

**INFLUENCE OF MONITORING AND EVALUATION PROCESS
ON THE PERFORMANCE OF GOVERNMENT SPONSORED
PROJECTS IN KENYA:A CASE OF CDF FUNDED PROJECTS
IN MACHAKOS COUNTY.**

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**A Research Project Report submitted in partial Fulfillment of the
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and Management of the University of Nairobi**

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DECLARATION

This research project report is my original work and has never been presented for a degree award in any other university.

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This research projectreport has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This work is dedicated to my late father Engineer Alexander MutuaNdone who shaped my life and to my dear Mother Rose Mulee Mutua without whom I would have no purpose in life.

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ACRONYMS AND ABBREVIATIONS

BF	Bursary Fund
CDF	Constituency Development fund
CDFC	Constituency Development Fund Committee
CFC	Constituency Fund Committee
DDC	District Development Committee
DDO	District Development Officer
DEO	District Education Officer
LA's	Local Authorities
LATF	Local Authority Transfer Fund
LFA	Logical Framework Approach
M&E	Monitoring and Evaluation
MPs	Members of Parliament
NDPC	National Development planning Commission
NARC	National Rainbow Coalition
NGO	Non-Governmental Organization
PMC's	Project Management Committees
RBM	Result Based Monitoring
RBM&E	Result Based Monitoring and Evaluation
SPSS	Statistical Package for Social Sciences

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ABSTRACT

The study's purpose was to evaluate the influence of Monitoring and Evaluation (M&E) process on the performance of Government Sponsored projects in Kenya. A case of Constituency Development Projects (CDF) Funded projects in Machakos county was to be utilized. The study was founded on the main tools of Monitoring and Evaluation, which included stakeholder analysis, strategic plan, budgetary allocation and logical framework, and its objectives were; to evaluate the extent to which strategic plan influence the performance of CDF-funded projects in Machakos county, to evaluate the extent to which budgetary allocations influence the performance of CDF-funded projects in Machakos county, to establish the extent to which stakeholder analysis influence the performance of CDF-funded projects and to appraise the extent to which logical framework influence the performance of CDF projects in Machakos county. To meet these objectives, the study was carried out in Machakos County, which has eight constituencies currently referred to as sub-counties since the new constitution was promulgated in 2010. Three Sub-counties namely Machakos, Mavoko and Kathiani were randomly sampled from the eight sub-counties. The CDF projects from those sub-counties were then identified from each sub-county based on their accessibility and the resources that was available for the study. Major projects whose costs exceed one million were sampled for analysis. The study utilised descriptive survey research design and it included a target population of 200 CDF projects in Machakos County. The study consisted of CDF Managers, Projects Co-coordinators and Project Beneficiaries from each CDF project. The type of projects sampled were community health centres, classrooms and boreholes. The data was collected using questionnaires and document analysis, and it utilised stratified random sampling technique to select a sample of 67 participants using Nassiuma's Formula. The respondents were issued with questionnaire, which was then collected and analyzed. The data was then analyzed both inferentially and descriptively using the SPSS and Microsoft Excel programs and findings tabulated accordingly. Based on the findings, the proposed project recommended the methods that can be utilized to improve the (M&E) processes in Kenya. The findings showed that Monitoring & Evaluation tools have influence on CDF-funded projects performance. Precisely 72% noted that strategic plan had high influence over CDF-funded projects performance, 67% observed logical framework had high influence over CDF-funded projects performance and 64% noted that budgetary allocation had high influence over CDF-funded projects performance. Regarding stakeholder's analysis, 73% said it had a significant influence on CDF-funded project performance. The study concluded that there is need to incorporate these tools in project management. The study recommended that all the concerned people involved in monitoring and evaluating CDF project performance should be empowered with skills and knowledge in order to grasp how monitoring and evaluation tools can be utilized. Parliamentary finance committee and CDF management should ensure ongoing projects are completed before initiating new projects, political leadership notwithstanding that normally interferes with funding.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Globally, according to Baskin (2010), participation in grassroots projects and community development has been widespread in different countries such as Bhutan, Papua New Guinea, Jamaica, Pakistan, and India. The main tool for community development in these countries has been the CDF (Alchian, 2012). This involves the use of public funds to benefit people at the grass roots though allocation decisions influenced by those representing them politically in the national assembly (Mutua&Kilika, 2014). It is the aim of any government in the world to ensure the social and economic progress of its citizens. Different countries in the world have established development and devolved funds aimed at ensuring equitable distribution of resources. These funds are utilized by different sectors of the government, local governments, county governments and NGOs to initiate development projects within different localities of countries (Wanjiru, 2008).

As part of this strategy, the Kenyan government in 2003 established CDF through an Act of the Parliament, which was in the Kenya Gazette Supplement No. 107 (Act No. 11) and published on 9th January 2004. The aim of developing the fund was to stimulate economic development at local level by channeling some of the money from the national government to constituencies. It was hoped that the Members of Parliament (MP) who were the champions of the fund would promote economic growth by investing in community-based programs thereby improve the social and economic well-being of constituents (Republic of Kenya, 2003). Also, it was hoped that the money would reduce the level of economic imbalances witnessed before in various parts of the country due to partisan politics (Mapesa&Kibua, 2006).

By developing the fund, the government hoped to reach the local people by bringing development to their doorsteps and enable them to make decisions in deployment of the fund. Accordingly, the CDF act requires the MPs to develop the Constituency Development Fund Committee (CDFC) that is liable for the management of the fund at local level. The MPs is also required by the act to convene meetings at different time of the year to articulate the local needs and allocate financial resources accordingly. Some of the needs addressed by the fund included

the health and educational needs. After the meetings are convened and decisions made, the Constituency Development Fund Committee (CDFC) are then supposed to receive project proposals from the constituencies and prioritize them on the basis of their long-term basis. The projects selected from the ones submitted are forwarded to the Constituency Development Fund board for funding. Upon funding, the projects are then implemented within the structures of the government that have been set by the national government.

To this end, the Kenyan government has responded to social problems by developing similar funds to alleviate poverty, inequality and address health problems (Republic of Kenya, 2002). Other similar projects that the government has developed include the District Development Committees and District Focus for Rural Development, which are meant to bring services and resources closer to the local people. So far, the CDF programme has been applauded for taking essential development programs and services to Kenyans at the grassroots level and promoting equitable resource distribution.

The CDF is managed by a committee comprised of four members, two of whom operate at the local level and two at national level (Republic of Kenya, 2010). According to the Constituency Development Fund (CDF) Act 2003, the expenses incurred in running the projects are not supposed to exceed 3 percent of the money that the constituency receives from the treasury. However, each county is expected by the CDF Act to set aside 5% of the money to cater for any emergency that might arise in the process of executing the projects. Once again, the CDF was developed to alleviate poverty at local level, raise the standards of living of Kenyan citizens and create employment. The purpose of doing this was to bring resources closer to the people who initially did not have access to it (Ochieng&Tubey, 2013). It was therefore intended to complement the existing funds such as Bursary fund, Local Authorities' Transfer Fund (LATF), Road Maintenance Fund and Fuel Levy Fund among others.

To date the program, which was developed in 2003, has transmitted billions of money to both rural and urban areas and helped in construction and development of various community based projects. Over 35,000 CDF projects have been initiated and funded throughout the country using the fund since it was launched. The education sector has been the major beneficiary account for

38% of that money, health sector comes second with 11% whereas water comes third with 8% (KIPPRA, 2013). Between 2003 and 2011 Ksh 70.8 billion had been released to 210 constituencies in the country. Despite the high number of the projects that have been initiated via the fund, CDF has failed to achieve its main objective due to various factors that affect the performance of most of the projects. Pertinent management methodologies have not been utilized to enhance the utilization of the funds and management of the projects (Kerote, 2007).

Furthermore, vital components of project management such as organizational design, M&E, equity and efficient project identification have not been managed effectively by the heads of the committees. Globally, there are currently some 17 developing countries worldwide where CDFs are implemented. In all these countries, CDFs are used as means of transferring public funds from national governments to local governments. However, because of the Kenyan structure, MPs utilize the fund to advance their political ambitions. Accordingly, they prioritize the projects, which they consider to be relevant to their re-election bids (Baskin 2010b; Cain, Ferejohn, & Fiorina, 1987; Cox & McCubbins, 1986). Nonetheless, this is not a wonder because the fund was championed by the same MPs thereby they have substantial influence on their allocation (Hyden, 2009). CDFs have existed in different parts of the developing world for years. For example, a CDF-like mechanism existed in Uganda as early as 1969 (Chambers, 1974). In the Philippines, the use of national funds by politicians to finance projects in their constituencies goes to 1930, which was an imitation of the US 'pork barrel' politics (Nogales & Lagman, 2014). The Papua New Guinea introduced its CDF in 1984 before it spread to other parts of Asia and finally to Africa.

With the increased demand for transparency and accountability on public funded organizations, monitoring and evaluation has become important in projects to ensure deliverance of programs that emphasize on result. Results, in this case, are used to direct policy decisions, improve accountability and inform budget provision (Gebremedhin, Getachew, & Amha, 2010). Monitoring and evaluation system has globally been adopted by states and NGOs to augment transparency, effectiveness, and sustainability (Zhang & Vos, 2014).

In Canada, the monitoring and evaluation system are anticipated to provide information outcome that serves a range of requirements and users all through the system at different stages. At the operational level, monitoring and evaluation should be used as an educational tool to support program improvement and quality management practices. While at an individual department, the deputy's head is responsible for good governance and production of a unit, monitoring and evaluation serves key management accountability mechanisms (Lahey, 2010).

In China, the lack of capacity is a severe limitation to efficient systems; staffing levels are extremely low, with staff lacking the experiences needed to tackle performance evaluation. For instance, few have training in economics and other social science research and assessment methods affiliated with the lack of capacity. Current, audits are relatively strictly focused on financial compliance and have not diverted into economic evaluations, performance or value-for-money audits. To put in place effective monitoring and evaluation systems, Wong suggested that organizational reforms should begin to reorient the intergovernmental budget system and repair responsibility relations at the central and local levels (Wong, 2012).

Mackay (2007) and UNICEF (2009) point out that National Development Planning Commission monitoring and Evaluation has come forward as a Key economic policy development and performance management tool which is aimed at reducing economic risks and uncertainties. Both argue that economic policy makers require information produced from Monitoring and Evaluation to advance their economic policies whereas stakeholders and donors require Monitoring and Evaluation results to guarantee the accountability of resources and improve the overall effectiveness of their policies. In order for a nation to achieve any meaningful economic growth and development, there is need therefore for sound economic policies.

In 2005, the Ministry of Planning and National Development suggested that it would develop a framework that would be utilized to monitor and evaluate the National Development Programs. However, to date, the framework is yet to be developed let alone operationalized. Most people feel that a framework that encourages public participation should be developed to manage CDF. Iwu (2016) supports this proposal by indicating that social audit of the CDF should be deepened and strengthened in the management of CDF.

The CDF Act equally advocates for such process even if legislations to operationalize its recommendations are yet to be developed by the national assembly. Nonetheless, the Act has not specified what needs to be done even if it gives technical departments such as CDFC and DDO powers to monitor projects. Whereas this is the case, a 2 percent of the fund is normally set aside for M&E exercise in every constituency. This means that there is sufficient fund for monitoring the implementation of CDF-funded projects even if the money is spent once CDFC recommends through minutes (CDF Act, 2003 revised 2007). Because of this, the practice of monitoring and evaluating CDF-funded projects becomes intricate and sometimes cosmetic because it is upon the CDFC through minutes can decide whether the projects can be evaluated or not. Furthermore, it is the one responsible for allocating funds to the M&E exercise. Accordingly, it is almost impossible to monitor and evaluate the utilization of CDF (Nyaguthii&Oyugi, 2013).

1.2 Statement of the Problem

In Kenya, the CDF was created through a 2003 act of parliament that was reviewed in 2013. The purpose of developing this fund was to transfer part of national resources to communities with an aim of stimulating economic development in those communities so that there would be equitable national development. Since the introduction of CDF projects in Kenya in 2003, Kenyans have complained that the outcome of such projects is not fruitful, in most cases the implementations of such projects take longer than planned, the end user gets a questionable result or the funds are not adequately utilized. Other CDF projects are abandoned in the process of implementation. Like any other public funded project, CDF has in the last few years been seen as a total failure in some parts of the countries even if it has been praised in other parts of the country for what it has done (Kimenyi, 2015).

In spite of the above, Wabwire (2010) claims that the recent devolution of the forty-seven counties in the country has enhanced the utilization of CDF because its impact can be felt better by community members. This is irrespective of the challenges that have emanated from the implementation of devolved system of governance that have negated some gains of CDF due to political influences at different levels.

Machakos county is one of these constituencies that have been characterized by public outcry over the utilization of the CDF (Constituency Development fund (CDF). The challenges witnessed in the constituency and county in general emanate from inappropriate project implementations that result to abandonment of some projects before they are completed due to management incapability of some committee members.

An audit investigation that was conducted in 2012 established that some projects were irregularly awarded funds amounting to Kshs. 2,835,160.20. It further established that some funds set aside for the construction of a Kalama dispensary could not be accounted for. Due to these irregularities, the constituency has in most cases encountered stalled projects, and poor implementation of CDF projects that has affected economic development at local level.

Nabulu (2015) who conducted a similar project in Narok East sub-county found that the performance of government funded projects in the sub-county was influenced by the strength of teams tasked with monitoring projects, cost and the level of training of team members. The current literatures on M&E processes in Kenya indicate that the theoretical frameworks for evaluating the performance of government funded projects are rarely applied in the evaluation of those projects. To bridge this gap, the proposed study was provide an insight of Influence of M&E process on the performance of government-funded projects in the country with the help of CDF-funded projects in Machakos county.

1.3 Purpose of the Study

The study seeks to ascertain the Influence of M&E process on the performance of projects funded by the Kenyan government with the help of a case of CDF-funded projects in Machakos County.

1.4 Objectives of the Study

The study's objectives include:

1. To establish the extent to which the use of Strategic Plan influence monitoring and evaluation process on the performance of CDF Funded projects in Machakos County.
2. To evaluate the extent to which Budgetary Allocation influence monitoring and evaluation process on the performance of CDF Funded projects in Machakos County.
3. To assess the extent to which Logical Framework influence monitoring and evaluation process on the performance of CDF Funded projects in Machakos County.
4. To examine the extent to which Stakeholders analysis influence monitoring and evaluation process on the performance of CDF Funded projects in Machakos County.

1.5 Research Questions

The proposed study sought to answer the following research questions;

1. To what extent does the use of Strategic plan influence monitoring and evaluation process on the performance of CDF Funded projects in Machakos County?
2. To what extent does budgeting influence monitoring and evaluation process on the performance of CDF projects in Machakos County?
3. To what extent does the use of Logical Framework influence monitoring and evaluation process on the performance of CDF projects in Machakos County?
4. To what extent does Stakeholder's analysis influence monitoring and evaluation process on the performance of CDF projects in Machakos County?

1.6 Significance of the Study

The proposed study would be important to different groups of people some of whom include:

CDF Fund Managers and staff

The proposed study was to identify what these people can do to enhance the performance of CDF-funded projects. It was do this by identifying the various pitfalls they should avoid as they manage projects and some practices they might incorporate in project management. Some of the government officials who are tasked with monitoring and evaluating process of CDF funds was understand some strategies they might utilize as they monitor and evaluate CDF-funded projects. The study was also equip committees responsible for managing CDF-funded projects with some strategies they can utilize to facilitate efficient processes of monitoring and evaluating

the performance of the projects they manage for the benefits of the members of their communities.

Members of Parliament

The MPs was understand the strategies they can utilize budgetary allocation processes of monitoring and evaluating the performance of CDF projects in their various constituencies for the sake of economic development without necessarily politicking the process. These was be the greatest beneficiaries because they was understand what they can do to stimulate economic development in their constituencies for the sake of their re-election into parliament for a number of terms.

Stakeholders

Above all stakeholders, after learning more about stakeholder analysis the members of the public wasbe able to understand the role they play in influencing performance of CDF projects their respective wards. The management teams was as a result of the proposed study be able to learn more about budgetary allocation hence was be able to account for the funds they receive from the national government for the sake of promoting economic development as the fund is intended to achieve. As a result, the costs of running projects was reduce significantly and the projects was be completed within set limit.

Potential Investors

The potential investors by learning more about stakeholder analysis was have an interest in partnering with local leaders to understand what they should do to in strengthening the efficient performance of CDF-funded projects. Finally, the academicians, policy planners, and researchers might also benefit by getting new areas of study and improvements.

1.7 Limitations of the Study

The proposed study was conducted in Machakos County; this obviously impeded the number and variability of the respondents that the study could target.

Some respondents wereunavailable and others did not have enough time to give required information due to their busy schedule which hindered effective data collection and findings.

However, the researcher addressed this problem by making a follow-up to allow them respond at their most convenient time.

Data collection, Data analysis and other activities during the study required huge financial outlays largely due to unforeseen activities which was not be budgeted and this impeded the effectiveness of the study.

Lastly, the research was limited by aspects of confidentiality and availability of the respondents. The researcher observed that some respondents were unwilling to avail their feedback due to fear of victimization from their superiors.

1.8 Delimitations of the Study

The study focused on establishing how strategic plan, logical framework, budgetary allocation and stakeholders' analysis influence the performance of CDF Funded projects in Machakos County.

It was carried in three sub counties in Machakos County namely Machakos, Mavoko and Kathiani. The study looked on the performance of CDF Funded projects in Machakos County only. The study was limited to only seeking the answers not the research questions. Basically, the study tried to identify the Influence of monitoring and evaluation on performance of Government Sponsored projects; A case of CDF funded projects in Machakos County, Kenya.

1.9 Assumptions of the Study

The researcher presupposes that the sample that was utilized throughout the study was representative and that respondents were available and answered questions truthfully and appropriately. She further presupposes that the organization and respondents were cooperative and shared information on their monitoring and evaluation systems, operations and projects by answering the questions correctly and accurately. This study also presupposes that the participants had a good understanding of the Influence of M&E process on performance of CDF Funded projects in Machakos County. There is also an assumption that the data collection instruments and methods were the most appropriate and measured the desired constructs.

1.10 Definition of significant terms

Monitoring and evaluation is about collecting, storing, analyzing and finally transforming data into strategic information so it can be used to make informed decisions for program management and improvement, policy formulation and advocacy. Monitoring and Evaluation is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. It is mainly used to assess the performance of projects, institutions and programs set up by government. Monitoring and Evaluation processes can be managed by the donors financing the assessed activities, by project managers.

CDF Projects- Refers to a piece of work involving many people whose capital funding is by Constituency Devolved Funds. These are the constituency-based projects that are funded by national government through the offices of Members of Parliament.

Performance is the accomplishment of a given task in this case a project, which is measured on the basis of standards of speed, accuracy, cost and completeness that have been set (Pitagorsky, 2013).

Constituency Development Fund a fund that has been established by an act of parliament designed to promote economic development at local level. In Kenya, the fund was established by an act of parliament in 2003 and it is channeled through CDF boards through the offices of members of parliament. It is a distinctive mechanism in that MPs have considerable stake in the selection of projects - a function that can be considered as a new form of constituency service by MPs.

Strategic plan- Is a document that establishes the direction of a company or work unit. It is a document that is used mostly by organizations to communicate their goals, and desired courses of actions in attainment of objectives that have been set.

Logical Framework-it is a management tool for effective planning and implementation of developmental projects. It provides clear, concise and systematic information about a project through a frame. It is a method mainly used to design, monitor and sometimes evaluate projects at

international level. It gives a clear outlay of how much resources would be needed and how these would be used for various project activities.

Budgetary Allocation-Is the amount of funding designated to each expenditure line. It designates the maximum amount of funding an organization is willing to spend on a given item or program, and it is a limit that is not to be exceeded by the employee authorized to charge expenses to a particular budget line. It is a process used to apportion funds to different departments of an organization based on their respective needs and priorities.

Stakeholder Analysis-Is a tool for clearly defining key stakeholders for a project or other activity, understanding where stakeholders stand, and developing cooperation between the stakeholders and the project team. The main objective is to ensure successful outcomes for the project or the changes to come. A process used to examine and evaluate different groups of people with a stake in an organization or project for the sake of determining the way to meet their expectations and interests. The process evaluates the stand of various groups of people on certain issues and tries to strike a balance among the groups for the sake of bringing harmony among them.

1.11 Organization of the Study

The study was organized and arranged into following five chapters.

Chapter one contains background of the study, statement of the problem, purpose of study, research objectives, research questions, significance of the study, basic assumptions, limitation of the study, delimitations of the study, definition of significant terms and organization of the study.

Chapter two entails literature review, theoretical framework, conceptual framework and summary of the literature review.

Chapter three covers methodology of the study, research design, target population, sample size and sampling techniques, research instruments, validity of the instrument, reliability of the instrument

,data collection procedures,data analysis techniques,ethical considerations and operational definition of variables.

Chapter four covers data analysis,presentation,interpretation and discussion of the findings on the influence of monitoring and evaluation process on Government Sponsored projects in Kenya.A case of CDF –Funded projects in Machakos County.

Chapter Five presents and discusses briefly the summary and findings of the study. It further makes conclusions and recommendationson what future studies should do as well as what those tasked with managing CDF-funded projects should do to enhance their viability in promoting economic development at local level.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses its attention on the previous literature on M&E in relation to Influence of the process of monitoring and evaluating on the performance of projects funded by the Kenyan government. It mainly focuses on the Influence affecting performance of CDF Funded projects in relation to Strategic Plan, Budgetary Allocation, logical Framework and Stakeholders Analysis, theoretical review, conceptual framework, researchgaps and summary of literature review.

2.2 Strategic Planning Influence on the Performance of CDF Projects

Strategic planning is an activity of an organization used to outline priorities, resources and focus energy with an aim of strengthening operations (Bryson, 1995). It entails the process of identifying the most important options that are relevant towards the achievement of goals that have been set. A strategy on its part can therefore be seen as an approach that an organization utilizes to accomplish its mission in the realization of practical visions. Alternatively, it can be regarded as a set of tools and procedures designed to help planners and managers to act and think strategically.

Barry (1997) claims that strategic planning is continuous and never done off activity. According to him, it helps stakeholders to set goals they intend to achieve within a specific timeframe. Accordingly, makes sure that employees and other relevant stakeholders work towards common goals that have been agreed upon. They therefore evaluate them from time to time to ensure that the organization is moving towards achieving those goals as it focuses on the future (BSSI, 2014).

A strategic planning process should involve stakeholders, consider and articulate values and priorities. Also, it reflects views of all parties involved in developing strategic goals (Schilder, 1997). To plan effectively, some countries have held public meetings to gather information and views from different parties whereas others have brought together policy makers and collected opinions from the members of the public. This process can therefore be lengthy due to the number of parties that must be consulted before a final decision is reached.

CDF in Kenya faces various challenges especially related to strategic planning. To this end, it has been demonstrated that the government relevant authorities do not set enough funds for the oversight of CDF (GOK, 2009). As a result, there is no guarantee that the members of the public who are key stakeholder in the implementation of CDF-funded projects was be furnished with information to help them ask relevant questions and hold leaders into account for misappropriation of funds. At the same time, CDF programs are cumbersome and prone to corruption and fraudulent practices. For this reason, it was be necessary to develop effective procedures for enhancing accountability to ensure that CDF projects are completed on time. At the moment, CDF funds are normally released to their respective constituencies without due reference to strategic plans or even the timeframes set for projects. Nyandemo (2010) claims that repairs maintenance; rehabilitations are given equal chances like a planned and approved project depending on the political environment and availability of funds therefore. Therefore, it would be necessary to evaluate the influence of a Strategic plan to further funding this is not given attention it deserves before discernment of the funds, therefore significantly affects the completion of the project.

2.3 Budgetary Allocation Influence on the performance of CDF Projects

Under normal circumstance, a budget is intended to help an organization to achieve efficiency through efficient resource allocation. For it to be effective, its functional aspects should outweigh the dysfunctional aspects. In a government, decisions are never made haphazard because budgets are normally developed at the start of financial years. Accordingly, management activities should drive the allocation of resources in line with decisions made at the beginning of financial years. In so doing, activities such as planning, directing, controlling and organizing should reflect the objectives of an organization or government and they should be developed in line with overall objectives. Doing so helps effective implementation of a budget (Donald, 2008).

Budgetary allocation entails budget preparation, recording achievements that have been made, determining the difference between achievements made and what has been budgeted as well as taking the necessary steps to bridge the gaps between budget allocation and achievements (Controllers report, 2001). As a result, the budget of a project should have an efficient process for evaluating and monitoring its success and it should allocate between 5 and 10 percent of its

resources to the M&E process(Kelly &Magongo, 2004; IFRC, 2001; AIDS Alliance, 2006). In Kenya, the CDF Act (2003) claims that a maximum of 3 percent of the money dispersed to a constituency should be used in administration, 15 percent on education, 2 percent on sports and related activities and 2 percent on environmental activities. Based on this allocation, it would be worth noting that only 2 percent of the funds have been allocated to M&E process in the Kenyan CDF-funded projects whereas 5 percent has been set aside for emergency activities. In this respect, most constituencies in Machakos County, allocates 1.1 of their CDF funds to capacity building, which is far below the CDF Act's guidelines (CDF Office, Machakos).

In the recent past, donors have put emphasis on ensuring that monitoring and evaluation are budgeted for before approving any proposals for funding. Budgeting in organizations act as a decision-making process, regarding project cost and production by aiding in establishing performance goals for a unit (Little et al., 2002).

2.4 Logical Framework Approach Influence on the performance of CDF Projects

A framework is an indispensable guide to M&E process because it defines the way a project should be carried out. It helps those involved in implementing a project in understanding its goals by outlining the bond between factors that are important to project implementation and articulating the elements that might affect the success of a project.

This framework was developed in the 1960s to plan and monitor the development of projects. It was applied to USAID project towards the end of 1960s and NORAD project in the 1990s (Pradhan, 2011). Today, the framework is among the widely used tools in planning and monitoring projects. It can be applied to government-funded projects and those funded by NGOs. It makes use of M&E indicators at every stage of project to identify possible risks (Chaplowe, 2008; Jaszczolt et al., 2010). Among the donors, it has become a standard approach for evaluating project performance (Aune, 2000;Reidar, 2003; Kaplan &Garent, 2005).

Some of the advantages of using the framework include: (i) it addresses pertinent questions in project management for the sake of making informed decisions, (ii) it guides the logical and systematic process of analyzing related elements in a project, (iii) it enhances the planning

process by highlighting links among various components, (iv) provides a platform for evaluating the Influence of projects; (v) it facilitates communication among various parties involved in project management; (vi) provides a standardized process of assessing information (Milika, 2011). It further ensures the continuity of projects even when some project managers leave the project or are replaced with new managers. Therefore, it has become an essential tool in project management (Nyandemo, 2010).

Generally, LFA is a methodical planning procedure for managing projects that solves problems by taking the views of all stakeholders (Pradhan 2011). It analyzes current situations including identifying stakeholders’ needs, determining the link between various aspects and defining related objectives (Milika, 2011). It further identifies the probable risks associated with the process of implementing project, establishes a process for monitoring the communication channel and defines the learning process.

The framework consists of four rows and columns that link the goals and objectives of a project to its outputs, inputs, and processes. The result of the framework depict the bond among outputs, outcomes, inputs, projects’ goals and processes including the underlying assumptions (Crawford & Bryce, 2003). Its advantages include efficiency in collecting data, reporting, recording and simplicity. Table 2.1 depicts some components of the framework.

Table 2.1: Logical Frame Work Matrix (Log Frame)

Narrative	Objectively verifiable indicators	Means verifying Indicators	Important Assumptions
Final Goals (Developmental Objective)	Impact	Goal Outcome	
Project Purpose (Immediate Objective)	Outcome Indicators	Surveys	
Output	Output Indicators	Surveys	Output outcome
Processes/ Activities	Process	Project Reports	Activity Output Assumptions
Input	Input Indicators	Project Reports	Input activity Assumptions

Source: Adapted from AusAID, 2000

Inputs are the resources used to produce outputs and they include equipment, financial and human resources. The tasks carried out to implement the project are referred to as processes or activities. Outputs, on the other hand, include the results produced by undertaking various activities, information and products. Normally, outputs mirror results within a short period probably between one and two years whereas outcome mirror the immediate impacts of the outputs of a project on a community (McCoy, 2005). Conversely, goals are normally the long-term outcomes of a project. Impact might be defined as the sum of the overall long-term Influence of an intervention on a project usually over a longer period probably between 5 and 10 years (McCoy, 2005). Project's indicators enable the people managing a project to track progress, take corrective actions and showcase results (World Bank, 2004).

The logical framework has the vertical axis that consists of the logical chain of command of objectives developed based on a vertical logic. Also, it consists of a horizontal logic that can be used to verify the vertical logic (Crawford and Bryce, 2003). According to the International Federation of Red Cross (2001), the LFA is used to monitor whether finances, human resources, and materials would be readily available when needed most. The activities was be checked whether they are being done within schedule and cost. They was be monitored to check whether they lead to the right outputs and outcomes.

2.5 Stakeholders analysis Influence on the performance of CDF Projects

Stakeholder Analysis (SA) can be defined as the process that is used to aid policy and institutional reforms by taking into account the needs of various parties affected by reforms or institution under consideration. By taking these things into consideration, the policies developed are normally sustainable and realistic because they incorporate views from different parties (Milika, 2011). Most donors use this methodology to evaluate the effectiveness of their projects. It has consequently become an important strategy in the implementation of complex and large projects (Gray, 2001).

Due to its nature, stakeholders can give their contributions at different levels. The lowest level entails sharing information whereas the highest level entails consultancy in making decisions. At the highest level, project developers should collect view from all stakeholders including identifying the most preferred solutions and developing alternatives. They can therefore

empower stakeholders to make final decision as detailed of the interrelations are depicted in Figure 1 and explained below.

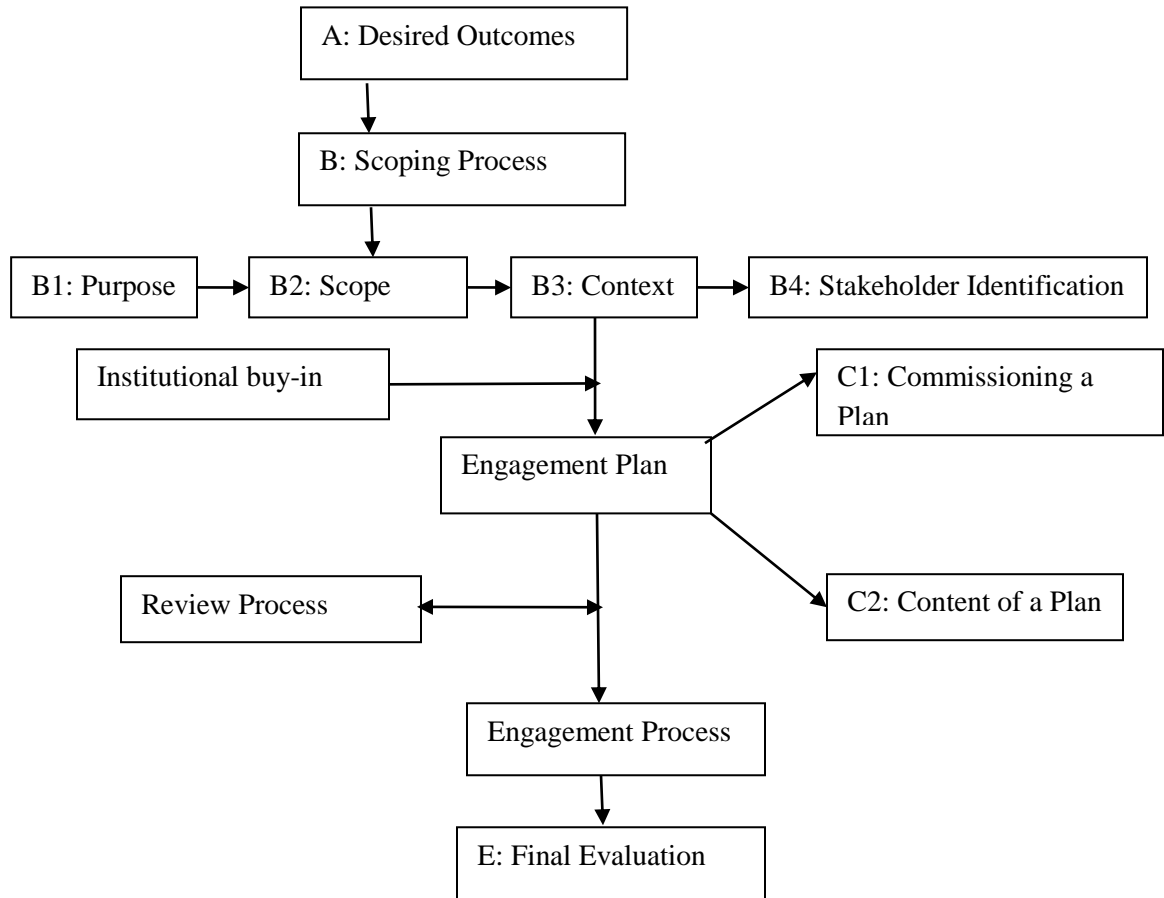


Figure 1: Flow chart showing stakeholder engagement plan.

Source :Milika (2011)

The flow chart shows the process of involving stake holders from design of desired outcome, scoping process engagement plan process up to final evaluating by involving stakeholder. The desired outcomes influence the methodology of engaging stakeholders in project planning implementation and completion. Milika (2011) further advises that diverse participatory methods should be utilized to generate dissimilar outcomes that in turn would determine the ultimate outcomes of the stakeholders engagement exercise. Accordingly, the process of coming up with desired outcomes is an important one in the planning process. It does not only enable managers

to develop a suitable methodology and technique for engaging different players but also ensures that the process remains abreast of the progress of a project (Milika 2011, IEA, 2006).

Milika (2011) further claims that the context, scope and purpose of the process of engaging stakeholders are related to one another. When combined with stakeholder identification, they form the scoping process from which, dependent upon institutional support and “Engagement Plan so that the stakeholder’s engagement is put in the process. A noble purpose is normally focused on clear aims and objectives that originate from desired outcomes. Such a purpose enables the body that is responsible for commissioning a project to put the right mechanisms in place and transform the outputs into outcomes. A comprehensible purpose makes that the commissioning body is aware of what is ahead then enables it to check whether “participation” is appropriate. In line with the view of Mulwa (2010), stakeholders are expected to take their own decisions.

They should make their decisions that donors abide with and free to choose alternative regular consultation seen to be healthy among partners ,stakeholders involved characterized by respect trust and responsibility. According to chambers (1993), new approach calls for a paradigm shift from conventional approaches to extensions that are fundamentally banking in nature imparting technical knowledge and skills to the local.

Stakeholder involvement is one strategy of involving community in making decisions and identifying the most appropriate projects. It should therefore be intensified through workshops, public meetings and public awareness campaigns.

2.6 Theoretical Framework for Monitoring and Evaluation in Projects.

A theory is a reference framework that enables people to understand the world they live in so that they can function appropriately (Chen, 1990). The first major process of evaluating projects in USA occurred in the late 1960 and early 1970s during the Kennedy administration when the "War on Poverty" and the "Great Society" were initiated (Rossi, Lipsey, &Freeman, 2004). Since then, new evaluation theories have been developed and refined to tackle project related challenges. Most of these theories consist of program theory and social science theory.

2.6.1 Program Theory

According to Lipsey (1990), this theory plays a critical role in identifying key elements of a program and illustrating the way they relate to one another. As a result, data collection process is an important aspect in this program because it provides the relevant information.

This theory defines a process to be followed in the process of deploying resources and organizing activities of a program for its efficient development (Rossi, 2004). It therefore determines the way target population is going to receive the intended interventions by interacting with service delivery systems. In this respect, program theory evaluates the way desired social benefits of a target population are represented in a project. To date, the advantages of this theory are well-documented and they include the ability to identify the outcomes of a project and efficiency in identifying the desired outcomes of a project (Uitto, 2000). In line with these advantages, it therefore enables the evaluators of a project to determine whether the program is efficient or inefficient (Weiss, 2003).

The program guides the evaluation process by helping to identify the important elements of a project and establishing the relationship between those elements. Therefore, the process of collecting data is made within the parameters set by program theory to ensure that the elements occur within the set standards. Accordingly, once the data has been collected, it is then analyzed within the framework that has been set. In most cases, the data that is collected from different sources or using different methods is triangulated (Denzin, 1970; Greene, Caracelli, and Graham, 1989; Mathison, 1988). Then the pattern of relationship found from the data is compared with the pattern that has been articulated by the program theory (Marquart, 1990; Scott & Sechrest, 1989; Trochim, 1989; Yin, 1994). To tackle the challenges that might develop in the process of collecting and analyzing the data, Stake (1967) has developed a model that describes the intended antecedents, outputs, and the possible outcomes of a project. The model helps to compare data collected from a project with the intended results and the appropriate standards.

Weiss (1972) is yet another proponent of the program. He recommends the use of path diagrams in modeling the sequence of steps between desired outcomes and program's interventions. This model, which is causal in nature, helps a person evaluating the success of a project to identify the

variables that should be included in the evaluation process, determines the areas of possible break downs in the model and understand the changes that might affect the project negatively.

In daily practices, program theory is understood as the process of developing a model for helping a project to operate (Bickman, 1987). It is also understood as a set of propositions of rectifying the possible challenges of a project to help the project operate effectively (Lipsey, 1993). In addition, it is considered to be the process by which the components of a project affect its outcomes.

In relation to the above descriptions of program theory, Rossi (2004) claims that it consists of plans that deal with the processes followed in deploying resources and organizing activities within a project so that the intended service delivery systems can be developed and maintained throughout the lifetime of a project. In a nutshell, the theory deals with service utilization plan that evaluates the way target population obtains the necessary inputs through the service delivery process. It further looks at the way the interventions executed on a project help in achieving social benefits normally referred to as impact in the stakeholder analysis process (Birkmayer& Weiss, 2000; Weiss, 2003).

2.6.2 Stakeholder theory

Oakley (2011) claims that stakeholder approach is one of the most powerful approaches for understanding a firm and the environment it operates in. The approach helps in broadening the role of a management team beyond maximizing profit by helping them to look at other interests of stakeholders that do not involve money (Mansuri&Rao, 2004). Patton (2008) claims that the model includes all stakeholders with legitimate interests of being included in an enterprise. This might include the members of a community who might not have a stake in an enterprise, but they would obviously be affected by the good or bad practices of that enterprise (Karl, 2007). As a result, the interests of one group of people should not overshadow the interests of another group of people because all stakeholders are considered to be equal. For this reason, the employees of an enterprise, customers, associated corporations, and the members of the public should be considered in the process of making decisions of an enterprise. The central purpose of this theory

therefore is to enable the managers of an enterprise to understand the roles of different parties in making strategic decisions (Patton, 2008).

The study also relies on the stakeholder theory which tries to explain the importance of stakeholder's involvement in strategy implementation. Typical stakeholders are normally considered to include communities, government, employees, suppliers, customers, and competitors and any other group that might have interest in the project/enterprise (Carroll, 1996). The process of managing stakeholders involves considering the interests of all these groups of people and addressing their concerns before a decision can be made.

Normally, the main purpose of a firm is to serve the interests of its owners, but in so doing the management team of that firm has the moral responsibility of ensuring that as the firm strives to achieve the objectives of its owners, it does not violate the interests of other people. Broadly speaking, every stakeholder including those who do not have a direct interest in a firm has identifiable interests that he/she wishes the firm to take into account as it strives to maximize profit for its owners or achieve the desired results. Therefore, the inclusion of all stakeholders is pertinent because it leads to success of strategy implementation.

From a general perspective, stakeholder theory addresses business ethics and management of a firm thereby helps it to develop morals and values that are acceptable within its environment. It identifies the parties that are critical to a firm and recommends the process to be followed in meeting their interests and expectations. In simple terms, it addresses the challenges of the "Principle of Who or What Really Counts" that is propagated by Freeman (1984). This theory therefore is an important one in the management of CDF-funded projects because it integrates the market-based view and resource-based view in recommending the way such projects should be monitored and managed in a socio-political manner. The theory helps to identify the different parties that are involved in the management of CDF-funded projects and the people that might have interest in those projects thereby define the manner in which the interests of these are to be satisfied.

From a service planning and strategic viewpoint, the importance of involving all stakeholders in making decisions is well-documented (Ackermann & Eden, 2001). However, the role of different stakeholders in measuring projects' performances has not been evaluated in totality; thus, very little literature exists on this area of study especially in CDF-funded projects.

The use of this theory in CDF-funded projects enables the projects to obtain maximum benefits because the interests of all parties are addressed and satisfied. This theory is different from the traditional one that evaluates the input and output of different parties without necessarily addressing their concerns and interests (Donaldson & Preston, 1995). As a result, stakeholder theory has become over the years a primary instrument in management. In CDF-funded projects, it helps the people who manage projects to address the moral and legal interests of all parties because its method of identifying and managing different groups of stakeholders is efficient. Because of this a substantial amount of work should be done to identify the influence of each party that has a stake in the management and evaluation of CDF-funded projects (Yee-Chin, 2004).

2.6.3 Resource Based View (RBV) Model

This model that was developed by Wernerfelt in 1984 proposes that competitiveness of any project can only be attained by delivering greater value to customers. To date, the current literature on the model focus on their attention strategic methods of identifying and using resources to help firms develop competitive advantage over their competitors (Barney, 1991). Business theorists on their part have focused their attention on the factors that help firms to succeed or fail in the international market by considering the competitiveness of local alliances and subsidiaries in emerging markets (Luo, 2003). Because of this the knowledge provided by local alliances or subsidiaries helps in the process of conceptualizing value at local level (Gupta *et al.*, 2011).

The model regards resources as the inputs that are deployed to the production process of a firm. They can therefore be classified as either organizational capital, human capital or physical capital (Crook, 2008). Capability is defined as the ability of a particular set of resources to perform a specified task. In this respect, every organization is understood under this model as a collection

of unique capabilities and resources that helps it to develop its strategic plan and obtain returns from those resources and capabilities. During the 21st century, a firm has consequently been regarded as a compilation of evolving capabilities that are managed in a dynamic way in pursuit of extra-ordinary returns. For this reason, the different performances of organizations normally result from their unique capabilities and resources as opposed from structural characteristics of their respective industries (Crook, 2008).

The Resource Based View helps in identification of resources that are relevant to the growth, overall effectiveness and survival of an organization (Barney (1991). Accordingly, it has arguably dominated researches conducted by private firms and to some extent some public firms (Barney 2001). Its key insights include “scarce, valuable, and imperfectly limitable resources are the only factors capable of creating sustained performance differences among competing firms, and that these resources should figure prominently in strategy making” (Miles, 2011). In this respect, both tangible and intangible resources, which include skills, human and financial resources are normally important in the implementation of strategic plans. Mostly, these resources are provided by the main stakeholders. When provided adequately, they facilitate efficient implementation of strategic plans.

The Resource Based View theory regards resources as the assets that a firm controls in developing and implementing its strategic plans. It further regards capabilities as the subset of those resources that allow firms to exploit resources maximally (Barney & Hesterly, 2008). As a result, lack of such resources and capabilities acts as an impediment in the development of strategic plans and the overall success of a firm. The model hypothesizes that competencies, capabilities and resources are the main pillars of the process of implementing strategies. Consequently, every organization should acquire these attributes before it focuses its attention on developing and formulating a strategic plan. In this respect, all forms of resources which include organizational, individual, physical, human and financial resources should be brought together if strategy implementation is to succeed.

2.7 The Concept of Devolved Funds

In Kenya, devolution started in 2010 after the promulgation of the new constitution. It created the forty-seven counties now present in the country and transferred some functions previously performed by national government to county governments as well as responsibilities and resources to county government. Despite the citizens high expectations that they would experience economic growth at local levels, a number of challenges have been witnessed in the implementation of devolved system of governance. The challenges range from devolved corruption among leaders at county level to poor implementation of projects among other challenges.

According to Dacks (1990), devolution acts as a process of transferring powers from a central government with higher powers to local or regional governments closer to the members of the public. Normally, it occurs when local governments gain more power from central governments over enlarged territories or when its powers is specified in a particular region. Most of the time, devolution entails transfer of finances, capacity to manage resources independently and powers to make independent decisions based on the understanding that has been developed or determined. The roots of devolution are in self determination and democracy, which advocate for self rule. The principle of democracy asserts that larger governments are incapable of providing efficient services or even making suitable policies for distant communities especially those at local levels. It suggests that only governments closer to the people are able to offer better services and make policies that can benefit local people. On the other hand, the self determination principle claims that distinct communities should have some level of control over their various institutions that impact their lives.

According to the author devolution is seen as having cultural, economic and political dimension. This looks at demand for devolution in two ways. That is; cultural and economic dimension. Cultural dimension focuses its attention on control over social programs, education and language. On the other hand, economic focuses on control over land, resources and economic development. To succeed, devolution requires political developments that create capacity among local leaders to handle political powers. These people play articulate needs pertinent to local people and negotiate the processes of transferring powers from central governments. Advocates of devolution consider it to be the best way of increasing the efficiency of public expenditure. According to Putman (1993), the proponents of devolution argue that inter-territorial competition

among various systems of government promote innovation and efficiency. They further argue that devolution promote transparency, greater political participation and accountability that result to economically viable institutions. The net effect of this was be creative ways of addressing the national's welfare.

Nonetheless, Putman (1993) claims that devolution tends to minimize career development and results to low wages. In addition, it promotes corrupted deals through influential local entities and personnel. Accordingly, it might promote retrospective Influence at local levels due to high administrative and competition costs. Generally, devolution is normally seen as a combination of distinct factors such as legitimacy, which symbolizes decentralization of authority and resources. As a consequence, devolution is seen as a degree of legitimacy in utilizing authority and resources. To promote devolution, the Kenyan government has developed some types of funds such as Youth Enterprise Fund, Constituency Bursary Fund, Women Enterprise Fund, CDF and Poverty Eradication Fund among others.

To a great extent, the CDF is normally considered to be an important driver for socio-economic development in the country. It targets to promote economic development at constituency level. Its key objective therefore is to fund projects that are capable of transforming the lives of local people. A lot of this fund targets community-based development projects that address immediate needs; as such, local people are encourage to participate in making decisions relating to utilization of the fund.

The philosophy behind CDF is that public participation in decision making enables local people to prioritize the most demanding projects (Kimenyi, 2005). To stimulate development at local level, the national government has committed itself to increasing CDF on annual basis through debates in the parliament (IMF, 2010).

The underlying concept of CDF, on the other hand, is to transfer powers to local people (Brown, 2011). Because of the transfer of powers and resources local governments are normally compelled by circumstances to handle a variety of responsibilities most of the time with less financial resources.

In spite of the good focus of devolved system of governance, public participation in making decisions is yet to be achieved due to exclusion of the members of public in making decisions, inadequate resources and poor coordination (Maureen, 2007).

Citizens of Machakos county have benefited a lot from devolution. The devolved funds have been used to build the various projects which has improved the livelihood of people in Machakos county. The various projects are: 33 kilometer road connecting Kithimani at the Thika-Garissa Highway to Makutano, and Mwala junction heading towards Machakos town with an efficient lighting system are to a great extent symbolic steps Machakos county has taken from the time devolution was initiated in Kenya. The county is also credited for the establishment of Machakos People's Park and the Machakos stadium where Kenya won the Cecafta title. All the 54 roads that spread across the 40 wards in Machakos county has been fixed with culverts, drifts, spot improvements and murraming to motorable standards. Additionally, Machakos county government has released each of the 8 sub-counties; graders, tippers, excavators, bulldozers, shovels and rollers to enable farmers with lands to till their lands. This has curbed famine in Machakos. Machakos county has installed CCTV cameras across all the eight sub-counties and bought patrol vehicles to curb crimes and also dug 205 boreholes and 166 dams. Each sub county in Machakos county has a Tertiary technical institute.

2.8 Conceptual Framework

According to Orodho (2009), a conceptual framework defines the link between different groups of variables in a research. Jabareen (2008) defines variable as a quantifiable attribute that assumes diverse values. The Conceptual Framework therefore provides a picture of the way different variables normally dependent and independent relate to one another. Normally, an independent variable influences the outcomes of a dependent variable; a dependent variable should be measured to determine the Influence of independent variables (Mugenda 1999). The independent variables in this study included Strategic Plan, Budgetary Allocation, logical Framework and Stakeholders Analysis, the dependent variable was the performance of Government Projects.

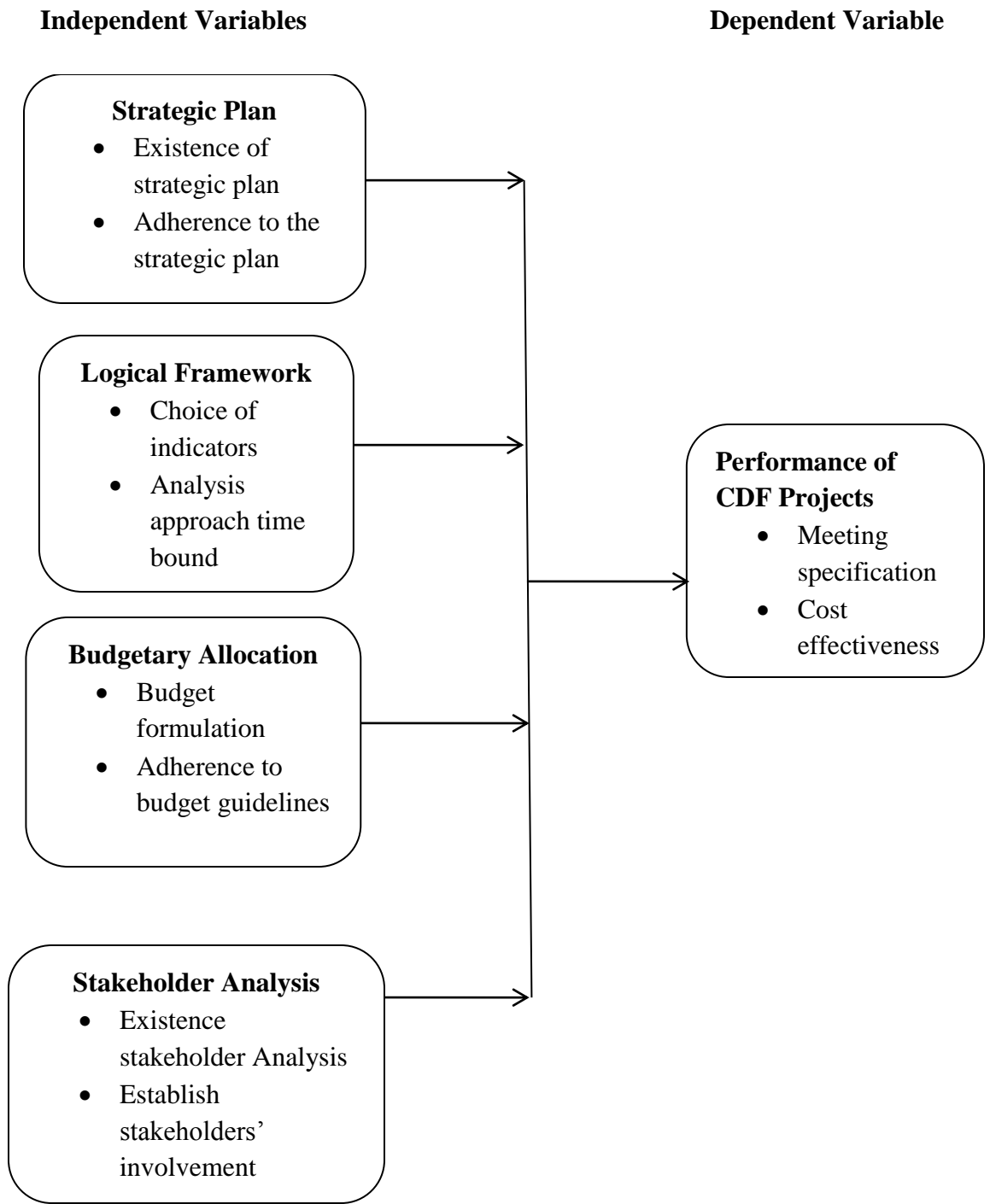


Figure 2: Conceptual Framework

2.9 Knowledge Gap

The management structure of CDF-funded projects is an area of concern because the Members of Parliament (MPs) in Kenya control the process of identifying projects, formulating and dispersing funds to the various projects. In fact, as chairmen of those projects, they were beundue influence on the dispersion and allocation of funds to various projects. Accordingly, they tend to influence the processes of monitoring and evaluating the CDF-funded projects especially when they know that the resources were beallocated inappropriately and they were in a way or other benefit from such allocations (Ongoya&Lumallas, 2005). As a result, it might not be possible to monitor and evaluate the utilization of funds of various CDF projects.

Nabulu (2015) who conducted a similar project in Narok East sub-county found that the performance of government funded projects in the sub-county was influenced by the strength of teams tasked with monitoring projects, cost and the level of training of team members. The current literatures on M&E processes in Kenya indicate that the theoretical frameworks for evaluating the performance of government funded projects are rarely applied in the evaluation of those projects. To bridge this gap, the proposed study was provide an insight of Influence of M&E process on the performance of government-funded projects in the country with the help of CDF-funded projects in Machakos county.

2.10: Summary of Literature Review

The chapter has reviewed the relevant literatures in different sections thereby identified the theoretical background for the proposed study. It has established that M&E process remains a relevant process in the management of projects; thus, results obtained from it should be applied to CDF-funded projects. Nonetheless, it has established that certain areas of concerns need to be addressed to enhance the process in the management and evaluation of CDF-funded projects. The areas include i) the Influence of M&E process on implementation of strategic plan, ii) the influence of budgetary allocations on M&E process in the implementation of projects iii) the Influence of Logical Framework of Monitoring and Evaluation process on project's goals iv) the methods to be used enhance efficient stakeholder involvement in the management of projects.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter delineates the methods that was utilised in the study. It highlights the sample frame used, research procedures, data collection methods, sample size, study's population, research design , ethical issues and data analysis methods.

3.2 Research Design

A research design is defined as “a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings”(Burns and Grove ,2003) The study was be premised on descriptive survey research design with an aim of finding out and making assertions on how strategic Plan, Logical Framework, budgetary allocation and stakeholder Analysis affect performance of the processes of monitoring and evaluating government-funded projects. The design was be concerned with describing the attributes of various variables and determining their levels of association (Kothari, 2004). It was therefore ask the participants to describe various phenomena of interest based on their attitudes, perceptions and behaviors towards those phenomena. This design is normally used because of its efficiency in data collection and cost effectiveness as well as the minimum time required implementing it (Mugenda&Mugenda, 1999).

3.3 Target Population

Population is defined as the entire aggregation of cases that meet a designated set of criteria. The target population is the aggregate of cases about which the researcher would like to make generalisations (Polit & Beck 2004).

characterizes population is characterized as “the total number of units from which data can be collected”, which include events, organisations, individuals or even artifacts. (Parahoo, 2006)

The proposed study was conducted in Machakos County particularly in Machakos Sub-county, Mavoko sub-county and Kathiani Sub-county. Accordingly, the target population consisted of the people living in these localities particularly those above eighteen years of age. It further consisted of the members who are responsible for managing CDF-funded projects in the various sub counties namely Machakos, Mavoko and Kathiani and the people who benefit from the CDF Projects. It further consisted of people charged with monitoring and evaluating the devolved

government projects within Machakos County they included the CDF Managers, Project Coordinators and Project Beneficiaries. A total of 200 projects from the target areas were sampled which comprised of ECDE Classrooms, Boreholes and Community Health Centres.

Table 3.1: Target Population

Type of project	Target Population	Percentage(%)
ECDE Classrooms	85	42.5
Boreholes	65	32.5
Community Health Centres	50	25
TOTAL	200	100

Source: Machakos County CDF Office 2016/2017

3.4: Sample Size and Sampling Procedure

A sample is defined as “ a proportion of a population” .A sample refers to the number of people selected from a population to participate in a study(Polit and Beck, 2004) .Sampling process is referred as a process of selecting a group of people, events or behavior with which to conduct a study(Burns and Grove ,2003)

3.4.1: Sample size

The process of determining sample size is normally a statistical process because it has to be representative of the target population. In empirical studies, it is an important tool that should therefore be chosen keenly. The sampling used in this study was stratified random sampling which according to (Kombo & Tromp, 2006) involves dividing the population into homogenous subgroups and then taking a simple random sample in each subgroup. The projects were stratified into: classrooms, community dispensaries and boreholes. The purpose of the stratification was to have a good representation of the population of the study and to cater for all the categories of projects in the constituency. The rationale of taking this method was advised by

the argument that it ensured that all strata (CDF projects) were proportionately represented in the study and that there was no bias within each stratum (project).

The study adopted Simple Random Sampling Technique, and the sample size was be calculated from Nassiuma’s (2000) formula as shown below.

$$n = \frac{NC^2}{C^2 + (N-1)e^2}$$

Where

n = sample size

N = Target population size

C = coefficient of variation which is 50%

e = error margin which is 0.05

Substituting these values in the equation, estimated sample size (n) was:

$$n = \frac{NC^2}{C^2 + (N-1)e^2}$$

$$\frac{200 (0.5)^2}{0.5^2 + (200-1)0.05^2}$$

$$n = 66.8$$

$$n = 67$$

The sampling frame is the list from which the potential respondents are drawn. The following process was be utilized to obtain the sampling frame.

Table 3.2: Sampling Frame

Type of Project	Total Population	Sample Size
ECDE Classrooms	85	28
Boreholes	65	22
Community Health Centres	50	17
TOTAL	200	67

3.4.2: Sampling Technique

A sample size of 67 respondents was required for this study. Simple random sampling technique was used to identify the respondents.

3.5: Research instruments

A combination of methods which included questionnaires and document analysis was used. Questionnaires were utilized because of their efficiency in administration and generation of a variety of data required for analysis. The respondents were diversified and therefore questionnaires serve to be the most convenient way of collecting the needed information. Furthermore, questionnaires save time and enable respondents to provide conclusive answers thereby they were preferred over other instruments.

Document analysis collects data from documented sources. The method was utilized to collect data that was not captured in the questionnaire. It was retrieved from computer databases and documented files of the County Government of Machakos. Most of the time, documented data tends to be complete, well-structured and consistent thereby it was utilized to complement the data that was collected using questionnaire. The researcher recruited and trained four research assistants who were to assist in data collection and data entry. Before collecting the data, the assistants were trained how to collect and enter data into the relevant computer program.

3.6 Reliability and Validity of the Instrument

Validity and reliability are important in research as they are useful in strengthening propositions and conclusions. For Validity and reliability to exist the data collection techniques must yield information that is not only relevant to the research objectives but also correct Mugenda et al (1999).

3.6.1 Instruments' Validity

Instrument's validity is defined as a measure of its relevance and correctness (Mugenda and Mugenda, 2003) They claim that it determines the meaningfulness and accuracy of the results of a study. In the proposed study, the validity of the instruments that was utilized was guaranteed by ensuring that the study's objectives were the main focus of the research questions. Accordingly, a

pre-testing process was conducted to ensure that the research questions measured what they were meant to measure (Cooper & Schindler, 2003). Expert opinion from supervisor was also sought to ensure that the research questions were valid and reliable. Accordingly, before the questionnaire is utilized to collect the data, it was handed over to supervisor for evaluation and confirmation that it was suitable.

3.6.2 Reliability of the Instrument

The reliability of an instrument refers to its consistency meaning that when used in a different scenario it would yield consistent result (Mugenda&Mugenda, 2003). This concerns itself with the dependability of an instrument (Nachmias&Nachmias, 1996). The reliability of the questionnaire was be evaluated by re-testing techniques to ensure that they was produce consistent results. This was involve administering the questionnaire twice to the respondents. That is, it was involve administering the test to the respondents for the first time, after six days administer the test a second time and then correlate the score from both testing periods. In this study the Cronbach's Alpha Coefficient wasbe used to test the reliability of the measure used in the instrument. A test with reliability of values greater or equal to 0.7 was be acceptable indicator of internal consistency, that is, items correlate highly among themselves (Mugenda&Mugenda, 2003). This study wasaccepted it had values greater or equal to 0.7.

3.7 Data Collection Procedures

Before data collection, the researcher wasto obtain all the necessary documents from the relevant authorities including an introduction letter from the university. Furthermore, upon clearing with the relevant authorities, the researcher in person wasto drop and pick the questionnaire the same day from the sampled individuals.

3.8 Data Analysis Techniques

The data collected was coded and analyzed using the Statistical Package for Social Sciences (SPSS) tool. Descriptive analysis in form of frequencies, percentages was conducted. While descriptive analysis outlined the views of the respondents regarding the study variables,

inferential analysis facilitated deducing of conclusions pertinent to study objectives by illustrating the relationship between the various independent and the dependent variables.

The process of analyzing the data was utilized both quantitative and qualitative methods. The descriptive statistics was utilized to tabulate quantitative data in form of percentages and frequencies. Both relative and absolute percentages was utilized including the measure of dispersion and central tendency, which include mean and standard deviation. They tabulated results for comparison purposes. Before analyzing the data, it was be coded and then entered into SPSS version 21.0 for analysis. The frequency tables was also be utilized to tabulate the results for comparison purposes as well.

3.9 Ethical Considerations

Minja (2009) defines ethical considerations as the norms put in place to govern studies whose research participants are human beings. In the present study, confidentiality was be considered to be one of the main ethical considerations because the researcher understands the effect that any information that could leak to the members of the public washave on the respondents. Accordingly, any data/information obtained from research participants was treated with high level of confidentiality. The research participants were also requested to participate in the study on a voluntary basis meaning that no one was forced to participate in the study. Additionally, high level of anonymity was maintained throughout the process of analyzing the data. Accordingly, the names of the research participants or anything that could be used to identify them was not be used anywhere in the analysis process. Other issues that was be considered include honesty with which participants was strive to depict in answering the research question, and objectivity that was be utilized to minimize bias.

3.10 Operational Definition of Variables

This part of the paper operationalizes the variables that was investigated in this study. The study aimed at establishing Influence of monitoring and evaluation process on performance of Government Sponsored projects in Kenya. A case of CDF-Funded in Machakos County. The four independent variables were Strategic Plan, budgetary allocation, Logical Framework and stakeholders Analysis. Different indicators were used for the different variables. Documents analysis and questionnaires were used to gather the needed information. Ordinal scale was used.

Statistics entailed both descriptive and thematic analysis techniques. The dependent variable is the effective performance of the M&E process on Government Sponsored projects.

Table 3.3: The below tables shows the operational definition of a variable.

Objectives	Variables	Indicators	Measurement	Research Design	Data collection	Data analysis
Determine the Influence of Strategic Plan on the performance of CDF projects in Machakos county.	<u>Independent Variable</u> Strategic Plan	Adherence to plan Existence of strategic plan	Ordinal scale	Survey	Questionnaires	Descriptive statistics/analysis frequencies and percentages
Assess the extent to which Logical Framework influence performance of CDF projects in Machakos county.	<u>Independent Variable</u> Logical Framework	Analysis approach time bound Understanding usage	Ordinal	Survey	Questionnaires	Descriptive statistics/analysis frequencies and percentages
Assess the extent to which Stakeholders analysis influence performance of CDF projects in Machakos county.	<u>Independent Variable</u> Stakeholder Analysis	Establish stakeholders involvement Scoping process Participatory role	Ordinal	Survey	Questionnaires	Descriptive statistics/analysis frequencies and percentages
Establish the extent to which Budgetary Allocation influence performance of CDF projects in Machakos County	<u>Independent Variable</u> Budgetary Allocation	Budget formulation Costing Auditing Adherence to budget guidelines	Ordinal	Survey	Questionnaires	Descriptive statistics/analysis frequencies and percentages
	<u>Dependent Variable</u> Performance of CDF funded Projects	Meet specification Cost effectiveness No of projects completed Finish in time	Ordinal	Survey	Questionnaires	Descriptive statistics/analysis frequencies and percentages

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

The study sought to examine how M&E tools influence CDF project performance in Machakos County. This was done by testing variables through purposely selected projects from each of the four randomly sampled sub counties in the county. The themes were; the influence of strategic plan on project performance, influence of logical framework on project performance, influence of the budgetary Allocation on project performance and influence of stakeholder's analysis on project performance. This chapter therefore presents the results of statistics analysis, presentation, interpretation and discussions. This chapter displays outcomes from data analysis from collected questionnaires responses. The data gathered were analyzed using descriptive and inferential statistical methods for respective variables and the results shown in tabular reports and their assumptions presented.

4.2 Questionnaire Return Rate

The study sampled 67 respondents from the target population of 200, collecting data with regards to the influence of monitoring and evaluation process on performance of Government Sponsored projects in Kenya: A case of Constituency Development Projects(CDF) Funded projects in Machakos County. The questionnaire return rate results are shown in Table 4.1.

Table 4.1: Questionnaire Return Rate

Response	Frequency	Percentage
Response	45	67
Not Responded	22	33
Total	67	100

The study targeted a sample size of 67 respondents from which 45 filled in and returned the questionnaires making a response rate of 67%. This response rate was satisfactory to make conclusions for the study as it acted as a representative. According to Mugenda and Mugenda

(1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is a good response rate. Based on the assertion, the response rate was good. This response rate demonstrated willingness of the respondents to participate in the study.

4.3 Background Information

The background information of the respondents has been presented in this section. It covers gender, level of education; years lived in Machakos County, Knowledge about CDF Fund, Completion of CDF Projects, Project Duration and Respondents Occupation in the project.

4.3.1 Gender distribution of the respondents

The study sought to determine the gender category of the respondents; this was sought in view of ensuring that both males and females in CDF management and Project Beneficiary were equitably engaged in this research. Results on gender distribution are shown in Table 4.2

Table 4.2 Gender of Respondents

Gender	Frequency	Percentage
Male	30	67
Female	15	33
Total	45	100

From the research findings, the study noted that majority of the respondents were male (67%) whereas the rest (33%) were female. The large gender gap may be as result of largest proportion of respondents available to respond to the study. The findings show a fair engagement of both males and female. This implies that the findings of the study did not suffer from gender biasness.

4.3.2 Age of respondents

Different age groups are perceived to hold diverse opinions on deferent issues. In this essence the study requested the respondents to indicate their age category. Results on age distribution are shown in Table 4.3.

Table 4.3: Age of the Respondents

Age Category	Frequency	Percentage
18-25 years	10	22
26-35 years	15	33
36-45 years	12	27
Above 46 years	8	18
Total	45	100

From the research, most of the respondents as shown by 33% indicated that they were aged between 26 to 35 years, 27% of the respondents indicated that they were aged between 36 to 45 years, below 30 years, 22% of the respondents indicated that they were aged between 18 to 25 years whereas 18% of the respondents indicated that they were aged 46 years and above. This implies that respondents were fairly distributed in terms of their age category and are actively involved in monitoring and evaluation process on performance of CDF projects in Machakos County.

4.3.3 Educational Level of respondents

One's level of education determines one's level of perception, and understanding on various matters. In this essence, the study sought to determine the respondent's highest level of education. Results on respondent's level of education are shown in Table 4.4

Table 4.4: Education Level of Respondents

Level of Education	Frequency	Percentage
Primary	7	16
Secondary	10	22
College	16	36
University	12	26
Total	45	100

From the research findings, the study revealed that majority of the respondents as shown by 36% held college diploma certificates, 26% of the respondents held bachelor's degree whereas 22% of the respondents held secondary education, whereas 16% of the respondents held primary education. This implies that majority of the respondents were academically qualified and thus they were in a position to give credible information relating to this research.

4.3.4 Period of Residency

The study sought to determine the influence of period of residency on performance of CDF projects in Machakos County .Table 4.5 presents the findings respondents' period of residency

Table 4.5: Period of Residency

Period	Frequency	Percentage
1-5 years	10	22
5-10 years	15	33
10-15 years	11	25
Over 15 years	9	20
Total	45	100

An analysis of the time period within which respondents had been residents in Machakos County revealed that 33% representing 15 respondents had been residents for 5-10 years, 25% representing 11 respondents had been residents from 10-15 years, 22% representing 10 respondents had been residents from for 1-5 years while 9 of the respondents shown by 20% had been residents for over 15 years. The findings reveal that majority of the respondents had between 5-10 years of residence in Machakos County. The period of residence for majority of respondents was a good indicator of their understanding on performance of Cdf projects in Machakos County.

4.3.5 Projects Completion

Results in Table 4.6 below show 73% of the projects were not completed within the set time, reasons raised for such were given by 33 respondents as follows; Minimal Budgetary allocation to projects, failure to involve the various stakeholders when starting the projects, Corruption in CDF management through the office of CDF, lack of cooperation from the community members.

Table 4.6 Project Completion

Set Time	Frequency	Percentage
Yes	12	27
No	33	73
Total	45	100

4.3.6 Project Duration

Results in Table 4.7 below indicate that 44% majority of projects are scheduled for completion within the range 2-4 years, 29% of projects are given time duration of above 4years, 18% of projects are given time duration of 1-2 years Projects given below 1 year were 9%. However, most of these projects are not completed within the specified time.

Table 4.7 Project Duration

Duration	Frequency	Percentage
Less than 1 year	4	9
1-2 Years	8	18
2-4 Years	20	44
Above 4 years	13	29
Total	45	100

4.3.7 Occupation of Respondent

Results in Table 4.8 below, show 33% of the respondents were CDF managers, 44% were project Project Coordinators, 23% were the project beneficiaries with 46.7%.

Table 4.8 Occupation of respondents

Occupation	Frequency	Percentage
CDF Managers	15	33
Project Coordinators	20	44
Project Beneficiary	10	23
Total	45	100

4.4. Influence of strategic plan on project performance

CDF Managers, Project Coordinators and Project beneficiaries were interviewed about the influence of strategic plan on performance of CDF projects in Machakos County. They were given an opportunity to select from scale of strongly agree, Agree, Neutral, Disagree and Strongly Disagree. Their response to various components is in Table 4.9 showing frequency and percentages.

Table 4.9: Influence of Strategic Plan on Project Performance

Statement	Strongly agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Inclusion of Budget in the Strategic Plan	24	53	4	9	10	23	2	4	5	11	45	100
Adherence to the time schedule in the strategic plan	9	20	26	58	3	7	5	11	2	4	45	100
Inclusion of Monitoring & Evaluation in Strategic Plan.	30	67	4	9	6	13	2	4	3	7	45	100
Adherence to Project management chart in the strategic plan	25	56	6	14	2	4	7	15	5	11	45	100
Inclusion of Contractor requirement and conditions in the strategic plan	23	51	4	9	8	18	1	2	9	20	45	100
Analyzing the extent of Project performance in the strategic plan	29	64	3	7	4	9	7	16	2	4	45	100
Is there application of Monitoring & Evaluation reports in relation to Project performance	32	72	2	4	1	2	6	13	4	9	45	100
Quality of Project Performance	8	18	20	45	2	4	5	11	10	22	45	100
Future development Plan	27	60	7	16	3	7	6	13	2	4	45	100

From Table 4.9, the findings 53% of the respondents strongly agreed that inclusion of the budget in the strategic plan had high influence on project performance while 4% disagreed. The respondents strongly felt inclusion of budget in the strategic plan was crucial. It was noted that due to irregular and underfunding most of the projects had stalled. Also, 58% agreed while 4% strongly disagreed that adherence to the time schedule during project implementation influenced on project performance. They expressed that when the project takes longer than it was initially scheduled it becomes very expensive by the time of completion. The component also tested whether monitoring and evaluation had influence on project performance 67% agreed it had; it was noted that adherence to project management chart in the strategic plan in monitoring and evaluation should be part of strategic plan with clearly defined time lines a total of 56% respondents strongly agreed and 15% disagreed with the affirmative. They recommended that the process should be all inclusive involving all stakeholders such as project management committees (PMCs) and community leaders.

Further, 51% strongly agreed while 2% disagreed that inclusion of contractor requirement and conditions in the strategic plans influenced CDF project performance. Analyzing the extent of project performance in the strategic plan also influenced CDF projects performance as indicated by an agreement of 64% and a disagreement of 16%. It was also revealed that most of Project management committees hardly receive Monitoring and Evaluation reports. They were not involved in the exercise normally verbally briefed about the results. Seventy two (72%) percent of the respondents strongly agreed that the involvement in routine M&E by other stakeholders such as those from the government ministries was very crucial. It emerged that the quality of work during project implementation is the concern of both Project management committees (PMCs) and the CDF management. Forty five percent (45%) of respondents agreed and underscored the importance of quality of work that could show the state of buildings in terms of quality. Most of the stalled projects were labour option projects with low quality of workmanship, for example stalled project at Katoloni High School. Full contract projects controlled by CDF office were better done for example Mumbuni Health Centre in Machakos Town constituency. Thus the quality of workmanship was concern of every respondent. Finally, it was noted that most of the projects do not include future developments plans in the strategic

plans for example most the health dispensary facilities do not include maternity needs in their strategic plans. Sixty percent (60%) respondents strongly agreed that they preferred future development plans to be part of strategic plan.

4.5 Influence of budgetary allocation on performance of CDF projects

Objective two sought to find out the influence of budgetary allocation on performance of CDF projects. Table 4.10 shows the results obtained.

Table 4:10: Influence of budgetary allocation on performance of CDF projects.

Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Conformity of budget to Project Plan	30	67	6	13	1	2	3	7	5	11	45	100
Timely flow of funds	26	58	4	9	2	4	5	11	8	18	45	100
Adherence to the Budget during Project implementation services	27	60	8	18	2	4	3	7	5	11	45	100
Inclusion of contingencies in the Budget.	7	16	29	64	4	9	2	4	3	7	45	100
Conformity to project Budget example bill of quantity, inclusion of Monitoring &Evaluation Budget	33	73	3	7	6	14	2	4	1	2	45	100
Adequacy of budget funds	29	64	7	16	1	2	5	11	3	7	45	100
Supportive funding from other sources other than CDF	22	49	7	16	4	9	10	22	2	4	45	100

From the Table 4.10above,67% of therespondents strongly agreed that conformity of budget to project plan influences CDF project performance while 7% disagreed and 2% remained neutral. They further expressed that most of the projects have stalled for years because of non-conformity

of the budget with the items in the strategic plan. The flow of funds during the implementation also had an influence on the quality of work and time lines of project performance where 58%strongly agreed and 11% disagreed. Budget was a key component of strategic plan adherence to it was not an option but mandatory. Adherence to the budget was a realistic implementation of the project as indicated by respondents, 60% of the respondents strongly agreed that adherence to the budget so that the project can be completed as scheduled. It was noted that in most cases strategic plan was a theoretical workout but practical experience might be a bit different from the expected. Inclusion of contingencies in the budget can ameliorate a situation where there is under budgeting. Sixty four (64%) of the respondents agreed that the phenomena as very high and justified it by observing that this can be due to unforeseen costs during project implementation.

Additionally, Seventy three percent (73%) of the respondents strongly agreed that budget should reflect all aspects of the project for example monitoring and evaluation should be included in the budget. Sixty four percent (64%) of the respondents strongly agreed that adequacy of budget fund very high most of stalled projects is due to inadequacy funding. They cite corruption, political factors and mismanagement of funds as the main culprits. These had a bearing on the political environment which affects the funding level of CDF projects. Social economic state of the community could affect the input and performance of stakeholders.Supportive funding from any other source other than CDF was found to be handy to reduce chances of stalling projects. Forty nine percent (49%) of the respondents strongly agreed that supportive funding of the project as very high. They felt that if funding was regular then projects could be completed on time. Therefore, supportive funding would be essential, however it was released that CDF management does not involve its programmes with supportive sources.

4.6 Influence of Logical Frame Work onCDF Project Performance.

A number of project beneficiaries were not clear about logical frame work. However after explanation it emerged that they were familiar with its components. Their response to various components is summarized in Table 4.11. The findings from the respondents were tabled and analysed accordingly.

Table 4.11: Influence of logical frame work on project performance

Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Extent of application of Logical Framework	30	67	7	16	1	2	4	9	3	6	45	100
Logical framework as a Projection of Project performance and Completion	8	18	23	51	3	7	6	13	5	11	45	100
Range of input in the Logical Framework	25	56	2	5	5	11	7	15	6	13	45	100
Assessment of the expected output or the Logical Framework. Example. clinic will be for treatment of patients.	9	20	21	47	7	15	5	11	3	7	45	100
Range of activities in the Logical Framework example. contraction, procurement.	22	49	8	18	4	9	1	2	10	22	45	100
Application of Logical Framework Matrix in relation to strategic plan.	6	14	33	73	2	4	3	7	1	2	45	100
Expectations in relation to Logical Framework.	27	60	8	18	3	7	5	11	2	4	45	100

From Table 4.11 the findings indicate that sixty seven (67%) percent of the respondents strongly agreed, 16% agreed and 9% disagreed that the application of logical frame works can fast-track project performance, perceived, as roadmap of the project. They noted that if objectives are well defined specific, measurable, achievable and time bound (SMART) in the logical frame work they will influence CDF Managers, Project Beneficiaries and Project Coordinators towards a common goal. Logical frame work is what the stakeholders perceive and formulate into a

realistic project strategic plan. Fifty one percent (51%) of the respondents agreed, 18% strongly agreed while 11% strongly disagreed and 13% disagreed on logical framework being a projection of project performance and completion.

Inputs should be worked out in a realistic manner in view of the project from the implementation stage, performance stage to completion stage including building materials, funds, labour, legal fees, ethical and environmental requirements. Fifty six (56%) percent of the respondents strongly agreed that the range of inputs is very important since it can assist them to implement the project in a realistic way. Expected output shows the picture of operationalization of the project after completion, its services and sustainability for example health clinics are clinic where for treatment of patients. Forty seven (47%) percent of the respondents agreed the importance of ensuing expected output as stipulated in logical frame so that they could handle situations that came about during performance of the projects that they could be used for making prompt adjustments. Forty nine(49%) percent of respondents strongly agreed they observed that activities given a reality of under taking of the project can contribute to quality and efficiency of performance of the project. A logical framework matrix is a table that shows all the aspects of logical frame that range from goals, activities, inputs, outputs and projected outcomes. It is a table that should be understood by all concerned.

Seventy three (73%) percent of the respondents agreed to have a logical framework matrix. The tabulations on a matrix can constantly remind the stakeholders, therefore influencing project performance. Sixty(60%) percent of the respondents strongly agreed and emphasized expectations role in the performance of the project because this creates unity of purpose and helps them to focus. To test on how the extent to which performance level of project has been influenced by logical framework.

4.7 Stakeholder Analysis and Performance of CDFProjects

The fourth and final objective sought to find out the influence of stakeholder analysis on performance of CDF projects. Results of the analysis were recorded in Table 4.12.

Table 4:12: Influence of stakeholder analysis on performance of CDF projects

Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Involvement of stakeholders in Project Planning.	33	73	6	14	3	7	2	4	1	2	45	100
Involvement of stakeholders in Project implementation	26	58	7	15	5	11	4	9	3	7	45	100
Involvement of stakeholders in Monitoring and evaluation activities	23	51	8	18	2	5	7	16	5	11	45	100
Contractor involvement as a Stakeholder	18	40	10	22	3	7	6	13	8	18	45	100
Application of Stakeholder analysis report	21	47	15	33	1	4	3	7	4	9	45	100
Corrective intervention by Stakeholders	18	40	13	29	6	13	5	11	3	7	45	100

From Table 4.12 the findings, 73% strongly agreed while 2% strongly disagreed that involvement of stakeholders in planning influenced performance of CDF projects. Another 58% strongly agreed and 9% disagreed that involvement of stakeholders in implementation of CDF projects influenced performance. Involvement of stakeholders in Monitoring and evaluation activities also influenced performance of projects as indicated by agreement of 51%. It was emphasized that contractor cannot work in isolation he had to work with CDF management. Forty (40%) percent preferred high to very high involvement of the contractor it affects performance directly and completion of the project. It was noted that sharing ideas between contractor and PMC could influence completion because ideas will be in harmony. In their view it was an opportunity for PMC to advice the contractor about the quality of work.

It was also revealed that stakeholders were expected to carry out an analysis of the project implementation and prepare a report. The report should be copied to relevant institutions. Forty seven (47%) percent preferred high to very high preference for stakeholder analysis stakeholders reports they could influence the completion of the project. Forty percent (40%) preferred the intervention by the stakeholder because they could save a situation in time so that the project can be implemented without interruption. Thus the stalling of projects could be reduced enormously.

Further, the study found out that majority of the stakeholders 42 % were engaged at all the stages of evaluation which implied they were knowledgeable and could provide necessary insights towards the project. 6% were engaged in mid term evaluation while 20% in end term evaluation. Only 24% were involved in first term evaluation which implied majority was aware of the progress of the project in its start up.

Table 4.13: Engagement of Stakeholders

Statement	First term evaluation		Midterm evaluation		End term evaluation		At all stages of evaluation		Total	
	F	%	F	%	F	%	F	%	F	%
Engagement of Stakeholders	11	24	6	14	9	20	19	42	45	100

Having stakeholder's participation in all stages of the project indicates the project is closely monitored to ensure all its objectives have been met. Patton (2008) however cautions that , stakeholders engagement needs to be managed with care as too much stakeholder's involvement could lead to undue influence on the evaluation, and too little could lead to evaluators dominating the process.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The purpose of this study was to investigate influence of monitoring and evaluation process on the performance of Government Sponsored projects in Kenya, A case of CDF Funded Projects in Machakos County. The results of the study were presented and discussed in the previous chapters. This chapter details the summary of the findings, discussions, conclusions and offers recommendations to the challenges that have been brought forth by this study. In addition the study suggests areas of further research. The study utilized literature review from various sources in making conclusions of this study.

5.2 Summary of Findings

The study sought to examine the influence of use of monitoring and evaluation process on the performance of CDF funded projects in Kenya. The study was conducted in Machakos County. This was done by establishing the extent to which logical framework influences the level of project performance; To evaluate the extent to which budgetary allocation influences the level of project performance; To examine the extent to which stakeholder analysis influences the level of project performance; To establish how strategic plan influences the level of project performance. All the respondents of the study were Project Coordinators, CDF Managers and Project Beneficiaries. A representation of 10(22%) of the respondents were aged between 18 to 25 years, 15(33%) were aged between 26 to 35 years, 12(27%) of the respondents were aged 36 to 45 years, while 8(18%) were above 46 years of age, 7(16%) of the respondents had gone up to primary school level, 10 (22%) had gone up to secondary level, 16 (36%) had gone up to college level, 12(26%) had gone up to university level.

The researcher adopted descriptive survey design, and the target population of the study was all 200 CDF Managers, Project Coordinators and Project Beneficiaries. Stratified sampling technique was employed to pick the sample size from the defined sample frame. Questionnaire was used to collect data and later presented by the use of frequency distribution tables and discussed by use of frequencies and percentages.

Monitoring and Evaluation should be part of strategic plan. CDF Managers, Project Coordinators and Project Beneficiaries should be involved in the formulation of logical framework that is essential before preparing a strategic plan. It emerged that strategic plan had significant influence on project completion. Respondents expressed that good strategic plan should be worked out and applied during project implementation and completion. Formulation of strategic plan should be spearheaded by the stake holders. There was need for incorporation of monitoring and evaluation in the strategic plan; it should be formulated from logical framework that has been worked out in advance.

It was noted that a well worked out budget could result into early completion of the project. The budget should not be matter of bill of quantities. It should reflect other costs precisely, it should include sustainability after performance of the project. It should not serve self-interest of anybody. Once approved by the parliamentary public finance committee, the funds should be released as reflected in the time lines, Project Management Committee should be transparent and accountable. Project Management Committee should receive audit reports, monitoring and evaluation results from Parliamentary Public Finance Committee and CDF Management respectively.

The introduction of logical framework as a tool in Monitoring and Evaluation was found to be of increased output and indicators were well measured against input and resources invested. The logical framework was relied on in the whole project lifecycle. CDF managers had the knowledge of terminologies used in the logical framework. However, the choice of quantitative indicators for projects was shown to be high compared to qualitative indicators. It was not easy to introduce logical framework to the locals and at the initial stages it was rejected and locals found it to be complex. It was also noted that, there was a positive correlation between Logical Framework in monitoring and evaluation on CDF project performance and management of indicators. However, the choice of quantitative indicators for projects was shown to be high compared to qualitative indicators. Moreover, results measurement at upper levels of the logical framework was challenging for programme officers.

It was realized that a well-balanced stakeholder analysis would influence early performance of the project. Composition of stakeholders is crucial, because it affected their performance in PMC

especially education level. At least form four, preferably with passion, they should be involved in the entire process of project planning, implementation and completion. They should be democratically elected without the influence of the MP. The key stakeholders include CDF management office, Project Management Committee, and Project Beneficiaries. They should be well coordinated for the project to be completed within time lines.

5.3 Discussion of the findings

The results are discussed in relation to the existing literature on findings of related studies.

5.3.1 Influence of Strategic Plan on CDF projects performance

It was observed that strategic plan should be properly formulated and adhered to. Monitoring and evaluation should be part of strategic plan; the budget should be clearly defined in the strategic plan. Strategic plan should have clear defined timelines that reflects the funding consistency, CDF management should be involved in formulation of Strategic plan and abide by it. It was preferred that logical frame should be formulated in workshop where by Stakeholders should play their roles. It should be worked out prior to formulation of strategic plan. It should reflect realities in terms of goals, inputs, outcomes and timelines of the project.

5.3.2 Influence of Budgetary allocation on CDF Projects Performance

According to (Langi, 2008), the adequate financial resources were noted to affect the performance as well as quality of monitoring and evaluation projects. Langi further found out that project appraisal documents made limited provision for systematic baseline and subsequent beneficial surveys. Budgeting finances for the project begins with the creation of a detailed and accurate forecast of the total anticipated costs. Every aspect of the project should be put into consideration and consultation with others who will be involved will be vital to ensure calculation of every item to the last penny. It was also highlighted that most projects are not completed on time due to lack of funds or misuse of already allocated funds. It was noted that budget allocation influenced completion of projects. There were examples of projects that did not have enough resources which did not end up to see their completion. Allocation of miscellaneous expenses was also found out to be a factor that if left out, it affects the level of project completion. It was also noted that some projects funds are not well distributed to manage all the project life cycle stages It was worth noting that, in case there is an increase on price's due to either government raising taxes, a sharp increase on material cost and natural disasters affecting

the project. These costs should be discussed and donors should be well notified. From the study, it was noted that a project should not be started if it does not have proper monitoring facilitation. A project should only be initiated if the source of funds is reliable and the funds are flowing. In the instance where the funds have stopped, the project should be suspended until the funds are flowing again. When revising the budget, all parties concerned should be involved to determine the reason for changing the budget.

The study findings revealed that there was a positive and significant relationship between budgetary allocation and project performance. Also the project budget should provide a clear and adequate provision for monitoring and evaluation events since it had a high extent on project success. Monitoring and evaluation budget should also be delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project running. These findings agree with (Gyorko, 2003). Mugo and Oleche (2015) in a study on Monitoring and evaluation of development projects and economic growth in Kenya agreed with the findings where the amount of budgetary allocation for monitoring and evaluation was also found to be a positively significant determinant of Monitoring and evaluation system implementation in development projects. An additional amount of budgetary allocation on monitoring and evaluation in development project was likely to increase the probability of Monitoring and evaluation system implementation significantly.

For the financial year 2016 / 2017 it was found out that the Machakos county CDF had allocated 5% of its total budget to monitoring, evaluation and capacity building; above the 2% guideline from the CDF Act of 2013 (CDF office, Machakos county). However this is below the suggested five to ten percent of the total project budget (Kelly and Magongo, 2004). Kelly and Magongo (2004) further added that the CDF Act allows for a 5% allocation for emergencies like drought and famine which rarely occur in some places yet monitoring and evaluation is a crucial project function that should take place frequently as long as CDF projects exist.

Findings from the many project management committees were aware of the total budgets allocated for CDF project in Machakos County. This awareness is necessary as it enhanced a shared vision in monitoring and evaluation and in an identification of parameter against which to measure the project performance, 40(89%) were aware of monitoring and evaluation activities

involved in Monitoring and evaluation budget within the project budget. The respondents' opinions on their satisfaction with the timely disbursement of money allocated for Monitoring and evaluation process revealed that a total of 20 (45%) were satisfied and 9(17.6%) were extremely dissatisfied. Majority 35(78%)of the committee members indicated that resources for implementing monitoring and evaluation were adequate and agreed that the Monitoring and evaluation budget allocation affected performance of CDF projects in Machakos County. In conclusion, this indicates that there is a necessitate for making a logical connection between Monitoring and evaluation budget and Monitoring and evaluation scheduled activities. The people who allocate Monitoring and evaluation budget are not the one who carry out various activities that it is involved hence there is the likelihood for illegal allocation of money against the scheduled Monitoring and evaluation activities. This is contributed by the unawareness of the amount allocated to the monitoring and evaluation. More to the point, a project budget should be used to track financial resources. Cost should be attached to the project activities, to compare project activities expenditure with designed spending in the budget.

The Factors Influencing Performance of Monitoring and evaluation of government projects in Kenya has several limitations, which if not restored will critically affect the performance of a program. These consist of funds required to perform monitoring and evaluation like allowances for Monitoring and evaluation committee are inadequate leading to the poor execution of monitoring and evaluation activities. Due to inadequate financial resources and expenditure restrictions by the treasury, team charges for monitoring and evaluation is, therefore, are unable to carry out continuous Monitoring and evaluation and develop a proper Monitoring and evaluation system.

5.3.3 Influence of the use of the logical framework on CDF Projects Performance

As a methodology, the logical framework is a systematic, visual approach to designing, executing and assessing projects which encourages users to consider the relationships between available resources, planned activities, and desired changes or results. The research findings on the influence of logical framework as an monitoring and evaluation tool in performance of CDF projects indicate that there must be a logical framework analysis framework before the inception of any project. This is underpinned by the fact that projects tend to perform well once they have the logical framework at the inception. The logical framework is more focused on results

achievement and the output. It is also important to note that usage of Logical framework should be encouraged at the beginning of a project design. As the project progresses, it becomes more difficult to use a log frame to review ongoing activities which were not designed using the logical framework initially.

Moreover, results measurement at upper levels of the logical framework became challenging for programme officers. This finding obeys the views expressed by Woodhill (2005), who asserts that both qualitative and quantitative information are critical, yet an indicator driven approach to monitoring and evaluation often drives systems in the direction of quantitative information, yet it is often the qualitative information that is required for explanation, analysis and sound decision making. Furthermore, it concurs with the study findings of South African NGOs where there was widespread adherence to the logical framework as a foundation for evaluation and reporting with quantitative rather than qualitative indicators used to advantage as they were easily measured to demonstrate success while qualitative measures of how much was understood or subsequently used were largely avoided (Bornstein, 2006).

The difficulty in results measurement is in agreement with the views of Barton (1997), who argues that input and output indicators are easier to assess than effect or impact indicators, but the „lower“ level indicators only provide an indirect measure of the success of a project. In addition, Edmunds & Marchant (2008), observe that working at the top end of the results chain can be a very data- intensive exercise, especially since such higher-level indicators become increasingly costly to collect and complex to analyze.

5.3.4 Influence of stakeholders involvement in CDF projects performance

From the study, Stakeholders determine the proper support of the project in the process of project development and after the project has been implemented. Without proper involvement of stakeholders, a project will lack good will. In the process of selecting stakeholders, there should be no interference at all from local politicians. All local stakeholders should not be coerced in selecting specific stakeholders. Key stakeholders should be given key function to spearhead and they should meet regularly. This is to ensure no stakeholder is left out in the process of project development. Classification of stakeholders as “important or not important” should be discouraged in the process. A well-documented process of identification of stakeholders should

be in place for reference purposes. If a specific stakeholder becomes dormant, they should be replaced with an active one. If a stakeholder misleads the team, he/she should be removed from the team. Important notes from the study are that proper management of stakeholders and making all stakeholders own important processes is very important in determining performance completion of CDF projects. It was also concluded that stakeholders must not be intimidated in performing duties centrally to what it had been planned if those activities are of beneficial to the project.

5.4 Conclusion

The study concludes that strategic plan influences the performance of Monitoring and Evaluation systems in CDF projects in Machakos County. This was found to positively influence the performance of the Monitoring and Evaluation system. The study established that Monitoring and Evaluation best practices like Strategic planning for monitoring of project expenditure, monitoring of project schedules, dissemination of project information and documentation of lessons done are very well implemented by majority of the organisations. Majority of the organisations were also found to use reports generated by the Monitoring and Evaluation system to make decisions and influence policy. From the study, budgetary allocation influences the performance of Monitoring and Evaluation systems. In addition, Monitoring and Evaluation activities are well funded and the money set aside is prudently used.

The third research objective sought to determine the extent to which logical framework influences the performance of Monitoring and Evaluation systems in CDF projects in Machakos County. However, there is little use of Logical Framework Approach in project planning and implementation. Majority of the organisations were also found to use reports generated by the Monitoring and Evaluation system to make decisions and influence policy. The final research objective sought to determine the extent to which stakeholder analysis influences the performance of Monitoring and Evaluation systems in Constituency funded projects in Machakos County. The study established that there is no adequate involvement of stakeholders in most Monitoring and Evaluation activities. The local community especially was found to be not informed about the need for Monitoring and Evaluation. This was found to be influencing the Monitoring and Evaluation system negatively. The study established that there is no adequate

involvement of stakeholders in most Monitoring and Evaluation activities. The local community especially was found to be not informed about the need for Monitoring and Evaluation. This was found to be influencing the Monitoring and Evaluation system negatively.

Use of monitoring and evaluation tools in a project is vital in ensuring that the project has delivered its expected outputs. All projects are measured by what they are able to offer at the point of their termination. Measuring performance in each and every stage of the project represents a vital mechanism for improving the work of project managers in ensuring that the project is delivered within the constraint of time, quality, and scope and within the stated budget. All donors rely on the information they get from the CDF managers on the progress of the project. Because of some donors wanting to be on the “safe nets” and fearing to invest their money, monitoring and evaluation tools should be encouraged to motivate donors and would be donors.

It is also important to analyze activities of all Constituency projects in a certain area to prevent work duplication. Some projects could be shared and this would bring down cost tremendously. This research is aimed at reviewing monitoring and evaluation tools that help in measurement of project, different frameworks, tools of measuring performance and the key variables mentioned in the literature review. The selection of Monitoring and evaluation tools determines the project performance or failure. Before selecting any Monitoring and evaluation tool, you should consider checking on indicators and assumptions.

The study concludes that Constituency fund allocation had a great impact on project performance in Machakos County, Kenya. Constituency Fund allocation processes and regulations have been revealed to be relatively weak. Constituency Fund allocation process arises as an issue because the funds of the state are limited, whereas CDF projects are unlimited. This implies that satisfaction will only happen when CDF allocations are increased and people centered.

5.5 Recommendations

1. First, the Kenyan government must ensure sufficient resources to complete the necessary internal and external oversight and audits that are in the CDF legislation. This is because

the Kenyan program for CDFs faces challenges on disbursement of funds to fully achieve the program's intended goals.

2. Involvement of stakeholders in monitoring CDF project implementation and monitoring of projects is very critical. It makes them have a sense of ownership in projects and maintenance of such projects will be easy. Quality work can also be achieved by involving line ministry staff in supervision of projects. It is pointed out that there is low level community participation in project selection, execution, selection of committee members and monitoring and evaluation due to lack of awareness among the community members. People do not know their rights and responsibilities in the CDF programme or any devolved funds. These are some of the possibilities causing poor community participation in CDF projects across the country.
3. It was established that the M&E tools have influence on project performance. Therefore it is important that further research be undertaken to put in place a framework that would ensure that there are mandatory components of logical framework that are in all projects so that despite of understanding a logical framework, you can easily use it.
4. The study finally recommends that stakeholder's analysis should be improved in monitoring and evaluation. This will promote the monitoring and evaluation process on performance of projects since there will be little resistance from stakeholders. I realised that because of culture and insistence to old ways, it was somehow difficult to push the locals to do something they thought will change their ways of leaving.

5.6 Suggestions for further research

The researcher recommends future research to compare the project performance and success of projects in the past centralized government and the current devolved government. This will enable an evaluation on whether the devolution in Kenya has resulted to improved service delivery through the various projects undertaken by the government.

Further, the study recommends for more research to be conducted comparison the project management functions in various Counties in Kenya so as to provide more information on how various counties are implementing the project management function in Kenya.

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APPENDICES

Appendix 1: Letter of Introduction

Caroline Nduku Mutua
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Machakos.

TO WHOM IT MAY CONCERN

RE: DATA COLLECTION FOR STUDY ON INFLUENCE OF MONITORING AND EVALUATION ON PERFORMANCE OF CDF PROJECTS IN MACHAKOS COUNTY.

I am Caroline NdukuMutua, National Identity No.24549219, a student at the University of Nairobi, School of Continuing and Distance Education, registration number L50/361368/2018. I am currently undertaking my research project as a requirement for award of the degree of Masters of Arts in Project Planning and Management. I am therefore carrying out a study on Influence of monitoring and evaluation on performance of CDF Projects in Machakos County.

The purpose of this letter is to kindly request for your cooperation during my data collection process for this study. I am involving two research assistants whom I would also like to request you to allow in obtaining the necessary data. The data that was be provided by respondents was be treated with utmost confidentiality and only used for the purpose of this research. The details of respondents and other sources of information was also be kept confidential.

I look forward to your cooperation.

Thank you,

Caroline Nduku Mutua

Appendix II Questionnaire

As part of the requirements for my course, I am conducting a study on the **“Influence Of Monitoring and Evaluation Process On Performance Of Government Sponsored In Kenya: A Case Of Constituency Development Fund Projects In Machakos county, Kenya ”**You was bechosen to be part of the study. Kindly provide the needed information. This study is only for academic purpose hence confidentiality is guaranteed.

Section A: Background Information

1. Gender
Male

Female

2. Age range
18-25

26-35

36-45

Above 46

3.Highest level of Education

Primary

Secondary

College

University

4.How long have you been a member of Machakos County?

1- 5 years

6-10 years

11-15 years

Over16 years

5. Was the project completed within the set time?

Yes

No

6. How long was the project to take before completion?

Less than 1 year

1-2 years

3-4 years

Above 5 years

7. What is your occupation in this project?

CDF Manager

Project Coordinator

Project Beneficiary

SectionB: Strategic Plan. .

By ticking in the space provided indicate the extent to which you feel the following aspects of strategic plan influence performance of CDF project.

Strongly agree 5

Agree 4

Neutral 3

Disagree 2

Strongly disagree 1

S/NO	Statement	5	4	3	2	1
1	Inclusion of Budget in the Strategic Plan					
2	Adherence to the time schedule in the strategic plan					
3	Reflection of Monitoring &Evaluation in Strategic Plan.					
4	Adherence to Project management chart in the strategic plan					
5	Inclusion of Contractor requirement and conditions in the strategic plan					
6	Analysing the extent of Project Completion in the strategic plan					
7	Is there application of Monitoring &Evaluation reports in relation to Project Completion					
8	Quality of Project Implementation					
9	Future development Plan					

Section C: Budgetary Allocation

1. Is there funding to ensure the implementation of Monitoring and Evaluation?

Yes

No

2. Are you aware of the proportion of the total budget that is allocated to monitoring and evaluation?

Yes

No

3. What percentage of the total budget is allocated to Monitoring and Evaluation?

5%

10%

20%

25%

Less than 5%

4. Please indicate your level of satisfaction with the amount of money budgeted for monitoring and evaluating of CDF projects.

- Extremely dissatisfied
- Neutral
- Satisfied
- Rarely
- Extremely satisfied

5. Please indicate your level of satisfaction with the timely disbursement of money for monitoring and evaluating of CDF projects.

- Extremely dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Extremely satisfied

6. Are the resources adequate for the implementation of monitoring and evaluation?

- Yes
- No

The following are some statements on the influence of Budgetary Allocation on the performance of Monitoring and Evaluation. Please indicate the extent of your agreement with each statement by placing a tick (✓), corresponding to the answers which best reflects your opinion:

- Strongly agree 5
- Agree 4
- Neutral 3
- Disagree 2
- Strongly disagree 1

S/NO	Statement	5	4	3	2	1
7	Confirmity of budget to project plan					
8	Timely flow of funds					
9	Extent of adjustment of Project Budget					
10	Adherence to the Budget during Project implementation Services					
11	Inclusion of Contigencies in the budget					
12	Conformity of project Budget e.g bill of quantity ,inclusion of Monitoring and Evaluation					
13	Adequacy of budget funds					
14	Supportive funding from other sources other than CDF					

10. Does monitoring and evaluation budget allocation affect project performance?

Yes

No

SectionD:Logical Framework

By ticking in the space provided indicate the extent to which you feel the following aspects of logical framework influence performance of CDF project.

Strongly agree 5

Agree 4

Neutral 3

Disagree 2

Strongly disagree 1

S/NO	Statement	5	4	3	2	1
1	Extent of application of Logical Framework					
2	Logical framework as a Projection of Project performance and Completion					
3	Range of input in the Logical Framework e.g. material, labour					

4	Assessment of the expected output or the Logical Framework. Example clinic was be for treatment of patients.					
5	Range of activities in the Logical Framework e.g. contraction, procurement.					
6	Application of Logical Framework Matrix in relation to strategic plan.					
7	Expectations in relation to Logical Framework.					

SectionE: Stakeholder Analysis

1. To what extent do you involve stakeholders to participate on monitoring and evaluation?

Small Extent

Moderate Extent

Large Extent

2. At what point do you engage stakeholders?

First term Evaluation

Mid term Evaluation

End Term Evaluation

At all stages of Evaluation

3. In financial year 2016/2017 was you been involved in conducting monitoring and evaluation in development projects?

Yes

No

4. Other than the CDF officers, Government officers and the project management committees, did you involve other external stakeholders in the monitoring and evaluation activities?

Yes

No

5. Is there any monitoring and evaluation committee for CDF projects and programmes ?

Yes

No

The following are statements on stakeholders analysis indicate your feeling in each by ticking in the space provided.

Strongly agree 5

Agree 4

Neutral 3

Disagree 2

Strongly disagree 1

S/NO	Statement	5	4	3	2	1
6	Involvement of Stakeholders in Project Planning.					
7	Involvement of Stakeholders in Project implementation					
8	Involvement of stakeholders in Monitoring and Evaluation activities					
9	Contractor involvement as a Stakeholder					
10	Application of Stakeholder analysis report					
11	Corrective intervention by Stakeholders					

THANK YOU FOR YOUR SUPPORT

