of scholar (Chaplowe S. G., 2008) who asserted that by carrying out this analysis before the implementation of a policy,

project managers can detect and act to prevent misunderstanding or opposition to the implementation of the policy. Information generated was key in developing a clear framework for the utilization of project resources.

In addition, the county government uses project management software for monitoring plans this was agreed by the respondents had a mean of 4.00 and a standard deviation of 1.12 which was lower to the composite mean of 4.123 and composite standard deviation of 1.188 implying that this item does not positively influence the performance of county government projects. Consequently, it is easier for the County governments to plan, organize and manage its resources. Resource estimates, cost control and budget management, communication and decision-making are made easier with the use of the project management software.

However, it was not fully established if the staff roles match their experience and qualifications in the organization this item had a mean of 3.72 and a standard deviation of 1.141 compared to a higher composite mean of 4.123 and composite standard deviation of 1.188 implying that this item does not have a positive influence on the performance of county government projects. It could be that the county governments have not created objective measures of what is important for the staff roles; whether it is their skill set or their years of experience in a similar role. In relation to the phenomenon of M&E and the human capacity element, the review realized the importance to indicate the agreement in terms of how the human capacity element is considered to be important in an M&E system as it ensures the completion of all tasks defined in the annual M&E work plan.

The review also showcased how the human capacity element needs to be accompanied by evaluation capacity building based on capacity building plans that provide training on a range of M&E skills, tools, methods, approaches, and concepts, and these will enable the production of good M&E results. Similarly, there was doubt if rapid assessment is conducted in monitoring plans used in projects with a mean of 4.00 and a standard deviation of 1.22 which was lower to the composite mean of 4.123 and standard deviation of 1.188 meaning that it did not have a positive influence on the performance of county government projects. This was in agreement with Clarke (2001) that Since rapid assessments are lowly evidenced, it could be a challenge for the county governments to measure the effectiveness of the plans. Strategy formulation and implementation are core management functions. The developed strategy may be good but if its implementation is poor, the intended strategic objectives may not be achieved.

The process of monitoring planning requires that clients' expectations and available resources are defined first, matched to set project objectives, so that available options are identified and evaluated and the most appropriate frameworks, strategies and tactics to achieve the objectives are selected (Donaldson & Preston, 2005). Monitoring plan had been observed to be expensive to implement, time consuming and needed skills (specialized training) especially when Primary data collection was needed. It was not always relevant nor always reliable (Gorgens, Nkwazi, & Govindaraj, 2005).

4.6 Influence of Capacity Building on the performance of County Government projects

The study sought to establish to what extent to which Capacity building influence the performance of county government projects. The researcher in addition wanted to

establish the influence of some key aspects of capacity building on performance of county government projects. The findings were shown in the tables below.

Table 4.8: Influence of Capacity Building on the performance of County Government projects

Influence	Frequency	Percent
Low	3	3.83%
Moderate	1	1.47%
High	64	94.69%
Total	**68**	**100.00%**

From the findings the overall picture is that capacity building influences the performance of county projects and should be undertaken at the course of execution for the project to succeed. From the findings 94.69 % of the respondents rated highly on the influence of capacity building as a monitoring and evaluation practice while 1.47% rated moderately. Only 3.83 % rated it low . This was in agreement with a study done by Koffi-Tessio. (Koffii-Tessio, 2002).

Table 4.9: Influence of Capacity Building on the performance of County Government projects

	Agree	%	Disagree	%	Not Sure	%	Strongly Agreed	%	Strongly Disagree	%	TOTAL	MEAN	STD DEV.
County project employees are well trained on effective monitoring practices	24	35%	0	26%	0	0%	43	0%	1	64%	68	4.38	0.962
Professional staff with proper training is important for enhanced project performance	18	27%	3	27%	1	4%	45	1%	0	67%	67	4.59	0.652
The technical capacity of County projects staff greatly determines project performance	40	59%	2	6%	1	3%	23	33%	2	34%	68	3.69	1.188
Monitoring and evaluation units cannot function without skilled personnel	41	60%	1	1%	1	1%	25	36.7%	0	37%	68	4.31	0.981
Composite mean and standard deviation												4.35	0.992

From the responses, most of the respondents with a mean of 4.38 and standard deviation of 0.962 that County project employees are well trained on effective monitoring practices compared to a lower composite mean of 4.35 and composite standard deviation of 0.992 implying that this item had a positive influence on the performance of county government projects.

Furthermore, the respondents agreed that professional staff with proper training is important for successful project performance with a mean of mean of 4.59 compared to a lower composite mean of 4.35 and composite standard deviation of 0.912 meaning that this item had a positive influence on the performance of county government projects. This

implies that if projects managers in county government are trained there will be greater client acceptance of projects undertaken thus improve on their completion. This is in line with these findings, (World Bank, 2012) opines that there is need to have an effective M&E human resource capacity in terms of quantity and quality, hence M&E human resource management is required in order to maintain and retain a stable M&E staff. This is because competent employees are also a major constraint in selecting M&E systems (Koffii-Tessio, 2002). M&E being a new professional field, it faces challenges in effective delivery of results. There is therefore a great demand for skilled professionals, capacity building of M&E systems, and harmonization of training courses as well as technical advice.

This implies that M&E system cannot function without skilled people and staff which thus contribute to the more successful projects and that creating enough stock of workforce is an important step towards a sustainable M&E system. In support with the findings (Gosling & Edwards, 2003) opined that creating enough stock of workforce is an important step towards a sustainable M&E system.

4.10 Influence of Budgetary allocation on the performance of County Government projects

The study sought to establish whether budgetary allocation as a monitoring and evaluation practice influence project performance of County Government projects. The study findings are as shown below. The respondents were asked to indicate the extent to which budgetary allocation as Monitoring and evaluation practice is a contributing factor of County government projects. Their responses were rated on a 5-point Likert scale where

SA-strongly agree (5), Agree (4), N-neutral (3), D-disagree (2), SD-strongly disagree (1). The result findings are as shown in Table 4.1.

Table 4.10: Influence of Budgetary allocation on the performance of County Government projects

Influence	Frequency	Percent
Low	20	30.00%
Moderate	1	2.06%
High	46	67.94%
Total	**67**	**100.00%**

Majority of the respondents who account for 67.94 % agreed that budgetary allocation as a monitoring practice influences highly the performance of county government projects. 2.06 % of the respondents agreed moderately that budgetary allocation influences the performance of county government projects. While 30.00% agreed that it influenced the performance of county government projects to a low extend.

Table 4.11 Components of Budgetary allocation

	Agree	%	Disagree	%	Not Sure	%	Strongly Agreed	%	Strongly Disagree	%	TOTAL	MEAN	STD DEV
The budget usually provides a clear and adequate provision for M&E activities	23	34%	37	54%	1	1%	6	9%	1	1%	68	4.59	0.652
Money for M&E are usually channeled for the right purpose	26	38%	6	9%	1	1%	34	50%	1	1%	68	4.44	0.678
A realistic estimation for M&E is usually undertaken well during planning stage	32	47%	7	10%	4	6%	25	37%	0	0%	68	4.50	0.922
The major challenge faced by project management is looking for and getting resources for M&E governments has developed different lines for budget for M&E	31	46%	5	7%	1	1%	29	43%	2	3%	68	4.32	0.856
Composite mean and standard deviation												4.30	0.768

Majority of the respondents agreed that the major challenge faced by County government Monitoring and evaluation department is looking for and getting monetary resources for M&E this item had a mean of 4.32 and standard deviation of 0.856 compared with a lower composite mean of 4.30 and standard deviation of 0.768 implying that this item had a positive influence on the performance of county government projects. This was in agreement with the scholar (Chaplowe & Scott, 2008) that most projects are faced with the problem of looking for funds. This indicates that the major challenge faced by this team is looking for and getting monetary resources for M&E of results and that a realistic estimation for monitoring and evaluation is usually undertaken when planning for projects.

An important aim of planning for M&E is to approximate the costs of hiring staff and for making available resources required for M&E work. It is crucial for monitoring and evaluation professionals to assess the monitoring and evaluation budget needs when designing the project in order to allocate funds to the implementation of key monitoring and evaluation tasks (Chaplowe & Scott, 2008).

Additionally, the item that a realistic estimation for monitoring and evaluation is usually undertaken when planning for projects had a mean of 4.50 and a standard deviation of 0.922 compared to a lower composite mean of 4.30 and composite standard deviation of 0.768 implying that this item had a positive influence on the performance of county government projects .

Moreover, the item that Money for M&E is usually channeled to the right purpose had a mean of 4.44 and a standard deviation of 0.678 compared with a composite mean of 4.30 and standard deviation of 0.768 implying that the item had a positive influence on the performance of county government projects.

4.8 Project performance

Respondents were asked to rate project performance on a scale of 1 – 5 in terms of performance'. They were also asked to comment were possible. A number of attributes of project performance such as timeliness, quality of projects implemented were rated by respondents and results are shown in Table 4.12.

Table 4.12: Project performance

	Strongly Disagree	%	Disagree	%	Not Sure	%	Agreed	%	Strongly agreed	%	Total	Mean	Std Dev
The project meets its intended goals and objectives	0	0.0%	5	7.4%	1	1.5%	26	38.2%	36	52.9%	68	4.37	0.85
There is proper utilization of projects resources	1	1.5%	8	11.8%	3	4.4%	27	39.7%	29	42.6%	68	4.10	1.04
Projects are completed within the expected time frame and budget	0	0.0%	11	16.2%	5	7.4%	23	33.8%	29	42.6%	68	4.03	1.08
Concluded projects meet the required scope and quality	1	1.5%	8	11.8%	3	4.4%	28	41.2%	27	39.7%	67	4.01	1.14
Monitoring facilitates transparency and accountability of projects resources	0	0.0%	9	13.2%	4	5.9%	27	39.7%	28	41.2%	68	4.09	1.00
Seeking projects feedbacks from stakeholders improves performance	0	0.0%	8	11.8%	2	2.9%	34	50.0%	24	35.3%	68	4.09	0.93

This section of the analysis highlights the results on project performance. Table 4.14 presents the results. From the results, there was doubt whether most of the projects initiated are of good quality (mean = 4.37, SD = 0.85).It is also uncertain if projects are implemented and completed within expected timeframe and budget (mean = 4.03, SD = 1.08).Similarly, it is undefined if concluded projects normally meet the required scope and quality projects standard (mean = 4.01, SD = 1.14).

Furthermore, there is uncertainty as to whether there is proper utilization of project resources on its performance (mean = 4.10, SD = 1.04). The poor acquisition of the suitable monitoring practices by state corporations' is as a result of emphasis on physical infrastructure such as computers than on conceptual training. On the same note, there is doubt if the project meets its intended goals and objectives (mean = 4.37, SD = 0.85). The implication is that the concerned stakeholders lack sufficient data and metrics to ascertain that the projects have met their intended goals and objectives.

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The study sought to establish the influence of monitoring practices on the performance of county government projects in Kenya. This chapter provides a summary of the findings of the study based on the objectives of the study presents the conclusions from the findings and gives recommendations and areas of further research in order to fill the gaps identified in the study.

5.1 Summary of the Findings

The study aimed at investigating the influence of monitoring practices on projects performance of County government projects in Kenya a case of market shelter projects in Kitui East Sub County. The independent variables for the study include: monitoring planning, monitoring techniques and monitoring practices. The study revealed that there was a significant relationship between monitoring practices and projects performance with influence of stakeholders capacity and budgetary. Therefore, this had an influence on projects performance since the way the monitoring practices are conducted determines whether projects in County governments achieves their goals and objectives or not.

Respondents in the study had a positive regard in areas where the monitoring practices were conducted objectively and this motivated them to a great extent. The application of effective monitoring practices systems and culture are in consistent with projects plans implementations in County governments hence the results of the study revealed that monitoring practices are applied selectively depending on the funds allocated

to the projects, projects type, project environment, the project team and its leadership during execution in relation to its stakeholder's interests and influence.

5.1.1 Monitoring Planning Process

The results on monitoring planning revealed that the monitoring plans are well applicable in organization activities in table 4.8 the respondents strongly agreed. The employees are well trained on effective monitoring planning practices in table 4.8 with respondents strongly agreeing. Furthermore, the organization conducts stakeholder's analysis surveys on its resources before it plans and uses project management software for monitoring plans.. It is however undefined if the staff roles match their experience and qualifications in the organization and if rapid assessment is conducted in monitoring plans used in projects.

5.1.2 Budgetary allocation

The results on budgetary allocation revealed that the major challenge faced by County Governments' M&E department is seeking for and getting monetary resources for M&E activities. Monitoring and Evaluation units should also consider developing two different lines of budget for M&E and there should be a clear and adequate provision for M&E activities.. From the findings it is important for M&E professionals to assess the M&E budget when designing the project in order to allocate funds to the implementation of key M&E tasks.

5.1.3 Stakeholders' Capacity Building

The results on Capacity Building revealed that a M&E Professional staff with proper training is important for successful performance of County Government projects. There is need to have effective M&E human resource capacity in terms of quantity and quality, hence M&E human resource management might be a prerequisite in order to maintain and retain a stable M&E staff. Respondents further strongly agreed on creating enough stock of workforce which would be an important step towards a sustainable M&E system. M&E system can't function without skilled people and staff.

5.3 Conclusion

As per the findings of the study it can be concluded that all the independent variables (monitoring planning, capacity building and Budgetary allocation as monitoring practices) in the study influences county government projects performance (dependent variable). The relationship was confirmed through correlation analysis which revealed that there was a positive significant linear relationship between these monitoring practices and projects performance. Therefore, the study concluded that monitoring planning, Budgetary allocation and Capacity Building influences project performance.

The study also concludes that M&E skills of the staff conducting M&E of county government's market shelter projects in Kitui East is good and that capacity building enhances the project performance of County government projects to a large extent

The study concludes that various activities included in M&E budget were scope of major M&E events and functions, key stakeholder informational needs and expectations, and M&E requirements. In addition, the study concludes that the money allocated for M&E

for Market shelter projects in Kitui East Subcounty is not adequate. The study also concludes that the major challenge faced by this department is sourcing and securing financial resources for monitoring and evaluation of outcomes and that a realistic estimation for monitoring and evaluation is usually undertaken when planning for projects.

5.4 Recommendations

Based on the findings of this study the following recommendations were proposed in relation to each objective of the study. On the influence of monitoring planning, County governments should improve on their planning by involving all relevant stakeholders by catering for their influence, interests and impacts. People should be trained on how to prepare monitoring plans and other documents required in projects.

The researcher further recommends that monitoring personnel should be well trained so as to achieve the target of M&E. There should also be periodic refresher courses for the staff to keep them updated in their fields. In the course of the study, it was established that training has a significant influence on the project performance. This will enhance efficiency and productivity of the M&E team.

The researcher recommends that the relevant government bodies, the NGOs, World Bank and other donors, the contractors and all the bodies handling these projects must have a specific well-defined source of financing the M&E exercise.

In order to improve project performance county governments should enhance monitoring best practices this can be attained by employing competent professionals to manage projects.

5.5 Areas for Further

There is need for a similar research should be carried need carried in other industries or sectors and countries for comparison purposes if the link between monitoring practices and project performance the generalization can be made.

Future research could also be built on this study by examining monitoring practices in different sectors and agencies in both qualitative and quantitative way by using other various methodologies that have not been used in this study. Since projects monitoring practices are broad, the study recommends the need for examining the roles or influences of monitoring practices that have not been covered in the study on sharing and transferring project management skills, cognitive skills, and technical skills, human skills within or outside organizations projects.

REFERENCES

Ahsan, B., & Gunawan, D. (2010). Construction client multi-projects-A Complex Adaptive Systems Perspective. *International Journal of Project Management*, 72-79.

Armstrong, M., & Baron, A. (2005). *Managing Performance.* London: CIPD.

Babbie, E. (2002). *The basics of social research.* Belmont: C.A: Wadsworth.

Brignall, S., & Modell, S. (2010). An Institutional Perspective on Performance Measurement and Management in the "New Public Sector". *Management Accounting Research*.

Bryman, A., & Bell, E. (2011). *Business Research Methods (3 ed.).* New York, United States: Oxford University Press.Inc.

Chaplowe, & Scott, C. (2008). *Monitoring and evaluation planning module.* Washington, DC and Baltimore,MD: American Red Cross and Catholic relief services.

Chaplowe, S. G. (2008). *Monitoring and evaluation planning: American Red Cross. M&E module series.* Washington,DC.: American Red Cross and Catholic Relief Services.

Clarke, A. (2011). A practical use of key success factors to improve the effectiveness of project management. . *International of Project Management*, 139-145.

Cleland, D. L., & Ireland, L. R. (2002). *Project Management.* New York: Mcgraw-hill.

Cooper, D., & Schindler, P. S. (2003). *Business Research Methods (8th ed.).* Boston: McGraw-Hill Irwin.

Donald, R. C. (2008). *Business Research Networks.* Boston: McGraw Hill.

Donaldson, T., & Preston, L. (2005). The Stakeholder Theory of the Corporation: Concepts, Evidence and Implications. *Academy of Management Review. Vol 20, No, 1*, 65-96.

Douglas, B. R. (2004). *The budget process in a mulination firm. The Multinational Business Review.* .

Dvir, D., Raz, T., & Shenhar, J. (2003). An empherical analysis of the relationship between project planning and project success. *International Journal of projects Management.*

Enemark, S., & Ahene, R. (2003). Capacity Building in Land Management . *Implementing*, 20-30.

Faniran, O. O., Love, P. D., & Smith, J. (2000). Effective-End Project Management-A Key element in Achieving Project success in Developing Countries. *2nd International Confrence on Construction in Developing Countries: Challanges facing the Construction Industry in developing countries.* .

Forss, K., & Carlsson, J. (2012). Practical guidelines for effective Sample size determination. . *Journal of Statistical Research.*

Fullan, M. (2001). *Leading in a culture of change.* Hoboken, NJ: Josey-Bass.

Gay, L. R. (2001). *Educational Research: Competencies for analysis and application (4th Ed).* New York: Macmillan Publishing Company.

Gorgens, M., Nkwazi, A. S., & Govindaraj, A. H. (2005). Exploring Project Success. *Baltic Journal of management*, 1(2), 127-147.

Gosling, L., & Edwards, M. (2003). *Toolkits: A practical guide to assessment, monitoring, review and evaluation. Second.* London: Save the Children, UK.

Guba, L. (2011). *Fourth Genaration Evaluation: Monumental shift in evaluation practice*. .

Harvey, M. (2013). *Project Management Fourth Edition.* .

Hassan, A. I. (2013). An Investigation of Structural Capacity as a Component of Monitoring and Evaluation in Project Success of Road Construction Projects in Kenya. *International Journal of Academic Research in Business and Social Sciences, 03 (08)*, 443-452.

Khan, A. M. (2001). *A Giudebook on results Based Monitoring and evaluation: Key concepts, issues and applications.* Sri Lanka: Monitoring and progress Re-view Division, Ministry of plan Implementation.

Koffii-Tessio, B. (2002). *Efficacy and efficiency of monitoring and evaluation for projects financed by bank group.* . New Delhi: New Age International Publishers.

Kohli, U. T., & Chitkara, K. K. (2008). *Project management Handbook.* New Delhi: Tata McGraw-Hill Publishing.

Kothari, C. (2004). *Research Methodology: Methods and Techniques.* New Delhi: New Age International Publications.

Kululanga, G., & Kuotchwa, W. S. (2010). Measuring Project risk Management Process for Construction Contractors with statement Indicators linked to numerical scores. *Engineering, Construction and Architectural Management,Vol. 17 Issis:4*, 336-351.

Larson, E., & Gray, C. (2008). *Project Management: The Managerial Process.* New York: McGraw-Hil.

Lipsey, M. (2011). *Multi-country co-operation around shared waters: Role of Monitoring and Evaluation.* Global Environmental Change. .

Mackay, K R;World Bank. (2007). *How to build M&E systems to support better government.* . Washington D.C: World Bank.

Margoluis, R., & Salafsky, N. (2010). *Measures of Success.* Washington D.C: Island Press.

Mugenda, O., & Mugenda, A. (2003). *Research Methods: Quantity and qualitative Approaches.* Nairobi,Kenya.

Musomba. (2013). JIARM. *Journal of International Academic Research for Multidisciplinary.*

Mutai, B. K. (2000). *How to write a quality research proposal:A complete and simplified recipe.* . New York: Thelley Publications.

Naidoo, I. A. (2011). *The role of monitoring and evaluation in promoting good governance in South Africa. A case study of the Department of Social Development. University of Witwatersrand.* Johannesburg: WIReDSpace.

Njuki, J., Kaaria, S., Chetsike, C., & Sanginga. (2013). Participatory monitoring and evaluation for stakeholder engagement, and institutional and community learning. . *Journal of Academic Research in Business and Social Sciences.*

Nyonje, R. O., & Nduge, K. P. (2012). *Monitoring and Evaluation of Projects and programs- A Handbook for students and Practioners.* Nairobi, Kenya: Aura Publishers.

OECD. (2002). *Glossary of key terms in Evaluation and Results Based Management.* . OECD.

Orodho, J. A. (2004). *Techniques of Writing Research Proposals and Reports in Education and Social Sciences.* Nairobi: Masola Publishers.

Roberts , M. A. (2010). Managing project sustainability Key concepts and issues in development administration. *Asia-Pacific Journal of Rural development.*

Rossi, P. H. (2012). *Evaluating with sense: The Theory Driven Approach. Evaluation Review 7.* .

Saunders, M. N., Lewis, P., & Thornhill, A. (1997). *Research Methods for Business Students.* London: Pitman.

Schwarts, R., & Mayne, J. (2005). *Quality Matter: seeking Confidence in Evaluating, Auditing and Performance Reporting. Comparative policy evaluation.* Transaction Publishers.

Sekaran, U., & Bougie, R. (2010). *Research methods for Business : a Skill Building Approach(5th ed.).* . West Sussex: John Wiley & Sons Ltd.

Sethi, R., & Philippines, R. (2012). The influence of project managers on project success criteria and project success by type of project. *European Management Journal*, 25(4), 298-309.

Shapiro, J. (2001). *Monitoring and Evaluation.* . Johannesburg: CIVICUS: World allinace for Citizen Participation.

Singh, K., Chandurkar, D., & Dutt, V. (2017). *A practitioners' manual on monitoring and evaluation of development projects. .*

Uitto, J. A. (2010). *Multi-country co-operation around shared waters: Role of Monitoring and Evaluation. .*

UNESCO. (2010, June 1). *Guidebook for planning education in emergencies and reconstruction (section 1).* Retrieved August 16, 2020, from UNESCO.ORG: http://unesdoc.unesco.org/images/0019/001902/190223E.pdf

Wayne, C. P. (2010). Mapping the Dimension of Project Success. . *Project Management Journal.*

World Bank. (2012). *Monitoring and Evaluation: Some tools Meathods and approaches. .* Washington D.C: The World Bank.

Wysocki, R. K., & McGary, R. (2003). *Effective project Management- Traditional; Adoptive and extreme (3rd ed.).* (R. M. Elliot, Ed.) Indianapolis,Indiana: Wiley Publishing.

APPENDICES

APPENDIX I: QUESTIONAIRE

Dear Respondent,

I am a student at Africa Nazarene University. I am carrying out a study on Influence of Monitoring Practices on Projects Performance in County Governments in Kenya. The information you will provide shall be treated with utmost confidentiality and it is purely for academic purposes **ONLY**. (Please tick ( ) where appropriate)

SECTION A: RESPONDENTS GENERAL INFORMATION

1) Gender. Female ( ) Male ( )

2) Age Bracket. 20-30 years ( ) 31-40 years ( ) 41-50 years ( ) above 50 years ( )

3) Job category of the respondent Project Manager ( ) Finance office ( ) Project team leader ( ) Key stakeholder ( ) other ( )

4) Level of academic qualification: Tick the highest Certificate ( ) Diploma ( ) Undergraduate degree ( ) Post graduate degree ( )

5) How many years have you worked on projects within this organization? 0-1 years ( ) 1-2 Years ( ) 3 years and above ( )

PART B: Monitoring Planning Practices and Project Performance

6. In this section please tick (√) the most appropriate response for each of the statements in the table below with the following scores in mind. Strongly Disagree (SD=1), Disagree (D=2), Not Sure (NS=3), Agree (A=4), and Strongly Agreed (SA=5).

STATEMENTS	1	2	3	4	5
Monitoring plans are well applicable in organization activities					
Employees are well trained on effective monitoring planning practices					
Monitoring practices on scheduling the program are used					
Organization conducts stakeholder's analysis survey on its objectives					
Staff's roles match their experiences and qualifications					
Project staff uses software's for monitoring plans					
Rapid assessment is conducted in monitoring plans used in projects					

7. Based on your response above, kindly make any comment on monitoring planning in your organization.....

8. Please suggest any other criteria used in your organization in monitoring planning.....

PART C: Capacity Building and Project Performance

9. In this section please tick (√) the most appropriate response for each of the statements in the table below with the following scores in mind. Strongly Disagree (SD=1), Disagree (D=2), Not Sure (NS=3), Agree (A=4), and Strongly Agreed (SA=5).

STATEMENT	5	4	3	2	1
Formal training to stakeholders improves client acceptance					
Formal training to stakeholders creates timely delivery					
Formal training to stakeholders improves cost effectiveness					
Informal training to stakeholders improves their acceptance					
Informal training to stakeholders improves their timely delivery					
Informal training to stakeholders improves cost effectiveness of delivery					

10. Based on your response above, kindly make any comment on monitoring capacity building in your organization _____

11. Please suggest any other form of capacity building relevant to be used in your organization in monitoring planning.

PART D: Budget Allocation and Project Performance

12. In this section please tick (√) the most appropriate response for each of the statements in the table below with the following scores in mind. Strongly Disagree (SD=1), Disagree (D=2), Not Sure (NS=3), Agree (A=4), and Strongly Agreed (SA=5).

STATEMENT	5	4	3	2	1
Challenges of performance monitoring in government include the lack of accountability and reporting on performance information, unrealistic target setting and poor quality of performance information					
M&E budget should be about 5% to 10 % of project budget					
The project budget should provide a clear and adequate provision for M&E events					
Monitoring and evaluation budget can be obviously delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project running,					

PART E: Project Performance

13. In this section please tic √) the most appropriate response or each the statements in the table below with the following scores in mind. Strongly Disagree (SD=1), Disagree (D=2), Not Sure (NS=3), Agree (A=4), and Strongly Agreed (SA=5).

STATEMENT	5	4	3	2	1
The project meets its intended goals and objectives					
There is proper utilization of projects resources					
Projects are completed within the expected time frame and budget					
Concluded projects meet the required scope and quality					
Monitoring facilitates transparency and accountability of projects resources					
Seeking projects feedbacks from stakeholders improves performance					

14. Kindly make any other comments on how your organization determine project performance _____

15. Please suggest any other criteria used in your organization to determine its performance through monitoring practices _____