# INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON THE IMPLEMENTATION OF COUNTY GOVERNMENTS' INFRASTRUCTURAL DEVELOPMENT PROJECTS IN MARSABIT COUNTY, KENYA

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## DECLARATION

This research project is my original work and has not been presented for an award in any other University.

**Sign:……Date:……**

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**L50/10270/2018**

This research project is submitted for examination with my approval as the University Supervisor.

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## DEDICATION

This project is dedicated to my family members my wife Badasso Jarso Jillo and children Sori Galgallo Sori, Jeyjey Junior Galgallo and Halakhu Hashane Galgallo for their continued support and prayers during the entire period that this work took to be completed.

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## TABLE OF CONTENTS

## LIST OF TABLES

## LIST OF FIGURES

## ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| **ADRA** | Adventist Development and Relief Agency International |
| **ANOVA** | Analysis of variance |
| **CDF** | Constituency Development Fund |
| **EFA** | Education for All |
| **IFAD** | International Fund for Agricultural Development |
| **IMF** | International Monetary fund |
| **M&E** | Monitoring and evaluation |
| **MDGs** | Millennium Development Goals |
| **NGOs** | Non-Governmental Organizations |
| **OECD** | Organization for Economic Co-operation and Development |
| **PASSIA** | Palestinian Academic Society for the Study of International Affairs |
| **SPSS** | Statistical Package for Social Sciences |
| **UNDP** | United Nations Development Programme |
| **USAID** | United Nations Aid |

## ABSTRACT

Monitoring and evaluation (M&E) of projects improves overall efficiency of project planning, management and implementation and therefore various projects are started with the sole goal of changing positively the sociopolitical and economic status of the residents of a given region. Quality execution of infrastructural projects, programmes and initiatives is lacking in the county, leading to projects that have minimal impacts to the livelihood of the residents. The County Government of Marsabit has many development projects that failed to reach targeted impacts due to weak design and implementation and limited data for proper planning. Infrastructural development project supervision especially on roads and other infrastructures are weak, leading to poor workmanship. Little has been done or no research in deeper details that has been done to investigate the influence of the M&E on the implementation of county government infrastructural development projects success in Marsabit County. The purpose of this study was to establish the influence of monitoring and evaluation on the implementation of county governments' infrastructural development projects in Marsabit County. Four research objectives guided the study. The objectives sought to establish the influence of M&E baseline surveys, M&E planning, management participation in M&E and technical expertise in M&E on the implementation of county governments' infrastructural development projects in Marsabit County. The study was carried out using descriptive research survey design. The sample was 165 personnel. Data was collected using questionnaires and was analysed using descriptive and inferential statistics. Findings revealed no correlation between M&E baseline surveys, M&E planning, management participation and technical expertise in M&E on the implementation of development projects. Based on the findings it was concluded that infrastructural project implementation was not influenced by M&E baseline surveys. The study also concluded that M&E planning did not influence infrastructural projects implementation. The study also concluded that management participation in M&E did not positively influence infrastructural projects implementation. The study lastly concluded that technical expertise in M&E did not have an influence on the implementation of development projects. The study recommended that the county government should enhance M&E baseline surveys so as to scale up infrastructural project implementation. The study also recommended that there should be M&E planning done by the county government. The study also recommended that there should be proper management participation in all levels of project implementation. The study also recommended that the county government should be technical expertise in M&E and infrastructural projects implementation. The study suggested that a study on influence of stakeholder participation on the implementation of development projects in other counties should be conducted. It was also suggested that a study on influence of personnel characteristics on the implementation of development projects and a study on influence of national government infrastructural policies on the implementation of development projects should be conducted.

# CHAPTER ONE

# INTRODUCTION

## 1.1 Background of the Study

Monitoring and evaluation (M&E) of project improves overall efficiency of project planning, management and implementation and therefore various projects are started with the sole goal of changing positively the sociopolitical and economic status of the residents of a given region (Estrella, 2017). Monitoring is the project-long process of ascertaining whether the plan has been adhered to, any deviations noted and corrective undertaken in timely manner (ADRA, 2017).The project information is obtained in an orderly and sequential manner as the project is on-going. Evaluation is the systematic and objective assessment of an ongoing or completed project, program or policy, its design, implementation and results. It is an organized and objective assessment of an ongoing or concluded policy, program/project, its design, execution and results. The aim is to provide timely assessments of the relevance, efficiency, effectiveness, impact and sustainability of interventions and overall progress against original objectives. According to Ballard (2016), monitoring and evaluation is a process that helps program implementers make informed decisions regarding program operations, service delivery and program effectiveness, using objective evidence.

AS stated by Crawford and Bryce, 2015), monitoring and Evaluation (M&E) has become a leading priority for many development and humanitarian organizations. Advancements in measurement approaches, indicators and targets, performance monitoring and managing for results (impact) have been made in recent years in order to adequately and effectively evaluate progress and program impact on development matters. Williams (2000) cited by Rogers (2015) asserts that monitoring provides management and the main stakeholders of a development intervention with indications of the extent of progress and achievement of expected results and progress with respect to the use of allocated funds. Monitoring provides essential inputs for evaluation and therefore constitutes part of the overall.

In Africa, though the concept of M&E is new and, in many occasions, has not been accepted fully as an integral part of the operations in organizational projects, a number of organizations and companies have copied the idea (Crawford & Bryce, 2010). Ayarkwa, Ayirebi and Amoah (2010) conducted a research on the external factors influencing the success of M&E on projects in 15 tertiary colleges and 25 secondary schools in Libya that was analyzed by use of ANOVA and the results showed that, factors like stakeholders involvement, support and perceptions of M&E had a great influence, sources of financial resources and the amounts allocated had an influence, the government policies and external conditions tied to donors, training and education for the employees and many more. Buertey, Adjei–Kumi&Amoah (2011) continue to show that financial resources can be used to give incentives to employees in organizations so that they can internalize M&E, money can be used to hire qualified personnel for M&E, and money can hire quality M&E education for the projects handlers and many more.

A number of scholars have focused on M&E as a factor that determines the implementation or success of projects. Jones et al (2011) for example, argues that, monitoring is an ongoing function that employs the systematic collection of data related to specified indicators in public projects. Monitoring and evaluation (M&E) is described as a process that assists project managers in improving the implementation of projects and achievement of results. Due to the importance attached to M&E in projects implementation, studies have been done across the world to focus on some issues influencing their success. From the global angel for example, China has been known and is still known today to be among the best performing countries in their M&E process as a tool of performance in both the public and private sector (UNDP, 2015). According to PASSIA (2013) in their report on the performance of sanitation projects construction in central China, a number of factors determined their success. Among the major cited factor was the M&E process as implemented by the government management bodies and the contractors.

In the above study, over 230 respondents filled a questionnaire that required them to break down some of the factors they felt had an influence the M&E process. In a chi-square test, a calculated value of 35.1, 24.1, 43.9 and 54.1 were found against the critical value of 9.49 for M&E factors such as stakeholders' participation, financial resources,

and attitudes towards M&E by staff members and training and M&E education to members. The same factors have been cited to influence the performance of M&E in infrastructural projects implementation in New Delhi India today by-Word Bank (2015).

However, studies by a number of Scholars have realized that there is a challenge in M&E on projects in Kenya more specifically those funded by governments just like the school infrastructure projects. For example, Ombati (2013) did a research on factors influencing timely completion of infrastructural projects in public secondary schools in Kenya: a case of Kitutu Masaba constituency and found out that M&E was a challenge because it was perceived as a witch-hunt activity, it was never allocated resources and at the larger extent had no specific allocated times. These issues surrounding the integration of M&E in the implementation of projects in the country thus led to a number of studies ranging from small to mega projects.

Among the studies done by scholars focusing on M&E include: Ochieng and Tubey' work of (2013) that touched on determinants of Effectiveness of Monitoring and Evaluation of CDF Projects in Kenya: A case of Ainamoi Constituency, Onderi and Makori (2013) who did a research on Secondary school principals in Nyamira County in Kenya: Issues and challenges facing their M&E strategies, Wanjiku (2015) who focused on Monitoring and evaluation factors influencing the performance of road infrastructural projects: A case study of Nyandarua County among others. In relation to the failure of projects in counties, Kagiri and Wainaina (2013) carried a study on the state of construction projects in the Kiambu and Nairobi counties noted that about 40% of construction projects like building of county offices, hospitals, classes, roads and waste disposal plants failed due to the poor technological knowledge and lack of expertise. In Nairobi County for example, 41% of road construction and maintenance failed in 2013 due to local technology that was employed whereby the contractors used local people and local road maintenance tools that had significant defaults compared to the technology used by the Chinese experts in constructing Thika super highway.

The World Bank (2013) carried a research on the state of projects implementation by county governments under the funds from the IMF and Dutch government in Nairobi, Muranga, Kisii, Kwale and Nandi, and found out that, only 21% of the development

projects were efficiently and effectively completed in 2012/2013.Projects like re-carpeting of the existing roads, building of new classes in schools, erecting new hospital wards in the established hospitals, acquisition of new ambulances, agricultural tractors and water pumps failed to the tune of 48.25% in these counties. The Government of Kenya (2013) reports that 49.21% of the planned county development projects could not be achieved due to some unnecessary issues that could otherwise be avoided. Majorly affected counties like Kisumu, Bomet, Garissa, Marsabit, Kwale, Kisii, Makueni, Kitui and Migori were said to have embraced political agitations that left its members in constant wars between the CORD and Jubilee MCAs at the expense of implementing projects.

In 2000, governments around the world committed themselves to improving human development in the areas of health, education and gender equality. The Millennium Development Goals (MDGs) and the Education for All (EFA) goals were key targets set and committed to by governments to ensure that their citizens had an improved quality of life by 2015 and specifically that children would have access to quality education (Ochieng and Tubey, 2013). These two international commitments hold all signatories, both developed and developing country governments, accountable for the achievement of these targets within the agreed time frame.

Monitoring and evaluation (M&E) has become an increasingly important tool within global efforts toward achieving environmental, economic and social sustainability through acting as a check and balance machinery in the process of projects and programs implementation (OECD, 2012). At national and international scales, sustainability criteria and indicators for M&E are important tools for defining, monitoring and reporting on ecological, economic and social trends, tracking progress towards goals, and influencing policy and practices (United Nations, 2012). At regional and sub-regional scales M&E is important for assessing the sustainability of local practices, and can be an important tool to assist with management planning (Montaño, Arce &Louman, 2006).

The County of Marsabit in Kenya has a total area of 70,961.2Km 2 and occupies the extreme part of Northern Kenya. It has an international boundary with Ethiopia to the North, borders Lake Turkana to the West, Samburu County to the South and Wajir and

Isiolo Counties to the East. It lies between latitude 02o 45o North and 04o 27o North and longitude 37o 57o East and 39o 21o East. Most of the county constitutes an extensive plain lying between 300m and 900m above the sea level, sloping gently towards the south east. The plain is bordered to the west and north by hills and mountain ranges and is broken by volcanic cones and calderas. The most notable topographical features of the county are: OlDonyo Ranges (2066m above sea level) in the South West, Mt. Marsabit (1865m above sea level) in the Central part of the county, Hurri Hills (1685m above sea level) in the North Eastern part of the county, Mt. Kulal (2235m above sea level) in North West and the mountains around Sololo Moyale escarpment (up to 1400m above sea level) in the North East (County Government of Marsabit Republic of Kenya First County Integrated Development Plan 2013-2017).

A study by the World Bank (2013) show that Marsabit County is among the counties that seemed to have not delivered major development projects to their members up to the tune of 57% due to reasons such as lack of well-developed infrastructural facilities, lack of sufficient financial resources, poor linkage and networking between the county government and developers, poor political and local leadership. Quality execution of projects, infrastructural programmes and initiatives is lacking in the county, leading to projects that have minimal impacts to the livelihood of the residents.

### 1.2 Statement of the Problem

Monitoring and evaluation of projects in Kenya is very critical because a lot of government resources are provided to organizations to implement various water projects. Not only does best practices require that projects are monitored for control but also project stakeholders require transparency, accountability for resource use and impact, good project performance and organizational learning to benefit future projects. The Government of Marsabit invests a lot of funds in a number of infrastructural development projects which is as a result of high level of poverty and weather variability. However, most of these projects experience implementation challenges in terms of completion thereby leading to confusion and uncertainty in implementation of project activities due to ineffective monitoring and evaluation.

According to the County Government of Marsabit County Annual Development Plan (CADP) 2018/19, (2018) many infrastructural development projects failed to reach targeted impacts due to weak design and implementation and limited data for proper planning. This is attributed to unreliable baseline data to inform proper planning and implementation. This sometimes led to setting up of projects which have limited relevance to the citizens. Further, insufficient or dilapidated infrastructure and inadequate facilities, such as offices affect discharging of duties and functions. Some essential facilities missing are well equipped hospital laboratory, holding ground for livestock, training centers for energy and agriculture among others. Some projects have preference to the executive than others or driven by political or territorial interests. This lead to some less priority projects implemented over most important ones.

In Marsabit County, infrastructural project supervision especially on roads and other infrastructures are weak, leading to poor workmanship. Also, when projects are not closely supervised, the salutary lessons are not captured, hence, replicable projects and approach is lost. From the researcher's perspective, little has been done or no research in deeper details that has been done to investigate the influence of the M&E on the implementation of county government projects success in Marsabit County. The study therefore sought to establish the influence of monitoring and evaluation on the implementation of county governments' development projects: a case of Marsabit County.

### 1.3 Purpose of the Study

The purpose of this study was to establish the influence of monitoring and evaluation on the implementation of county governments' infrastructural development projects: a case of Marsabit County.

### 1.4 Objectives of the Study

The study was guided by the following objectives

i. To assess the influence of M&E baseline surveys on the implementation of county governments' infrastructural development projects in Marsabit County.

ii. To determine the influence of M&E planning on the implementation of county governments' infrastructural development projects in Marsabit County.
iii. To establish the influence of management participation in M&E on the implementation of county governments' infrastructural development projects in Marsabit County.
iv. To determine the influence of technical expertise in M&E on the implementation of county governments' infrastructural development projects in Marsabit County.

### 1.5 Research Questions

The study sought to answer the following research questions

i. How does M&E baseline surveys influence the implementation of county governments' infrastructural development projects in Marsabit County?
ii. How does M&E plans influence the implementation of county governments' infrastructural development projects in Marsabit County?
iii. How does management participation in M&E influence the implementation of county governments' infrastructural development projects in Marsabit County?
iv. How does technical expertise in M&E influence the implementation of county governments' infrastructural development projects in Marsabit County?

### 1.6 Significance of the Study

Major Avenue of decentralization is devolution through the county governments. However, due to continued infrastructural projects failure in Kenya up to the tune of 51% (GOK, 2013), this research is of significance. The findings of this study may be used by government to get the insight of how M&E play a role in projects implementation. It is hoped that the study will be useful in knowing importance of Monitoring and Evaluation (M&E) on in the implementation of county governments' development projects in Marsabit County. Furthermore, it is likely to increase chances of success of developed projects hence fewer projects are likely to stall of fail. Policy makers at the county infrastructural development committee are likely to find study useful because they may be able to advice on M&E and how they prove useful. The county government infrastructural implementers are likely to know how M&E influence infrastructural project performance and act accordingly.

The findings may to help the policy makers to know what aspects of M&E factor are essential while making policies governing project implementation. The findings would contribute to reliable knowledge for vision 2030's development agenda; CIC in its work of ensuring proper spending is done at the counties, the NGOs and other bodies that support projects in the devolved counties like the World Bank. To the management of the County, the study would be significant in giving relevant information that would guide them before identifying and passing project proposals. The Marsabit county government would be able to gain information that would be necessary in ensuring smooth and proper implementation of development projects. The finding would be important to educationist and researchers as basis for further researches. The study would provide the background information to research organizations and scholars who would want to carry out further research in this area. Finally, the research findings would help to identify gaps in the current research and carry out research in those areas.

### 1.7 Limitations of the Study

Despite all the effort there may be limitations to this study that may be noted. The major limitations of the research are social stratifications, time and financial resources. For example, time allocated for the research and for the work place may be greatly in competition. However, this was overcome by creating time during the weekends, evenings, at times travelling during lunch breaks to link with the supervisor and taking a leave so as to contact the respondents in various places in interior parts of Marsabit County during the research period. Financial constraints may be expected to be a major challenge especially where the researcher may be required to travel to rural places like interior parts of Marsabit County to gather information. However this was overcome by using strategic informants in the field. The respondents especially those working with the county government may not give information freely especially when the people involved in projects that had failed would be their seniors. However this may be overcome by treating the information with high confidentiality.

### 1.8 Delimitations of the Study

The study delimited itself by specifically concentrating on the determinants of infrastructural projects implementation in devolved units while limiting itself to Marsabit

County, Kenya. The geographical scope is selected from the county projects that are going on in Marsabit County. The research targeted the employees of the Ministry of Works in the county government and some selected direct beneficiaries of county development projects. The researcher found it convenient doing the research since he works in Marsabit County and has benefited from county development projects from time to time, meaning that he understands both the local culture and the plan of the region and is familiar with most of the projects implementation. The researcher used a consent form seeking the acceptance or rejection of the respondents to participate in the study and this assuring the respondents of their voluntarism in participation in the research. The researcher set to administer questionnaires to the county government employees in the Department of Transport & Infrastructure - County Government of Marsabit.

### 1.9 Assumptions of the Study

The study assumed that there would be no changes in the composition of target population that might affect the effectiveness of the study sample. It is also assumed that the instruments will be valid and reliable. It was also assumed that the respondents will answer questionnaire correctly and trustfully. The study also assumed that a trained implementer at any level was able to use the M& E skills.

### 1.10 Definition of Significant Terms

**Baseline survey** refers to a study done on indicators prior to project implementation to know how the situation is on indicators.

**Devolved Units** refers to the statutory granting of powers from the central government of a state to government at a sub-national level, such as a regional, local or county level.

**Financial Resources** refers to all the funds required by an organization to operate; both capital and operational finances.

**Monitoring and evaluation design** refers to the involvement of stakeholders, use of log frame, data specification, frequency of data collection, scheduling of M&E activities and having somebody in charge of M&E.

**Management participation** refers to the those who are involved in the planning, execution and implementation of the projects

**Monitoring and evaluation** (M&E) refer to constant frequency of data collection for making decision for improvement of a project

**Monitoring skill** refers to regular data collection ability on a project.

**Project implementation** refers to the phase where visions and plans become reality. This is the logical conclusion, after evaluating, deciding, visioning, planning, applying for funds and finding the financial resources of a project.

**Technical expertise** refers to advisers and experts in the implementation of infrastructural development projects

### 1.11 Organization of the Study

This study is organized into five chapters. Chapter One consists of the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, limitations of the study, delimitations of the study, basic assumptions and definitions of significant terms. Chapter two covers literature review based on the objectives of the study. The chapter also presents the theoretical framework, conceptual framework, gaps in reviewed literature and summary of literature. Chapter Three presents research methodology which includes research design, target population, sample size and sampling procedure, research instruments, validity and reliability of the research instruments, data collection procedure, data analysis techniques and ethical considerations. Chapter Four presents data analysis, presentation and interpretation while Chapter Five focuses on summary of the findings, discussions, conclusions and recommendations. Suggestions for further study are be presented in this chapter.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Introduction

This chapter presents the literature review of the study. The chapter presents literature on M&E baseline surveys and implementation of development projects, M&E plans and implementation of development projects, M&E plans design and implementation of development projects and literature on Trainings in Monitoring and Evaluation and implementation of development projects. The chapter also presents the theoretical and conceptual framework of the study.

## 2.2 Implementation of infrastructural projects

A project is an endeavour that is carried out to come up with a unique product or rather service that brings about change and benefit (Anandajayasekeram and Gebremedhin, 2009). This finite feature of projects stand in sharp contrast to processes or rather operations that are either permanent in nature or not. The repetitive process to produce the quality and standardized output. The essential measure of a successful project is that it has delivered a successful product/service to the business. Closely related to this is project management success, which entails managing project to the approved scope, time limit, budget along with quality. The retaining of customer connection and not burning out the project groups (Houston, Project performance relates to the accomplishment of goals in fulfilling the technical requirements, customer satisfaction.

Effective project management contribute towards the performance of the company performance in the long run, attaining competitive advantages; enhancing the status of the company; increasing market share; along with attaining specified revenues as well as profits (Al-Tmeemy, 2011). Performance of projects is quantified and appraised using many performance metrics that could be linked to several aspects to include time, client endorsement and changes, the performance of the firm, cost, health and safety, along with quality (Cheung et al. 2014).

The benchmarks for measuring project performance is determined at the initiation stage of a project, to provide a guide to the project activities for all people to focus on the same

direction. The project will not be successful as a result of differences in opinion, emphasis along with objectives (Baccarini, 2009). Shenhar (2011) classified four performance dimensions. The first dimension is the time efficiency, cost and quality, production efficiency, among others. Organization should be restraint so as to avoid limiting the performance measurement through using the measures of efficiency as these are measuring project performance in successful execution and does not signify the overall project performance. The other element is the effect on the client. Lastly the performance how it assists the organization to change and organise in future. Therefore measures of project delivery performance entails, project requirements, outcomes are met positively and delivered with respect to improved revenue or reduced costs within the expected time.

### 2.3 Concept of Monitoring and Evaluation

Monitoring is the continuous assessment of a programme or project in relation to the agreed implementation schedule (World Bank, 2014). Monitoring is viewed as a process that provides information and ensures the use of such information by management to assess project effects, both intentional and unintentional, and their impact (Gyorkos, 2013). It aims at determining whether or not the intended objectives have been met. Evaluation draws on the data and information generated by the monitoring system as a way of analyzing the trends in effects and impact of the project (Ochieng & Tubey, 2013). In some cases, it should be noted that monitoring data might reveal significant departure from the project expectations, which may warrant the undertaking of an evaluation to examine the assumptions and premises on which the project design is based (Crawford & Bryce, 2015). Monitoring is also a good management tool which should, if used properly, provide continuous feedback on the project implementation as well assist in the identification of potential successes and constraints to facilitate timely decisions. Unfortunately, in many projects, the role of this is barely understood and therefore negatively impacts on the projects (Musomba, Kerongo, Mutua & Kilika, 2013).

Evaluation can be defined as a process which determines as systematically and as objectively as possible the relevance, effectiveness, efficiency, sustainability and impact of activities in the light of a project / programme performance, focusing on the analysis of

the progress made towards the achievement of the stated objectives (Montaño, Arce & Louman, 2016). In most cases, evaluation is not given emphasis in projects, as what is normally considered is monitoring (Aden, 2015). Purpose of Evaluation has several purposes, which include assisting to determine the degree of achievement of the objectives, determining and identifying the problems associated with programme planning and implementation and lastly generating data that allows for cumulative learning which, in turn, contributes to better designed programmes, improved management and a better assessment of their impact (Mackay, 2007).

Evaluation assists in the reformulation of objectives, policies, and strategies in projects / programmes (Lipsey & Freeman, 2014). It should also be noted that in some cases, evaluation has been used to resolve non-programme issues affecting different donors. For instance, two organizations involved in separate but similar programmes on land management may undertake an evaluation of the entire programme to assess the extent to which they can cooperate (Lipsey & Freeman, 2014). Consequently, evaluation can be seen as a process that determines the viability of programmes / projects and facilitates decisions on further resource commitment (Shapiro, 2017).

Monitoring and evaluation is increasingly becoming an essential program management tool. According to Dyason (2010), Monitoring is the collection along with the analysis of information regarding a given program or intervention; and evaluation is an assessment whose focus is to answer questions relating to a program or an intervention. All these various definitions depict monitoring as an ongoing process mainly based on the set targets, planned activities in the course of the planning stage of work (Dyason (2010). It aids in keeping the work on track, and can let the management know whether things are not running as expected in the course of undertaking the project.

If done in a proper manner, monitoring and evaluation is an instrumental tool for good project management, and offers a suitable evaluation base (Akinlabi, 2009). It allows one to ascertain if the project resources are enough and whether they are properly utilised, whether the capacity is adequate and suitable, and whether one is doing as planned. Evaluation is more about the results/outcomes and impact of the project (UNDP. (2009). It is usually a periodic assessment of changes in the predetermined results that relates to

the program or the interventions of a project (Goyder, 2009). It helps the project manager to arrive at decisions on the project's destiny, and to determine if the project has attained the set goals and objectives.

### 2.4 Monitoring and Evaluation Practices and Implementation of infrastructural projects

Monitoring and Evaluation practices ensures that the project/program results at the levels of impact, outcome, output, process along with input can be quantified so as to offer a framework for accountability and in assisting in making informed decision at program and policy levels. International Fund for Agricultural Development- IFAD (2008) sees monitoring and evaluation practices as part of design programmes as it ensures that there is logical reporting; the process that interconnects results and demonstration accountability, it quantifies efficiency and effectiveness, guarantees effective resource distribution, stimulates learning that is continuous along with enhancing better decision making (Uitto, 2004). Though monitoring and evaluation practices implementation have substantial cost, time as well as human resource implications, they are very vital for successful projects and should not be overlooked at the beginning of the process (Khan, 2013).

It is then important to ensure that the management along with the donor agencies apprehend and are overly focused to these overheads and are committed to implement the recommendations arising from monitoring and evaluation (Dyason, 2010). Those involved in the process understand the importance of evaluation (Chaplowe, & Cousins, 2015). It is important that the project implementers recognize the methods and the thinking that is based on monitoring and evaluation techniques used (Ober, 2012). It is equally essential that the implementors of the program accept responsibility for the used processes, are dedicated to them, and feel vested to convince other stakeholders of their support along with their benefits in the long run. Monitoring and evaluation practices is not a practice that can be safely left to consultants from the ''head office'' (Ober, 2012), as several stakeholders as possible should be involved both in implementing and steering the monitoring and evaluation. The requirement is that there should be notable effort at an initiative's inception in the course of identifying who the main target groups will be during implementation, and understanding the anticipated outcomes that are desired for

each group. Besides that, apart from improving quality as well as the likelihood of sustainability, this method creates awareness and also helps in building capacity (Khan, 2013).

### 2.5 Monitoring and Evaluation Practices and Implementation of Infrastructural Projects

Monitoring and evaluation is regarded as a core tool when it comes to enhancing project management quality, considering that in the short run and in the medium term, the management of complex projects will entail corresponding strategies from the financial view point, that are required to adhere to the criteria of effectiveness, sustainability along with durability (Dobrea et al., 2010). The activity of monitoring supports both the project managers and staff in understanding whether the projects are progressing as predetermined (Houston, 2008). Therefore, monitoring offers the background for minimizing time along with cost overruns, while at the same time ensuring that the required standards of quality are attained in the implementation of the project. On the same note, evaluation is a tool for assisting project planners and developers in assessing the extent to which the projects have attained the objectives that are set forth in the documents related to the project (Crawford and Bryce, 2013).

Hwang and Lim (2013) studied projects performance in relation to its Monitoring and evaluating practices, fund management, activity scheduling and quality performance. He concluded that this relationship management could result to the success of the project at hand. Ika et al., (2012) carried out a regression analysis to find out how statistically significant and the positive relationship involving the key success factors and project performance. The factors were monitoring, project coordination and design, training and the Institutional setting. He additionally expounded the, consistent theory and practice, the most noticeable project success factor for the project supervisors are design and monitoring. Ika et al, (2012) asserted that M & E is a major success factor for a project.

A study by (Chin, 2012) confirmed that project performance was unresponsive to the level of detailed project plans but conversely discovered that a significant relationship prevails between the monitoring and evaluation practices and performance of project. Measured with an early pointer of project lasting impact. M & E become critical

compared to planning in project performance. On the same note, one of the mechanisms of the project controlling methodology whose aim is to attain its goals was monitoring project advancement (Chin, 2012). In October-November 2011, UNDP carried out an assessment to find out the performance of development projects. The main goal was find out what needs changed to enhance project performance. The focus was on monitoring, evaluation and planning of the projects.

According to UNDP, this would have created value for their clients. To support the study they reviewed together with 2008-2011 the strategic plan to simulate findings. Data analyses done from the annual reports, statistical data and outcome trends. The scope of the study extended to all geographical regions, global and corporate levels of Management were involved. Specific case studies done from five countries, Argentina, Egypt, Indonesia, Moldava and Zambia. There were 365 responses and a number of desk reviews of related literature. (Hettmut, 2002) The research findings were developmental, institutional, and strategic plans defining the internal process of managing project performance. They recommended a knowledge management system, staff capacities evaluation and full participation of management and hold them accountable for project outcomes, cooperation with other stakeholders to strengthen the relationships, find crosscutting issues that can be involved in the planning process, good governance, presentation and recovery of crisis at the outcome level, gender equality and transformational change with possible replication (Crawford & Bryce, 2013). Monitoring and evaluation are particularly important practices to any project stage, it allows an ongoing review of project effectiveness. Several variables influence the project performance and these variables include but not limited; planning process, technical expertise, stakeholder involvement and management participation (Hettmut, 2002).

### 2.6 Monitoring and Evaluation Baseline Surveys and Implementation of infrastructural development projects

A baseline survey is a study that is done at the beginning of a project to establish the status quo before a project is rolled out (Estrella & Gaventa, 2010). Baseline surveys collect data at the outset of a project to establish the pre-project conditions against which future changes amongst a target population can be measured. The information gathered in the baseline survey consists of data on indicators specifically chosen to monitor project

performance on a regular basis. Baseline survey also considers the anticipated use of these indicators at a later time to investigate project effects and impacts (Save the Children, 2016). Having an initial basis for comparison helps you assess what has changed over a period of time and if this is a result of the project's presence. Therefore, one must have information about the initial starting point or situation before any intervention has taken place (EU, 2017). Sometimes baseline survey data is available, other times a baseline survey is needed to determine baseline conditions. Indicators used in baseline surveys may be qualitative or quantitative.

According to Action Aid (2008), baseline surveys are important to any project for the following reasons: It is a starting point for a project - one important and recommended way of starting a project is to carry out a baseline study. Through its results, a baseline serves as a benchmark for all future project activities. Baseline studies are important in establishing priority areas for a project. This is especially true when a project has several objectives. The results of a baseline survey can show how some aspects of a project need more focus than others (Action Aid, 2008). On a point of attribution, Krzysztof et al., (2011) argue that without a baseline, it is not possible to know the impact of a project. A baseline study serves the purpose of informing decision makers what impact the project has had on the target community.

Baseline surveys can also serve to confirm the initial set of indicators to ensure those indicators are the most appropriate to measure achieved project results. Baseline surveys provides the basis for subsequent assessment of how efficiently the activity is being implemented and the eventual results achieved and which has a very big bearing on project performance (Armstrong & Baron, 2013).At the broad level, multilateral aid organizations, such as the World Bank and IMF and international NGOs such as CARE, World Vision and Oxfam target community development projects that aim to help communities raise their quality of life by seriously considering baseline survey data prior to project commencement (Green & Haines, 2008). The government of Australia has advocated one of the principles of program management and budgeting, with a focus on the efficiency and effectiveness of government programs, through sound management practices, the collection of performance information, and the regular conducting of program evaluation and baseline studies (Mackay, 2011).

Baselines survey generate information that becomes a starting point in measuring the performance and setting realistic targets (Kusek, 2004). To measure the extent to which changes have been achieved in the target beneficiaries, baseline information of their needs is a must. Shapiro (2017) confirmed that it is difficult to measure the impact of a project if the nature of the situation was not known at the beginning of the project. Result Based Monitoring and Evaluation call for attention to be given to baseline information. Baseline survey allows the project team to assess pre-project conditions and set specific targets for the indicators identified to measure the results. Sometimes a baseline survey is required well before a project start to inform project development (according to donor requirements) providing the basis for any investment decision to be made. It can also improve project design and use of project design tools such as the logical framework results in systematic selection of indicators for monitoring project performance (Fapohunda & Stephenson, 2010).

A baseline study gathers key information early in an Activity so that later judgments can be made about the quality and development results achieved of the activity. A 'needs assessment study', that gathers information during the design of an activity, is not a 'baseline study'. These guidelines do not address the requirements of needs assessment studies. Most activities have a logical framework matrix (a logframe) that is divided into levels of desired achievement or a hierarchy of objectives. The levels are usually called goal, purpose, component level objectives and outputs (Omolo, 2017).

The activity's monitoring and evaluation plan is closely linked to each (objective) level of the logframe and includes indicators of achievement and means of verification. The baseline survey is an early element in the monitoring and evaluation plan and uses the logframe structure to systematically assess the circumstances in which the activity commences. It provides the basis for subsequent assessment of how efficiently the activity is being implemented and the eventual results achieved (USAID, 2011).

A baseline survey will not be warranted in some small–scale or short duration Activities. Also where activity design is incorporated into the inception phase, it might be preferable to collect data on a rolling basis before the commencement of major sub–components that require separate baseline studies (Babbie, 2014). However a baseline study will be

necessary for most Activities. It is important to find out what information is already available. The data needed to help measure the degree and quality of change during an Activity might already exist. In this case, the only task is to collate the data and ensure it can be updated in the longer term (Omolo, 2017). But more commonly, there will not be any existing data or it will be incomplete, of poor quality or need supplementation or further disaggregation. For example, disaggregation of data related to gender and other marginalised groups is often essential for an adequate initial poverty analysis. A baseline survey will help overcome these problems but it should wherever possible maximise the use of good quality local data. New data collection should be confined to items that are essential for monitoring Activity implementation quality and measuring development results achieved (Fapohunda & Stephenson, 2010).

A monitoring and evaluation system is also a useful management tool for allocating human and material resources in the most efficient and effective way to achieve the desired results. If baseline survey information will not be used (or subsequently replicated) to improve the quality of Activity implementation or to measure development results, then the reason for collecting the data should be seriously questioned (Carletto, Calogero & Morris, Saul, 2015). A baseline survey should also meet the needs and interests of key stakeholders. If it does not, it is a strong indication that the baseline survey is either unnecessary or the approach should be reconsidered. If the baseline information will satisfy the needs of only one stakeholder or group, this might signal the need to re–think the study to broaden its utility and relevance (Carletto *et al*., 2015).

Data that measures conditions (appropriate indicators) before project start for later comparison. Baseline survey data provides a historical point of reference to informing program planning, such as target setting, and secondly monitor and evaluation change for program implementation and impact assessment. Without baseline survey data, it can be very difficult to plan, monitor and evaluate future performance. Baseline survey data help to set achievable and realistic indicator targets for each level of result in a project's design for example logframe, and then determine and adjust progress towards these targets and their respective results (Omollo, 2015).

Additional reasons for conducting baseline surveys include informing project management decision-making, providing a reference point to determine progress and adjust project implementation to best serve people in need. It also assesses the measurability of the selected indicators and fine tune the systems for future measurement. It also assists in upholding accountability, informing impact evaluation to compare and measure what difference the project is making (Pelumu, 2008). It also promotes stakeholder participation, providing a catalyst for discussion and motivation among community members and project partners on the most appropriate means of action. Baseline surveys help in shaping expectations and communication strategies by assisting in sharpening communication objectives, and focusing content of media materials. They also convince and provide justification to policy-makers and donors for a project intervention. They support resource mobilization for and celebration of accomplished project results compared to baseline conditions. If conducted properly, baseline surveys can be generalized and used to inform service delivery for communities with similar characteristics (Pelumu, 2008).

### 2.7 M&E Planning Process and Implementation of infrastructural development project

Proper M&E planning and information collection about a situation has been collected at the beginning of the project, and then one has baseline data (Hogger et al., 2011). In a baseline survey, values for the identified performance indicators are collected as well. The baseline survey, which aims at collecting baseline data about a situation, is an early element in the monitoring and evaluation plan whose information is used to systematically assess the circumstances in which the project commences (Frankel & Gage, 2007). Focusing on how project performance can be influenced by M&E, particularly by the baseline survey, a number of authors on M&E have given an account about the importance of baseline surveys.

A study conducted by Mackay & World Bank. (2007) in Washington, indicated that monitoring and evaluation planning was critical in enhancing better project performance on government projects. The focus of this study was on the government projects that are majorly sponsored by World Bank. The study sought to determine how better perfomance can be arrived at through monitoring and evaluation of projects. This study employed the

use of descriptive statistics with the findings being that a majority of the respondents indicated that there was lack of monitoring and evaluation practices in the various projects which they formed part of. On the other hand, a study by Muhammad (2016) on project performance, with the variables, Project Planning, Implementation and Controlling Processes in Malaysia College of Computer Sciences and Information, Aljouf University, noted project management offers an organization with control tools that advance its capability of planning, implementing, and controlling its project activities. The study was to identify those project performance enhancements through planning, implementation and monitoring processes. Variable models used to identify how each stage is helpful in the process of managing project performance. To achieve this objective, information relating to different projects and models related to project planning, execution, control, and proposal of project performance explored; the findings showed project-planning processes contribute to the project performance (Muhammad, 2016).

A study that was conducted by Singh, Chandurkar and Dutt, (2017) highlighted that monitoring and evaluation was the major driving factor in development projects. The objective of this study was to determine the effect of monitoring and evaluation on development projects. However, the recommendation that was given in this study was that the management should provide full support and should fully engage themselves in the monitoring and evaluation process as this will help them in coming up with sound and well informed decisions (Singh, Chandurkar and Dutt, 2017).

A well-functioning M&E system is a critical part of good project/programme management and accountability. Timely and reliable M&E planning provides information to support project/programme implementation with accurate, evidence based reporting that informs management and decision-making to guide and improve project/programme performance (Muhammad, 2016). It also contributes to organizational learning and knowledge sharing by reflecting upon and sharing experiences and lessons so that we can gain the full benefit from what we do and how we do it. M&E planning helps in upholding accountability and compliance by demonstrating whether or not our work has been carried out as agreed and in compliance with established standards and with any other donor requirements. It provides opportunities for stakeholder feedback, especially

beneficiaries, to provide input into and perceptions of our work, modelling openness to criticism, and willingness to learn from experiences and to adapt to changing needs lastly it promotes and celebrate our work by highlighting our accomplishments and achievements, building morale and contributing to resource mobilization (Singh, Chandurkar and Dutt, 2017).

### 2.8 Management Participation in Monitoring and Evaluation and Implementation of infrastructural development project

A study on how top management engagement in project management influence the performance of projects by Ayarkwa, Ayirebi, and Amoah (2010) in Victoria Management School, Victoria University of Wellington, New examined was to examine how support of top management influenced implementation of infrastructural project. The objective of the study was to highlight the support processes related to top management that had a significant influence on the successes of project as well as to compare those key processes with the actual organizational support. Seventeen top management support processes identified, a total number of 213 project managers in software development along with their supervisors in Japan, Israel as well as New Zealand. For each of these nations, the impact of the top management support processes on the project performance were analysed with the aim of identifying critical processes. Definite level of procedure of both key and minor top management support processes by the managers compared (Ayarkwa, et al 2010).

The study found out essential top management participation and support processes helped in significantly improving project performance. Project management performance is highly linked to management support, they provide crucial insight to project delivery, stir the project process to the right direction, and encourage all project teams to have an active role in the project delivery. Revision of project plans done to align to the management decisions and approval. To provide clear guidance and direction, management participation is indeed required to have great support in the project monitoring and evaluation activities. Visible support by management is equally important to the project team, they recognize the importance of the project performance along with the repercussion of project failure, and the project team value the project performance in support of management interest in the project (Ayarkwa, et al 2010).

Management participation and commitment can be put in two categories, and these are project sponsorship, with the other one being project life-cycle management. The main role of the project sponsor is to link the interference that may exist for the managers of the project besides constantly reminding the project team that project performance at the highest levels of excellence are tolerable (Bickman, 2007). It is imperative that project goals, objectives along with values are understood by the project members throughout the project life cycle. Continuous and positive Management involvement, in a capacity of leadership will definitely reflect the commitment to project objectives by the top management. Project success is, in part, contingent on effectively managing the project risks.

Major challenges are time, costs, along with performance expectations. To attain this, the requirement is that the project manager hold, employ and exhibit appropriate management and leadership skills (Zimmerer and Yasin, 2011). By applying the desired attributes of leadership like steadiness, expertise, persistence, adequate decision-making, vision, morals, integrity, trust, and honesty a project manager enhance the skills to deliver the project effectively and efficiently (Maylor, 2013). Ahmed (2014) ostensibly noted that a project manager has the capacity to make critical decision, and has the power to reinforce changes to the project. Then he gets everyone involved and deliver their portion of responsibility to the advantage of the final beneficiaries of the project.

Project manager has the responsibility of developing a communication strategy to keep all the stakeholders informed. In striving for this recognition, the project manager is supposed to focus on the vision, encourage the team members, encourage teamwork, and manage risk ((Zimmerer and Yasin, 2011). Active participation by management in monitoring and evaluation has enormous impact on the team perception. The engagement between the various stakeholders produce effective communication. These include enhancing communication of early project wins to enhance the support of the management, and solicit those members that are not willing to engage (Maylor, 2013). Effective communication, ensure access of quality products and services, meeting the beneficiaries expectations and driving new initiatives for the overall project goals. The management mobilize more resources that will help in filling the resource gaps, and

ensure operational use of learnt lessons for better decision-making in future (Wattoo, Ali, Khan and Shahbaz, 2010).

Management participation in the course of the programming cycle guarantees ownership, solid, and sustainability of the project results. Continued support of management during monitoring and evaluation institutionalized for wider impact. Specific procedures programmed for consistency; the management review procedures for updates, accuracy and validity. This ensure all project teams are aware of the Management involvement at the various stages of project cycle. (Themistocleousand Wearne, 2010). Management involvement provides input to better project insights, enhances the reliability of the evaluation process. Increased level of reliability ensures improved acceptance of the findings.

A strong procedure for results-management aims at engaging relevant stakeholders in reasoning in a responsive and creative manner as much as possible. The project beneficiaries figure about what they want to achieve, they are motivated to organize and achieve acceptable output. The managers structure a monitoring and evaluation process to monitor progress and utilise the information in improving the performance (Lipsey, 2013). The management is largely involved in budget allocation. Allocating the project major resources is key for decision makers. They contribute significantly in deciding the priorities, cut-offs, exceptional approvals and optimal allocation of the resources. It demands for their commitment to the implementation of monitoring and evaluation system, through this process, they review the adequacy of the budget allocations, advice on budget revisions, and revise the project work plans. The side down of the project management support is that, some managers show negligible or no importance in the implementing an active system of monitoring and evaluation (Goyder, 2009).

Normally, project managers hired by national or county governments implement project as guided by rules and regulations by the government, the requirements of the organization, the preferences of the stakeholder and the location of the client. Compliance and maneuvering with different set of standards and requirements to archive the project goals becomes a tall order for the project managers (Gorgens, Nkwazi., & Govindaraj, 2015). The managers are required to expedite delivery of expected results to a wider

range of beneficiaries, each with diverse expectations. To satisfy the wide range of stakeholders within a set of standards of compliance can create a conflict of interest. Each group of management within the different stakeholders should agree on a common set of rules and process to improve the project output (Gorgens, Nkwazi., & Govindaraj, 2015).

The participation and support of top management from the various unit that claim viable interest is paramount for better project performance The project manager develop a communication strategy to keep all the mangers from various interest groups appraised (Karl, 2009). Such coordination enhance the review and approval of project stages. Mangers contribute and support the project implementation when adequately provided with key information for decision-making. Project performances done by comparing the progress reports and the original plans. Updating must be done in conformance with the revised and relevant standard plans (Robert, 2010). Project managers, assigned huge responsibility of facilitating monitoring and evaluation projects. It entails evaluating Management's competency, Commitment, communication and collaboration of the project teams. It has a significant contribution towards the performance of projects (Yong and Mustaffa, 2012). Management support is a critical element in preparing the implementation of monitoring and evaluation plans adherently they form key project decision makers (Magondu, 2013).

Atencio (2012) suggested charismatic and people-oriented leader have negative implications attributed to them. Charismatic leader's follow-through while people-oriented are biased and ineffective. This is a result of subjectivity of the decisions made and corrective actions done to keep the project running. The decision of the leaders is influenced by the leadership style. The managerial actions has an influence on project teams' performance. Jetu and Riedl (2013) outlined that people relations influence project performance. Personal Cultural values and openness to change, as opposed to cultural values that are socially focused, such as self-transcendence have an influence on the performance of project team. They further found cultural values to have an association to the project team success. The actual results from enhanced project team learning and development, project team-working spirit, and improved leadership of the project team.

## 2.9 M&E Technical Expertise and Implementation of infrastructural development project

Technical expertise in technology is important in project monitoring and controlling due to greater challenges in today's technology-enabled project (Kwak (2015). This is especially where technological tools are used in project management practices. This study helped to analyze fundamental connections between technical expertise and project performance. Subsequently, understand the indulgent function of expertise to the project team in cultivating enhanced project performance. The findings to this study were that project teams equipped with the right technical skills linked to project performance (Kwak, 2015).

The study demonstration that it is difficult to disassociate the use of technology with project performance and the absence of such relation induced project performance, being a technical expert in monitoring and evaluating a project can play a main role in supporting project team in handling projects effectively and efficiently. A study by Sunindijo (2015) Faculty of Built Environment, Australia highlighted on Project manager multi-layered tasks that expressively influenced the project performance. Other studies had recognized four skills for effective project managers, they include mental, human, stakeholders, and technical skills, along with their 16 other skill competencies.

The study was to determine whether project technical skills influence project performance. Data collected from 107 project team members using a questionnaire assessment method. The study results showed that project team leads technical skills impact project performance. Project excellent performance impacted by several skill components, which include visioning, sensitivity intelligence, interactive skill, dynamic leadership, interpersonal influence, integrity, quality management, and document and agreement administration. Project Managers may use the outcome as a parameter to assign project managers with the ‘right’ skill profile or to concentrate their human resource development on skills that are significant for project success.

A study by Harry et al (2013) on the social practices and knowledge management in projects, outline the importance of knowledge retention and dissemination. The study set out to outline the implication of social factors in facilitating knowledge management capacity in such an environment, derived from case study research precisely from

construction industry. The key study finding, signify processes of knowledge capture, transfer along with learning in project formulation depend heavily on the social trends, practices and processes in manners, which depict the value and the importance of including community-based approach in knowledge dissemniation. Human capital, with notable experience is vital for the achievement of M & E results. There is need for a sound M & E human resource capital in regard to quantity and quality, hence M & E human resource strategies are needed for the achievement and maintenance of a stable M & E (World Bank, 2011).

Competent employees are a major obstacle in selecting M & E practices. M & E being a new tool in project management field, it faces challenges in sustainable results and performances matrices. There is a big gap for skilled M & E professionals, capacity building of M & E systems, and harmonization of project management courses and technical support (Gorgens et al, 2015). Human capitals on the project should have clear job description as well as designation matching their skill. In case they are insufficient then training assessment needs for the necessary skills should be agreed. For projects, using staff posted to work out in the field and undertake project activities on their own there is need for regular and intensive onsite supervision. The field personnel require the comfort of management support and necessary guidance in their day today project execution (Ramesh, 2012).

Individual of the bigger aspects of developing the skills of the employees and capabilities is the actual organizational priorities on the employee to turn out to be better, either as individual or as a service supplier to the firm. The receptiveness by the organization together with increased anticipations following the opportunity culminate to a self-fulfilling prophecy of improved employee output (Vanessa and Gala, 2016). Musomba et al (2013) concludes organizational technical capacity in carrying out evaluations, reviewing the rate of human capital participation in the process of policymaking and motivation to challenge management decisions can be big determinants of how the M & E practices on lessons learnt, communicated and perceived. M & E practices endeavor to be independent and relevant.

Ahsan and Gunawan (2010) in his study stipulate realization of independence when undertaken by persons free of the control of those appointed for the strategy and implementation of the project development intervention. This illustrate that training is an essential aspect geared towards affecting the implementation of M & E in development projects. Uitto (2010) emphasizes that human capital training needs is paramount for reliable monitoring and evaluation, stipulating that staff working must have the necessary technical expertise in M & E for them to guarantee monitoring and evaluation results that are of high quality. Employing an M & E practice that is effective requires management to selectively appoint the right skills, enhance the capacities by further developing the skill on a regular basis. The training needs assessment should be accurate, monitored and executed diligently by the team responsible for the human capital management. Project research skill in project management encourage the team to have base data for the human capital skill retention, development and enhancement (Nabris, 2012).

M & E practical training is important in capacity building of personnel because it helps with the interaction and management of the M & E systems. M & E training starts with the understanding of the M & E theory and ensuring that the team understands the linkages between the project theory of change and the results framework as well as associated indicators (Rossi Lipsey, and Freeman, 2014). Skills are of significant importance to a monitoring and evaluation practice that is effective; the staff needs trained on the basics of evaluation (Rossi et al 2014).

In the context of project performance evaluations, it is necessary to have devoted and sufficient numbers of monitoring and evaluation staff, it is critical for this project evaluators to have the correct M & E skills. Professionally trained staff and a budget were a key requirement in Malawi when they were implementing the monitoring and evaluation system (Rossi, et al 2014). There is noted unbalanced utilization of monitoring and evaluation personnel where they mainly assign tasks other than monitoring and evaluation. This create extra burden for them to concentrate on project M & E related work. Time then becomes a challenge for them to manage the entire process completely and advocate widely for its use leading to ineffective monitoring and evaluation (Gorgens, Nkwazi, and Govindaraj, 2005). Therefore, there should be balanced work distribution of duties to ensure that there are qualified staff set aside to hold accountable

for the monitoring and evaluation system achievement of quality results. This will make them devoted and work towards achieving the expected priorities and goals.

Project and senior managers are essential drivers for the less technical skilled personnel. They should have adequate comprehension to rely on information provided by M & E. This kind of broad experience, and orientation is critical in managing results and dealing with cultural diversity within organizations (Jennifer and McConville, 2016). There are actually no quick fixes in creating a system for M & E, huge investment in relevant training along with systems development in the long run. The implementers of the project get clear job deploying that matches their expertise, and further training if need be. For projects that comprises of members who go to the field to execute the various project activities without supervision, there should be constant and intensive support to them (Ramesh, 2012). Some of the larger features of developing skills along with capabilities in employees is the concrete organizational goals on employees to motivate them; the support by the organization along with improved expectations can result to self-directed actions for enhanced outcome (Pamela, Joe and Nay, 2013).

## 2.10 Theoretical Framework

The study was guided by the program theory and stakeholder theory.

### 2.10.1 Program Theory

Program theory was advanced by Suchman in the 1960's and it is often developed during the planning stage of a new project intervention. It can also be developed during implementation and even after a programme has finished. When an evaluation is being planned, it is useful to review the programme theory and revise or elaborate it if necessary by asking questions in order to examine the cause-and-effect relationships that create underlying problems. The program theory has been used to guide evaluation for many years; it shows the capability of the program to fix a problem by addressing the needs in the assessment. It also gives tools to determine areas of impact in evaluation (Sethi & Philippines, 2012).

According to Rossi et al (2004), a program consists of an organizational plan on how to deploy resources and organize activities of the program to ensure that the intended target population receives the intended amount of intervention. The concept of a program

theory is similar to the one used in logical models and baseline studies. The program theory hence uses logical framework approach as its methodology (J-Pal, 2003). The difference is that the program theory is a detailed version of the logic model.

The program theory can also be represented graphically through the logical model. The logical model is used in guiding stakeholders' engagement, the management and evaluation of outcomes (Hosley, 2009). Theory of change is part of the program theory that emerged in the 1990s as an improvement to the evaluation theory (Stein & Valters, 2012). A theory of change is a tool used for developing solutions to complex social problems. It provides a comprehensive picture of early and intermediate term changes that are needed to reach a long term set goal (Anderson, 2005). It therefore provides a model of how a project should work, which can be tested and refined through monitoring and evaluation. A theory of change is also a specific and measurable description of change that forms the basis for planning, implementation and evaluation. Most projects have a theory of change although they are usually assumed (CARE, 2013).

The theory of change helps in developing comprehensible frameworks for monitoring and evaluation. However the evaluation community in the United States has traditionally been divided into two camps. Chen (1996) and Donaldson (2003) believe that program theory-based evaluation is the wave of the future and that virtually all evaluations should be conducted in this way. Further, Scriven (1994, 1997) believe that program theory is usually unnecessary addition of bells and whistles that fails to enhance the quality or value of evaluations. Some think the program theory is simply a flawed approach to evaluation altogether (Stufflebeam, 2001). According to Shackman (1998), because many logic models have a component of "advocacy" tension will lurk.

There will always be resistance to including negative consequences no matter how integral they may be to achieving desirable outcomes. Moreover, program models are linear, programs are complex, interactive. At the same time, models are static and programs may change over time. Also, models may not take unexpected consequences into account conflict, power, and control issues. The program theory or model assumes the model is correct. The program theory is very relevant to this study because it is firmly based on the logical model or framework which firmly depends on the indicators

identified through a baseline survey. Furthermore, the theory elaborates the role of stakeholder participation and project resources (cost) on the effectiveness of a baseline survey. Thus, this theory underscores the importance of the variables in baseline surveys. Additionally, Programme theory is very useful in providing a conceptual framework for monitoring, for evaluation, or for an integrated monitoring and evaluation framework. The programme theory brings together existing evidence about a programme and clarifies where there is agreement and disagreement about how the programme is understood to work, and where there are gaps in the evidence. It can be used for a single evaluation, for planning cluster evaluations of different projects funded under a single program, or to bring together evidence from multiple evaluations and research.

### 2.10.2 Stakeholder Theory

The proponent of this theory was Freeman (1984). A stakeholder according to this theorist is referred to as any group or individual who can be affected or is affected by the achievement of the organization's objectives. The Stakeholder theory addresses morals and values in managing an organization. Project stakeholders are individuals and/or organizations who actively participate in the project or whose interests are likely to be affected by the execution of the project or by successful project completion (PMI, 2004). In addition, Chinyio and Olomolaiye (2010) stated that stakeholders could affect an organization's functioning, goals, development, and even survival. In particular, the scholars noted that stakeholders could be beneficial when they facilitate the realization of the projects‟ goals. On the other hand, they may be antagonistic when they oppose the projects' mission.

It is further opined that stakeholders are crucial to the successful implementation of projects since their non-commitment to continuously support the vision and/or objectives of the project may lead to the failure. The political philosopher Charles Blattberg has criticized stakeholder theory for assuming that the interests of the various stakeholders can be, at best, compromised or balanced against each other.

Blattberg argues that this is a product of its emphasis on negotiation as the chief mode of dialogue for dealing with conflicts between stakeholder interests. He recommends conversation instead and this leads him to defend what he calls a 'patriotic' conception of

the corporation as an alternative to that associated with stakeholder theory. According to Mansell (2014), by applying the political concept of a 'social contract' to the corporation, stakeholder theory undermines the principles on which a market economy is based. A valid criticism is also that some groups are excluded; originally as they have no economic impact on the business and now as the concept takes an anthropocentric perspective. Such a perspective does not give plants, animals or even geology a voice as stakeholders, but only an instrumental value in relation to human groups or individuals.

This theory will help advance the understanding of all the four objectives touching on M&E baseline surveys, M&E planning, management participation in M&E and technical expertise in M&E. The project team members, project manager and other members of the project organization are among the key stakeholders in project implementation. According to Khwaja (2004), participation is attained through collaborative or joint involvement of project beneficiaries and the implementing agencies. The real value of participation stems from the finding that mobilizing the entire stakeholders, rather than engaging people on an individualized basis, leads to more effective results (Braithwaite et al., 2002). Simply said, change "... is more likely to be successful and permanent when the people it affects are involved in initiating and promoting it" (Thompson et al., 2002).

Yang et al (2009) analyzed the various factors which are critical to the success of a project most which were centered on managing stakeholders. Assessing attributes (power, urgency, and proximity) of stakeholders, compromising conflicts among stakeholders effectively, formulating a clear statement of project missions, predicting stakeholders‟ reactions for implementing the strategies and analyzing the change of stakeholders‟ influence and relationships during the project process is very important. Yang’s critical success factors were mainly focused around the stakeholder’s management. It’s the role of management to look into the affairs of stakeholders. The singular unifying characteristic new and complex projects possess is the inability for all stakeholders to be on the same page in order to envision the same outcome.

## 2.11 Conceptual Framework

The conceptual framework presents the interrelationship of variables in the influence of monitoring and evaluation on the implementation of county governments' infrastructural development projects. The framework is presented in Figure.1

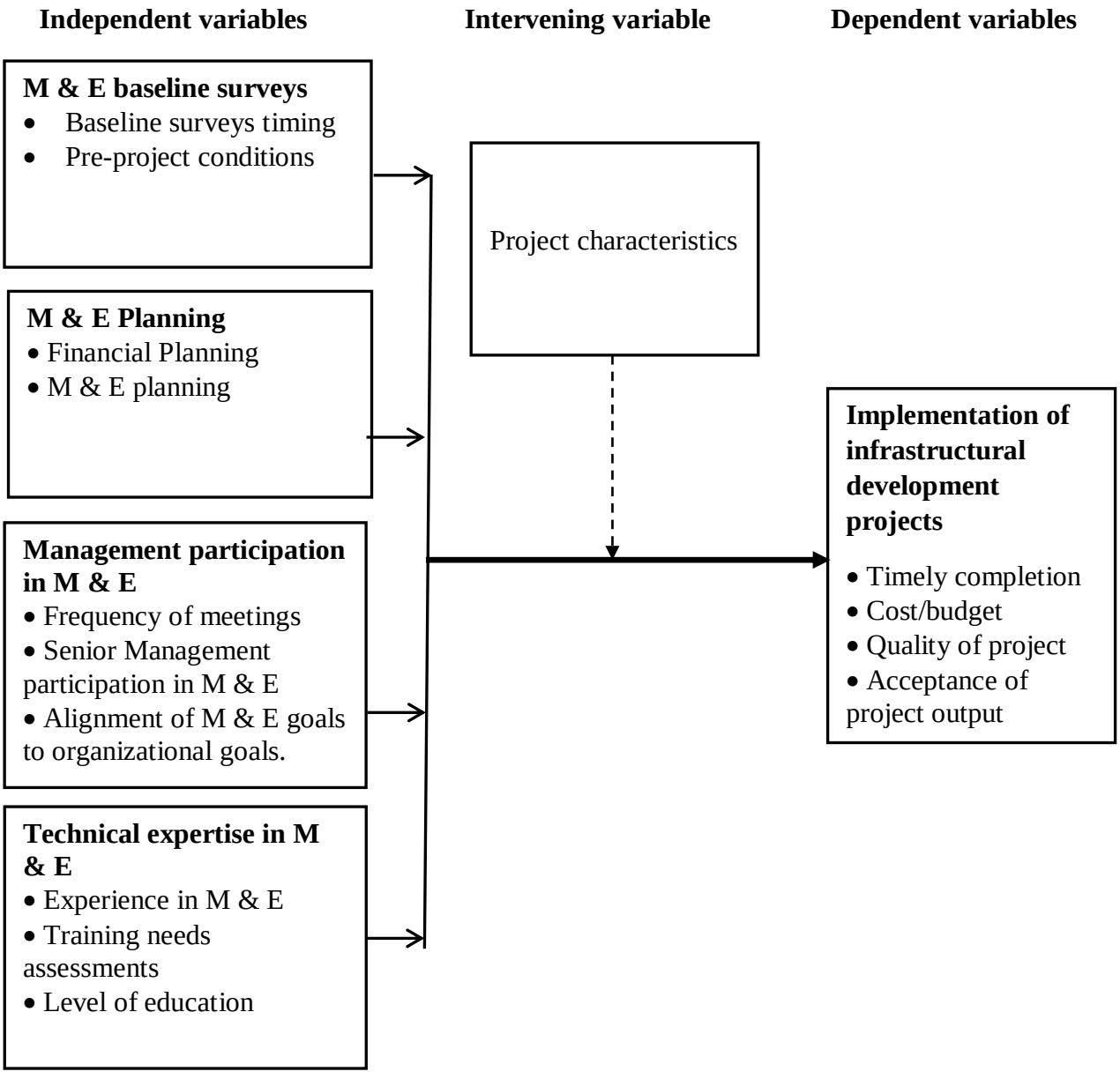


**Figure 1: Conceptual Framework**

The conceptual framework shows the relationship between the independent and dependent variables. The framework shows that the independent variables which are

Monitoring and evaluation baseline surveys, monitoring and evaluation planning, technical expertise in monitoring and evaluation and management participation in monitoring and evaluation all have an influence on project implementation**.** In the study, the independent variables have indicators where monitoring and evaluation baseline surveys is indicated by baseline surveys timing and pre-project conditions. Monitoring and evaluation Planning is indicate by financial Planning and monitoring and evaluation planning. Technical expertise in monitoring and evaluation is indicated by experience in monitoring and evaluation, training needs assessments and level of education and lastly management participation in monitoring and evaluation is indicated by frequency of meetings, senior management participation in monitoring and evaluation and the alignment of monitoring and evaluation goals to organizational goals. The dependent variable which is project implementation is indicated by timely completion of the project, cost/budget, and quality of the project and the acceptance of project output.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Introduction

This chapter presents the procedures that were used in conducting the study. The chapter focuses on research design, target population, sample and sampling procedures, research instruments, validity of the instruments, reliability of the instruments, data collection procedures and data analysis techniques and ethical considerations. The chapter also presents the operationalization of variables in the study.

## 3.2 Research Design

The study was hinged on descriptive research survey design. According to William (2006), descriptive studies are more formalized and typically structured with clearly stated investigative questions. Description survey designs are used in preliminary and exploratory studies to allow researchers to gather information, summarize, present and interpret for the purpose of clarification. Borg and Gall (2000) note that descriptive survey research is intended to produce statistical information about aspects of education that interest policy makers and educators. Using a descriptive survey design, it was possible for the researcher to measure the independent variables using questionnaires and relate them to the dependent variable, which is the employee job performance. The survey design enabled the researcher to collect data without manipulating the variables.

## 3.3 Target Population

Cooper and Schindler (2005) define target population as the list of the elements from which sample size is actually drawn. Kothari (2004) define target population as an entire group of individuals,' events or objects having common characteristics. It is the sum total of all that conforms to a given specifications. According to the county governments of Marsabit, there were 34 infrastructural projects in both counties. The target population was therefore 165 personnel involved in the implementation of these (County Government of Marsabit, 2019).

### 3.4 Sample Size and Sampling Procedures

According to Mugenda and Mugenda (2003), a sample is a smaller group obtained from the accessible population. Best (2013) define a sample as a small portion of the population that is selected for observation and analysis. Kothari (2004) suggests that if the population for the study is small then the whole population is taken. The researcher therefore used census hence the sample size was 165 personnel involved in the implementation of the projects in Marsabit County.

### 3.5 Data Collection Instruments

The researcher relied on self-administered questionnaires. According to Mugenda and Mugenda (2009), a questionnaire is a written set of questions to which subjects respond in writing. A questionnaire is a research instrument that gathers data over a large sample (Kombo & Tromp, 2006). Questionnaires ensure anonymity of the respondents, thus it is expected to enhance their honesty (Orodho, 2005). Questionnaires allow the respondents to freely express themselves (Mugenda & Mugenda 2009).The advantages of using questionnaires are that the person administering the instrument has an opportunity to establish rapport, explain the purpose of the study and explain the meaning of items that may not be clear. The researcher will personally distribute the questionnaire to the respondents to avoid the risk of losing the questionnaire. The questionnaire contained closed ended questions.

### 3.6 Pilot study

A pilot testing was conducted in the nearby Samburu County which has similar social cultural characteristics as the county of study. The aim of piloting was to check the clarity and relevance of the questions in the questionnaire. Items found to be inadequate for measuring variables were either be discarded or modified in order to improve the quality of the research instruments.

### 3.7 Validity of the Instruments

Validity is defined as the accuracy and meaningfulness of inferences, which are based on the research result (Mugenda & Mugenda, 2003) Validity according to Borg and Gall (1989) is the degree to which a test measures what it purports to measure. Kothari (2004) defines content validity as the extent to which a measuring instrument provides adequate

coverage of the topic under study. Validity is the degree to which results obtained from the analysis of the data actually represent the phenomena under study (Mugenda & Mugenda, 2009). The researcher tested for content validity where the researcher to checked whether the items in the questionnaire answered the research the objectives. The supervisor who is an experts in the area of study validated the instruments. The researcher implemented the suggestions given by the supervisor.

### 3.8 Reliability of the Instrument

The extent to which results are consistent over time and that the results of a study can be achieved in the same way is referred to as reliability. Donald and Delno (2006) define reliability of research instrument as the consistence of scores obtained and have two aspects: stability and equivalency. To ensure reliability, the researcher will use test and retest method at an interval of three weeks. A Cronbach α (Alpha) reliability coefficient that ranges between 0 and 1 will be generated to measure the reliability. Larry (2013) indicates that Cronbach Coefficient is used to test internal consistencies of samples of a given population when research instrument with Likert type scales with multiple responses are used for data collection. The questionnaires in this study, yielded A Cronbach of 0.843 ($\alpha$=0.843) hence the tool was deemed reliable. According to Field (2009), a questionnaire with an α of 0.7 and above is considered reliable.

### 3.9 Data Collection Procedures

The researcher sought for a letter of introduction from the University of Nairobi. Permissions will further be sought from the county government and thereafter write letters to the project managers to be allowed to do the study. The selected personnel in the county and in the field were visited where the researcher created rapport with them, explained the purpose of the study and the questionnaires administered to them. The researcher assured the respondents strict confidentiality with their identities and hence were asked not to write their names on the questionnaires. The completed questionnaires were collected once they have been filled in.

### 3.10 Data Analysis Techniques

Analysis of data started with editing in order to identify errors made by the respondents such as spelling mistakes and any other wrongly answered or un- responded to items. The researcher used Statistical Package for Social Sciences (SPSS) version 21.0. The data analysis was based on the research questions. Data on the questionnaires was edited by inspecting the data pieces before coding them. The process helped in identifying those items which are wrongly responded to, spelling mistakes and blank spaces left by the respondents. The data was then coded to facilitate data entry into the computer to allow for statistical analysis. This study used a mixture of descriptive and inferential data analysis techniques in both data collection and analysis.

Descriptive statistics such as measures of central tendency, dispersion, percentages and frequency distributions were used to analyze the scores distribution. Using a four point Likert Scale whereby; Strongly agree = 4, Agree = 3, Disagree = 2, and strongly agree = 1, a mean score of less than 2.5 implies that on average, the aspect being rated as agree (Neuendorf, 2011). The standard deviation show the amount of variation of the responses given by the respondents (Nicholson, Kershaw, & Nicholson, 2011). In respect to the used Likert scale with a variance of one form one choice to the other, a standard deviation of more than 1.0 would imply large spread of responses from the mean and therefore lack of consensus among the respondents. On the other hand, a standard deviation of less than 0.5 would imply a small spread of responses from the mean response and therefore high consensus among the respondents. A standard deviation between 0.5 and 1.0 would imply a moderate spread of responses from the mean and therefore a moderate consensus among the respondents. A small value of standard deviation is therefore desired.

Pearson product-moment correlation coefficient was also used as a measure of the strength and direction of association that exists between independent and dependent variables. The Pearson product-moment correlation coefficient (or Pearson correlation coefficient, for short) is a measure of the strength of a linear association between two variables and is denoted by *r*. Basically, a Pearson product-moment correlation attempts to draw a line of best fit through the data of two variables, and the Pearson correlation

coefficient, *r*, indicates how far away all these data points are to this line of best fit (i.e., how well the data points fit this new model/line of best fit). The Pearson correlation coefficient, *r*, can take a range of values from +1 to -1. A value of 0 indicates that there is no association between the two variables. A value greater than 0 indicates a positive association; that is, as the value of one variable increases, so does the value of the other variable. A value less than 0 indicates a negative association; that is, as the value of one variable increases, the value of the other variable decreases. The variables correlated with project implementation which is the dependent variable were the independent variables which are M & E baseline surveys, M & E planning, technical expertise in M & E and management participation in M & E.

### 3.11 Ethical Considerations

In research, ethics may be defined as the norm for the conduct that distinguishes between acceptable and unacceptable behaviour in a scientific investigation (Wambugu, 2015). The considerations for ethics are very important within the course of the research process. The researcher should not embarrass, perpetrate pain, or impose other disastrous effects on the respondents. The researcher observed and adhere to some research ethics. In adhering to the ethical issues, the researcher safeguarded against doing anything that would harm the participants in the study. The researcher also sought permission from the participants to have them participate in the study. The researcher also ensured that participants were informed to the extent possible, about the nature of the study. It was the responsibility of the researcher to interpret the data and present evidence so that others can decide to what extent interpretation is believable. Informed consent allows the respondents to choose to participate or not Kombo and Tromp (2006). In this study the participants' informed consent was used when sampling the participants. Confidentiality and anonymity was achieved by not asking participants to write their names on the questionnaires.

**Table 3. 1: Operationalization of Variables**

| Research objectives | Independent variable | Indicators | Dependent variables | Indicators | Measurement Scale | Type of analysis |
|---|---|---|---|---|---|---|
| To assess the influence of M&E baseline surveys on the implementation of county governments' infrastructural development projects in Marsabit County. | M&E baseline surveys | • Baseline surveys timing<br>• Pre-project conditions | Implementation of county governments' infrastructural development projects | • Timely completion<br>• Cost/budget<br>• Quality of project<br>• Acceptance of project output | Nominal and ratio scales | • Percentages<br>• Frequencies<br>• Pearson's Moment Correlation |
| To determine the influence of M&E planning on the implementation of county governments' infrastructural development projects in Marsabit County. | M&E planning | • Financial Planning<br>• M & E planning | Implementation of county governments' infrastructural development projects | • Timely completion<br>• Cost/budget<br>• Quality of project<br>• Acceptance of project output | Nominal and ratio scales | • Percentages<br>• Frequencies<br>• Pearson's Moment Correlation |
| To establish the influence of management participation in M&E on the implementation of county governments' infrastructural development projects in Marsabit County. | Management participation in M&E | • Frequency of meetings<br>• Senior Management participation in M & E<br>• Alignment of M & E goals to organizational goals. | Implementation of county governments' infrastructural development projects | • Timely completion<br>• Cost/budget<br>• Quality of project<br>• Acceptance of project output | Nominal and ratio scales | • Percentages<br>• Frequencies<br>Pearson's Moment Correlation |
| To determine the influence of technical expertise in M&E on the implementation of county governments' infrastructural development projects in Marsabit County | Technical expertise in M&E | Experience in M & E<br>• Training needs assessments<br>• Level of education | Implementation of county governments' infrastructural development projects | • Timely completion<br>• Cost/budget<br>• Quality of project<br>• Acceptance of project output | Nominal and ratio scales | • Percentages<br>• Frequencies<br>• Pearson's Moment Correlation |

# CHAPTER FOUR

# DATA ANALYSIS, PRESENTATION AND INTERPRETATION

## 4.1 Introduction

This chapter presents the data analysis, presentation and interpretation of the study findings. The chapter is guided by the objectives of the study. The study sought out to examine the influence of M&E baseline surveys on the infrastructural implementation of county governments' development projects in Marsabit County, determine the influence of M&E planning on the implementation of county governments' infrastructural development projects in Marsabit County, the influence of management participation in M&E on the implementation of county governments' infrastructural development projects in Marsabit County and lastly determine the influence of technical expertise in M&E on the implementation of county governments' infrastructural development projects in Marsabit County.

## 4.2 Questionnaire Return Rate

The sample size of the study was 165 personnel involved in the implementation of the projects in Marsabit County. The questionnaires were administered to a total of 158 returned the questionnaires. This was 95.7 percent return rate. According to Fitzgerald (2015), a questionnaire return rate of at least 80% indicates that the study findings can be generalized to the target population. This therefore implied that the data analyzed was adequate for generalization to the target population. The high response rate achieved was as result of prior visitation to the projects by the researcher and proper authorization to collect data.

## 4.3 Demographic Information

Demographic information provides data regarding research participants and is necessary for the determination of whether the individuals in a particular study are a representative sample of the target population for generalization purposes. Data analysis shown on Table 4.1 presents the demographic characteristics of the respondents in the study.

**Table 4. 1: Demographic Data of the Respondents**

| Demographic factors | Categories | F | % |
|---|---|---|---|
| Gender | Male | 99 | 66.9 |
| | Female | 59 | 33.1 |
| Respondent Age | Below 30 years | 35 | 22.2 |
| | 31-40 years | 78 | 49.4 |
| | 41–50 years | 45 | 28.5 |
| Highest professional qualifications | Certificate | 54 | 34.2 |
| | Diploma | 44 | 27.8 |
| | Under graduate | 51 | 32.3 |
| | Masters | 9 | 5.7 |
| Service and the County government | 1 - 5 years | 65 | 41.1 |
| | 6 -10 years | 93 | 58.9 |
| Service at the project | 1 - 2 years | 35 | 22.2 |
| | 2 - 3 years | 82 | 51.9 |
| | 3 - 4 years | 41 | 25.9 |

N = 158

Data on the gender of the respondents indicate that 99(66.9%) were male against 59 (33.1%) who were females. The data implies that there were more male respondents than female respondents. This could be attributed to the fact that more males than females are educated in the county where female education is not stressed. On the age of the respondents, data shows that almost half the number of respondents 78 (49.4%) were aged between 31 and 40 years, with 28.5% aged above 41 years. This implies that these are relatively elderly people and hence may have information on infrastructural project implementation in the county. Data on the highest academic qualification indicated that 54(34.2%) had a certificate, 44 (27.8%) had a diploma, 51 (32.3%) had an undergraduate degree while 9 (5.7%) had a master's degree. These findings show that all the respondents had a qualification that enables them understand about infrastructural project implementation in the county.

Asked to indicate the duration of service at the county government, 65 (4.11%) had been working at the county government for between 1 and 5 years while majority had worked for between 6 and 10 years as shown by 93 (58.9%). This implies that most of the respondents had worked at the county for a considerable long time where they are able to provide information on implementation of infrastructural project in the county.

Asked to indicate how long they had served at the project, 35 (22.2%) indicated that they had served for between 1 and 2 years, 82 (51.9%) had served at the project for a duration of between 2 and 3 years while 41 (25.9%) had been at the projects for between 3 and 4 years. The data implies that majority of the respondents had served at county projects for a long time and hence were able to provide information on infrastructural project implementation in the county.

### 4.4 M&E Baseline Surveys and Implementation of Infrastructural Development Projects

The study sought to assess the influence of M&E baseline surveys on the infrastructural implementation of county governments' development projects in Marsabit County. Using Likert scale the study explored various aspects of M&E baseline surveys which indicated a potential for infrastructural project implementation, which indicate the potential for project performance. The responses were based on a scale of 1 to 4, where 1= Strongly Agree (SA), 2= Agree (A), 3= Disagree (D) and 4 is Strongly Disagree (SD). The output of the analysis is displayed in Table 4.2.

**Table 4. 2: Influence of M&E Baseline Surveys Implementation of Infrastructural Development Projects**

| Statement | | SA | A | D | SD | Mean | SD |
|---|---|---|---|---|---|---|---|
| Baselines survey leads activity's monitoring and evaluation plan which is closely linked to each level of the logframe | **F** | 20 | 44 | 63 | 31 | 2.66 | .935 |
| | **%** | 12.7 | 27.8 | 39.9 | 19.6 | | |
| Most of the county government projects have information about the initial starting point or situation before any intervention has taken place | **F** | 26 | 45 | 61 | 26 | 2.55 | .955 |
| | **%** | 16.5 | 28.5 | 38.6 | 16.5 | | |
| Baselines survey generate information that becomes a starting point in measuring the performance and setting realistic targets | **F** | 32 | 16 | 46 | 64 | 2.90 | 1.147 |
| | **%** | 20.3 | 10.1 | 29.1 | 40.5 | | |
| County government projects are based on logframe generated form baselines surveys | **F** | 28 | 33 | 46 | 51 | 2.76 | 1.091 |
| | **%** | 17.7 | 20.9 | 29.1 | 32.3 | | |
| In county government projects baseline surveys provides the basis for subsequent assessment of how efficiently the activity is being implemented | **F** | 12 | 26 | 101 | 19 | 2.80 | .744 |
| | **%** | 7.6 | 16.5 | 63.9 | 12.0 | | |
| Baseline survey data help to set achievable and realistic indicator targets for each level of result in a project's design for example logframe | **F** | 21 | 37 | 69 | 31 | 2.70 | .936 |
| | **%** | 13.3 | 23.4 | 43.7 | 19.6 | | |
| Baseline surveys are conducted to establish the status quo before a project is rolled out logframe | **F** | 46 | 1 | 59 | 52 | 2.74 | 1.201 |
| | **%** | 29.1 | .6 | 37.3 | 32.9 | | |
| Baseline surveys are conducted and recommended ways of starting county government projects | **F** | 35 | 32 | 36 | 55 | 2.70 | 1.165 |
| | **%** | 22.2 | 20.3 | 22.8 | 34.8 | | |
| Baseline surveys are done at the beginning of county government projects | **F** | 14 | 78 | 26 | 40 | 2.58 | .966 |
| | **%** | 8.9 | 49.4 | 16.5 | 25.3 | | |
| There is data on indicators specifically chosen to monitor project performance on a regular basis | **F** | 12 | 20 | 86 | 40 | 2.97 | .829 |
| | **%** | 7.6 | 12.7 | 54.4 | 25.3 | | |
| **Total** | | | | | | **27.36** | **9.936** |
| **Composite mean** | | | | | | **2.736** | **0.994** |

N = 158

Data on the influence of M&E baseline surveys on infrastructural project implementation revealed that majority of the respondents 12.7 and 27.8 respectively strongly agreed and agreed that Baselines survey leads activity's monitoring and evaluation plan which is closely linked to each level of the logframe. This statement had mean of 2.66 and standard deviation of 0.935. This shows that there was a disagreement among the respondents on the statement. It was also revealed that most of the county government

projects have information about the initial starting point or situation before any intervention has taken place. This was evidenced by a mean of 2.55. A standard deviation of 0.955 was achieved in respect to this metric and therefore implying a moderate consensus among the respondents in this study.

The study also revealed that respondents disagreed that baselines survey generate information that becomes a starting point in measuring the performance and setting realistic targets. This was shows by 46 (29.1%) who disagreed and 64 (40.5%) who strongly disagreed. The statement had a mean of 2.9 showing that there was a disagreement among the respondents. It was also revealed that County government projects were not based on logframe generated form baselines surveys this was indicated by a mean of 2.76 and standard deviation of 1.091 which showed that majority of the respondents were in disagreement. The respondents were also asked to indicate how they agreed or disagreed with a statement that indicated that in county government projects baseline surveys provides the basis for subsequent assessment of how efficiently the activity is being implemented. In this statement, 101 (63.9%) disagreed while 19 (12%) strongly disagreed. With the item having a man on 2.8 and standard deviation of 0.744, it was deduced that the respondents disagreed to the statement.

The respondents responses on whether baseline survey data helped to set achievable and realistic indicator targets for each level of result in a project's design for example logframe, 69(43.7%) disagreed while31 (19.6%) strongly disagreed. The statement had a mean of2.7 and a standard deviation of 0.936 which implies that the respondents were in disagreement to the statement. It was also revealed by 59 (37.3%) and 52 (32.9%) disagreed that baseline surveys were conducted to establish the status quo before a project is rolled out logframe. A mean of 2.7 and standard deviation of 1.16 confirmed the disagreement. Data on whether baseline surveys were conducted and recommended ways of starting county government projects, 36 (22.8%) and 55 (34.8%) disagreed and strongly disagreed to the statement. Majority of the respondents disagreed that baseline surveys were done at the beginning of county government projects as evidenced by a mean of 2.58and a standard deviation of 0.966. A mean of 2.97 and standard deviation of .0829 revealed that respondents in the study disagreed that there was data on indicators specifically chosen to monitor project performance on a regular basis. In respect to the

composite scores, a composite score for the means was 2.736 and a composite score for the standard deviation was 0.994. The composite mean score implied that there was a disagreement to the statement in the whole scale.

A Persons product-moment correlation was run using the mean scores for items representing the M&E baseline surveys on infrastructural project implementation. Table 4.3 presents the data.

**Table 4. 3: Persons Product-Moment Correlation for M&E Baseline Surveys on Implementation of Infrastructural Development Projects**

**Correlations**

| | | M&E baseline survey | Project implementation |
|---|---|---|---|
| M&E baseline survey | Pearson Correlation | 1 | .003** |
| | Sig. (2-tailed) | | .007 |
| | N | 158 | 5 |
| Project implementation | Pearson Correlation | . 003** | 1 |
| | Sig. (2-tailed) | .007 | |
| | N | 158 | 5 |

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

From the table 4.3 Pearson correlation coefficient, *r*, is 0.003, and that it is statistically significant (*p*= 0.005). The results indicated that there was no correlation between M&E baseline surveys on infrastructural project implementation. The data implied that infrastructural project implementation was not influenced by M&E baseline surveys

### 4.5 M&E Planning and Implementation of Infrastructural Development Project

The study also sought to determine the influence of M&E planning on the implementation of county governments' infrastructural development projects in Marsabit County. The respondents were asked to indicate in a scale of 1 and 4 the extent to which you agree or disagree with the following statements concerning M&E planning on the implementation of development projects. The findings are presented in Table 4.4.

**Table 4. 4: M&E Planning and Implementation of Infrastructural Development Projects**

| Statement | | SA | A | D | SD | Mean | SD |
|---|---|---|---|---|---|---|---|
| M&E planning project-planning processes have contributed to the project performance | **F** | 27 | 23 | 85 | 23 | 2.66 | .929 |
| | **%** | 17.1 | 14.6 | 53.8 | 14.6 | | |
| M&E planning has led to accurate, evidence-based reporting that informs management and decision-making to guide and improve project/programme implementation | **F** | 11 | 29 | 88 | 30 | 2.87 | .799 |
| | **%** | 7.0 | 18.4 | 55.7 | 19.0 | | |
| M&E planning has provided opportunities for stakeholder feedback, especially beneficiaries of the projects | **F** | 13 | 31 | 90 | 24 | 2.79 | .799 |
| | **%** | 8.2 | 19.6 | 57.0 | 15.2 | | |
| M&E planning has provided input into and perceptions of modelling openness to criticism, and willingness to learn from experiences on the project | **F** | 13 | 44 | 65 | 36 | 2.78 | .891 |
| | **%** | 8.2 | 27.8 | 41.1 | 22.8 | | |
| M&E planning information has led to models that are related to project implementation | **F** | 11 | 38 | 92 | 17 | 2.73 | .746 |
| | **%** | 7.0 | 24.1 | 58.2 | 10.8 | | |
| M&E planning has helped the county government in coming up with sound and well-informed decisions | **F** | 17 | 20 | 84 | 37 | 2.89 | .886 |
| | **%** | 10.8 | 12.7 | 53.2 | 23.4 | | |
| There has been proper M&E planning before the implementation of county government projects | **F** | 36 | 10 | 92 | 20 | 2.61 | .976 |
| | **%** | 22.8 | 6.3 | 58.2 | 12.7 | | |
| There has been timely and reliable M&E planning that provides information to support project/programme implementation | **F** | 14 | 58 | 60 | 26 | 2.62 | .864 |
| | **%** | 8.9 | 36.7 | 38.0 | 16.5 | | |
| Monitoring and evaluation planning has been critical in enhancing better project implementation of county government projects | **F** | 29 | 31 | 61 | 37 | 2.67 | 1.031 |
| | **%** | 18.4 | 19.6 | 38.6 | 23.4 | | |
| County government projects implementation has been enhanced through M&E planning | **F** | 26 | 38 | 48 | 46 | 2.98 | 3.450 |
| | **%** | 16.5 | 24.1 | 29.7 | 29.7 | | |
| **Total** | | | | | | **27.6** | **11.371** |
| **Composite mean** | | | | | | **2.76** | **1.14** |

N = 158

Data on the influence of M&E planning and infrastructural projects implementation revealed that majority of the respondents disagreed that M&E planning project-planning processes have contributed to the project performance. This was evidenced by 85 (53%) who disagreed and 23 (14.6%) who strongly disagreed to the statement. The mean score was 2.66 which was tending was between 2.5 and 3 showing that it as a disagreement. It was also revealed that majority of the respondents disagreed that M&E planning has led to accurate, evidence-based reporting that informs management and decision-making to guide and improve project/programme implementation as shown by 88 (55.7%) who disagreed and 30 (19%) who strongly disagreed to the statement. The statement had a means score of 2.87 and a standard deviation of 0.799 which again was between 2.5 and 3.5 and was a disagreement. The data also showed that majority of the respondents disagreed that M&E planning has provided opportunities for stakeholder feedback, especially beneficiaries of the projects. This was evidenced by a mean of 2.79 and a standard deviation of 0.799.

In the statement 90( 57.0%) disagreed and 24 (15.2%) strongly disagreed. The data further indicated that respondents disagreed that M&E planning has provided input into and perceptions of modelling openness to criticism, and willingness to learn from experiences on the project as was shown by 65 (41.1%) who agreed and 36 (22.8%) who strongly disagreed. The mean for the statement was 2.78 and standard deviation was 0.891. Data also showed that M&E planning information has not led to models that are related to project implementation as shown by 92 (58.2%) who disagreed and 17 (10.8%) who strongly disagreed. The mean was 2.73 and standard deviation was 0.746. It was revealed from the data that majority of the respondents disagreed that M&E planning has helped the county government in coming up with sound and well-informed decisions. This was shown by 84 (53.2%) who disagreed and 37 (23.4%) who strongly disagreed to the statement. The mean score was 2.89 and standard deviation was 0.886. In a statement that stated that there has been proper M&E planning before the implementation of county government projects, 92 (58.2%) disagreed and 20 (12.7%) strongly disagreed to the statement. The mean score was 2.61 and standard deviation of 0.976 which again showing a disagreement.

Data also revealed that majority of the respondents disagreed that there has been timely and reliable M&E planning that provides information to support project/programme implementation. This was shown by 60 (38%) who disagreed and 26 (16.5%) who strongly disagreed. The mean was 2.62 and standard deviation was 0.864. Majority of the respondents disagreed that monitoring and evaluation planning has been critical in enhancing better project implementation of county government projects as was evidenced by a mean of 2.68 and a standard deviation of 1.031. Lastly it was revealed that respondents were in a disagreement that county government projects implementation has been enhanced through M&E planning. This was shown by 48 (29.7%) who disagreed and 46 (29.7%) who strongly disagreed to the statement. Overall the composite mean was 2.76 and a standard deviation of 1.14 which means that majority of the respondents disagreed that M&E planning did not influence infrastructural projects implementation.

A Persons product-moment correlation was run to measure of the strength and direction of association that exists between M&E planning on the implementation of development projects. Table 4.5 presents the data.

**Table 4. 5: Persons product-moment correlation for M&E planning on and implementation of infrastructural development project**

**Correlations**

| | | M&E planning | Project implementation |
|---|---|---|---|
| M&E planning | Pearson Correlation | 1 | .002 |
| | Sig. (2-tailed) | | .068 |
| | N | 158 | 5 |
| Project implementation | Pearson Correlation | .002 | 1 |
| | Sig. (2-tailed) | .068 | |
| | N | 158 | 5 |

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

Pearson correlation coefficient revealed an *r*, is 0.002, and that it is statistically significant ($p = 0.005$). The results indicated that there was no correlation between M&E planning on the implementation of development projects.

### 4.6 Management Participation in M&E and Implementation of Implementation of infrastructural Development Projects

The study also sought to establish the influence of management participation in M&E on the implementation of county governments' infrastructural development projects in Marsabit County. The respondents were asked to indicate in a scale of 1 to 4 where 4 is strongly agree and 1 is strongly disagree, the extent to which you agree or disagree with the following statements concerning Influence of management participation in M&E on the implementation of development projects. Their responses are presented in Table 4.6.

**Table 4. 6: Responses on the influence of management participation in M&E on implementation of infrastructural development projects**

| Statement | | SA | A | D | SD | Mean | SD |
|---|---|---|---|---|---|---|---|
| Project manager have had the responsibility of developing a communication strategy to keep all the stakeholders informed county government project | **F** | 42 | 57 | 59 | 00 | 2.11 | .795 |
| | **%** | 26.6 | 36.1 | 37.3 | 00 | | |
| There has been management's competency, commitment, communication and collaboration of the project teams | **F** | 37 | 28 | 57 | 36 | 2.58 | 1.084 |
| | **%** | 23.4 | 17.7 | 36.1 | 22.8 | | |
| Management participation in the course of the programming cycle have guaranteed ownership, solid, and sustainability of the project results | **F** | 17 | 56 | 55 | 30 | 2.62 | .914 |
| | **%** | 10.8 | 35.4 | 34.8 | 19.0 | | |
| The managers structure a monitoring and evaluation process to monitor progress and utilise the information in improving the performance | **F** | 9 | 58 | 83 | 8 | 2.82 | 3.364 |
| | **%** | 5.7 | 36.7 | 52.5 | 5.0 | | |
| Management has been involved at the various stages of county government project cycle | **F** | 33 | 36 | 83 | 6 | 2.39 | .858 |
| | **%** | 20.9 | 22.8 | 52.5 | 3.8 | | |
| Management participation and support processes has helped in significantly improving county government project implementation | **F** | 10 | 39 | 76 | 33 | 2.84 | .828 |
| | **%** | 6.3 | 24.7 | 48.1 | 20.9 | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| The participation and support of top management from the various unit that claim viable interest is paramount for better project performance | **F** | 12 | 22 | 87 | 37 | 2.94 | .824 |
| | **%** | 7.6 | 13.9 | 55.1 | 23.4 | | |
| The management has been fully engaged in county government projects | **F** | 15 | 9 | 90 | 44 | 3.03 | .848 |
| | **%** | 9.5 | 5.7 | 57.0 | 27.8 | | |
| Project management has had a significant influence on the successes of county government project | **F** | 23 | 24 | 87 | 24 | 2.71 | .898 |
| | **%** | 14.6 | 15.2 | 55.1 | 15.2 | | |
| The managers of projects have provided crucial insight to project delivery, stir the project process to the right direction, and encourage all project teams to have an active role in the project delivery | **F** | 12 | 38 | 77 | 31 | 2.80 | .841 |
| | **%** | 7.6 | 24.1 | 48.7 | 19.6 | | |
| **Total** | | | | | | **26.84** | **11.254** |
| **Mean** | | | | | | **2.684** | **1.1254** |

N = 158

Data on influence of management participation in M&E on infrastructural projects implementation revealed that majority of the respondents were in agreement that Project manager have had the responsibility of developing a communication strategy to keep all the stakeholders informed county government project as evidenced by a mean of 2.11 and standard deviation of 0.795. In the statement, 42 (26.6%) strongly agreed to the statement and 57 (36.1%) agreed. Majority of the respondents however disagreed that there has been management's competency, commitment, communication and collaboration of the project teams as shown by 57 (36.1%) who disagreed and 36 (22.8%) who disagreed. The statement had a mean of 2.58 and standard deviation of 1.108.

Data further indicated that there respondents disagreed that management participation in the course of the programming cycle have guaranteed ownership, solid, and sustainability of the project results as shown by 55 (34.8%) who disagreed and 30 (19.0%) strongly disagreed. The statement had a mean of 2.62 and standard deviation of 0.914. In the item that stated that the managers structure a monitoring and evaluation process to monitor progress and utilise the information in improving the performance, 83 (52.5%) disagreed while 8 (5%) strongly disagreed with a mean of 2.82 and standard deviation of 3.364. Data also revealed that majority of the respondents disagreed that management has been

involved at the various stages of county government project cycle as indicated by a mean of 2.39 and standard deviation of 0.858. in the statement 83 (52.5%) disagreed while 6 (3.8%) strongly disagreed.

Data further showed that respondents disagreed that management participation and support processes has helped in significantly improving county government project implementation. This was evidenced by 76 (48.1%) and 33 (20.9%) who disagreed and strongly disagreed respectfully. The mean was 2.84 and standard deviation of 0.828. Data on whether respondents agreed or disagreed to the statement that the participation and support of top management from the various unit that claim viable interest is paramount for better project performance, 87 (55.1%) disagreed while 37 (23.4%) strongly disagreed. Majority of the respondents further disagreed that project management has had a significant influence on the successes of county government project. This was shown by 87 (55.1%) who disagreed and 24 (15.2%) who strongly disagreed. The mean was 2.94 and standard deviation was 0.824. The mean was 2.71 and standard deviation was 0.898. Data lastly revealed that respondents disagreed that the managers of projects have provided crucial insight to project delivery, stir the project process to the right direction, and encourage all project teams to have an active role in the project delivery. In this item, 77 (48.7%) disagreed while 31 (19.6%) strongly disagreed. The mean score was 2.80 and standard deviation of 0.841. Overall, the mean score for the whole likert scale was 2.684 and was 1.1254 which again indicated a disagreement. This implied that respondents disagreed that management participation in M&E did not positively influence infrastructural projects implementation.

A Persons product-moment correlation was run to measure of the strength and direction of association that existed between management participation in M&E on infrastructural projects implementation. Table 4.7 presents the data.

**Table 4. 7: Persons product-moment correlation for management participation in M&E on implementation of infrastructural development projects**

| Correlations | | | |
|---|---|---|---|
| | | Management participation | Project implementation |
| Management | Pearson Correlation | 1 | .0031 |

| | | | |
|---|---|---|---|
| participation | Sig. (2-tailed) | | .068 |
| | N | 158 | 5 |
| Project implementation | Pearson Correlation | .0031 | 1 |
| | Sig. (2-tailed) | .068 | |
| | N | 158 | 5 |

As presented in table 4.7, Pearson correlation coefficient, *r*, is 0.0031, which is statistically significant ($p$ = 0.005). The results indicated that there was no correlation between management participation in M&E on infrastructural projects implementation.

### 4.7 Technical Expertise in M&E and Implementation of Infrastructural Development Project

The researcher was also concerned in determining the influence of technical expertise in M&E on the implementation of county governments' infrastructural development projects in Marsabit County. The respondents were therefore asked to indicate the extent to which they agreed or disagreed with statements that sought to establish the influence of technical expertise in M&E on the implementation of development projects. The data is presented in Table 4.8.

**Table 4. 8: Responses on the influence of technical expertise in M&E on the implementation of infrastructural development projects**

| Statement | | SA | A | D | SD | Mean | SD |
|---|---|---|---|---|---|---|---|
| The management has selectively appointed the right skills, enhanced the capacities by further developing the skill on a regular basis | **F** | 10 | 23 | 70 | 55 | 3.08 | .864 |
| | **%** | 6.3 | 14.6 | 44.3 | 34.8 | | |
| The management have adequate comprehension to rely on information provided by M & E experts | **F** | 13 | 31 | 68 | 46 | 2.93 | .904 |
| | **%** | 8.2 | 19.6 | 43.0 | 29.1 | | |
| There is a technical team in the county government projects with notable experience which is vital for the achievement of M & E results | **F** | 19 | 27 | 87 | 25 | 2.75 | .866 |
| | **%** | 12.0 | 17.1 | 55.1 | 15.8 | | |
| The technical team plays a main role in supporting county government project team in handling projects effectively and efficiently | **F** | 15 | 49 | 61 | 33 | 2.71 | .905 |
| | **%** | 9.5 | 31.0 | 38.6 | 20.9 | | |
| Professionally trained staff and a budget have been a key requirement in the implementation of county government's projects | **F** | 7 | 28 | 78 | 45 | 3.02 | .802 |
| | **%** | 4.4 | 17.7 | 49.4 | 28.5 | | |
| M & E practical training has been important in capacity building of personnel of the county government projects | **F** | 19 | 29 | 81 | 29 | 2.76 | .892 |
| | **%** | 12.0 | 18.4 | 51.3 | 18.4 | | |
| The county government personnel has visioning, sensitivity intelligence, interactive skill, dynamic leadership, interpersonal influence, integrity, quality management enabling them implement the county government projects | **F** | 30 | 28 | 76 | 24 | 2.59 | .965 |
| | **%** | 19.0 | 17.7 | 48.1 | 15.2 | | |
| There has been clear connections between technical expertise and project implementation of county government projects | **F** | 20 | 27 | 60 | 51 | 2.90 | .998 |
| | **%** | 12.7 | 17.1 | 38.0 | 32.3 | | |
| The project teams is equipped with the right technical skills linked to project implementation | **F** | 11 | 31 | 65 | 51 | 2.99 | .896 |
| | **%** | 7.0 | 19.6 | 41.1 | 32.3 | | |
| There is a technical expert involved in monitoring and evaluating a county government project | **F** | 25 | 20 | 78 | 35 | 2.78 | .968 |
| | **%** | 15.8 | 12.7 | 49.4 | 22.2 | | |
| **Total** | | | | | | **28.51** | **9.06** |
| **Composite mean** | | | | | | **2.851** | **0.906** |

N = 158

Data on the influence of technical expertise in M&E on the implementation of development projects revealed that majority of the respondents disagreed that the management has selectively appointed the right skills, enhanced the capacities by further developing the skill on a regular basis. This was shown by 70 (34.8%) who disagreed and 55 (34.8%) who strongly disagreed to the statement. The statement had a mean of 3.08 and standard deviation of 0.864. Majority of the respondents indicated that the management have adequate comprehension to rely on information provided by M & E experts. This was shown by 68 (43%) who disagreed and 68 (46%) who strongly disagreed to the statement. The statement had a mean of 2.93 and standard deviation of 0.904. There was a general disagreement that there is a technical team in the county government projects with notable experience which is vital for the achievement of M & E results as indicated so by 87 (55.1%) who disagreed and 25 (15.8%) who strongly disagreed. The mean for the statement was 2.75 and standard deviation was 0866.

Data also revealed that majority of the respondents 61 (38.6%) and 33 (20.9%) disagreed and strongly disagreed that the technical team plays a main role in supporting county government project team in handling projects effectively and efficiently. This was further seen in the mean score of 2.71 and standard deviation of 0.905. Showing a disagreement to the statement. Majority also 78 (49.9%) and 45 (28.5%) respectively disagreed and strongly disagreed that professionally trained staff and a budget have been a key requirement in the implementation of county government's projects. The mean score of the statement was 3.02 and standard deviation 0.82. The data shows that respondents were of the opinion that professionally trained staff and a budget did not have been a key requirement in the implementation of county government's projects. Asked the extent to which they agreed or disagreed with the statement that M & E practical training has been important in capacity building of personnel of the county government projects, 81 (51.3%) and 29 (18.4%) disagreed or strongy disagreed to the statement with a mean of 2.76 and standard deviation of 0.892.

Data further majority of the respondents disagreed that the county government personnel has visioning, sensitivity intelligence, interactive skill, dynamic leadership, interpersonal influence, integrity, quality management enabling them implement the county

government projects as shown by 76 (48.1%) and 24 (15.2%) who disagreed and agreed respectively to the statement. The mean for the scores were 2.59 and standard deviation of 0.965. Data further established that there were no clear connections between technical expertise and project implementation of county government projects as indicated so by 60 (38.0%) and 51 (32.3&), and a mean of 2.90 and standard deviation of 0.998. Data further indicated that majority disagreed to the statement that the project teams is equipped with the right technical skills linked to project implementation with 65 (41.1%) disagreeing and 51 (32.3%) strongly disagreeing to the statement. The mean score for the statement was 2.99 and standard deviation of 0.896. The last statement in the likert stated that there is a technical expert involved in monitoring and evaluating a county government project. In this statement, 78 (49.4%) disagreed to the statement while 35 (22.2%) strongly disagreed. The mean score was 2.78 and standard deviation of 0.968. Overall, the composite mean score was 2.851 and standard deviation of 0.906 which showed that overly, the respondents disagreed to the statement that sought to indicate that technical expertise in M&E did not have an influence on the implementation of development projects.

Person's product-moment correlation was then run to measure of the strength and direction of association that exists between technical expertise in M&E on the implementation of development projects. Table 4.9 presents the data.

**Table 4. 9: Persons product-moment correlation for technical expertise in M&E on the implementation of development projects**

**Correlations**

| | | Technical expertise | Project implementation |
|---|---|---|---|
| Technical expertise | Pearson Correlation | 1 | .0021 |
| | Sig. (2-tailed) | | .068 |
| | N | 158 | 5 |
| Project implementation | Pearson Correlation | .0021 | 1 |
| | Sig. (2-tailed) | .068 | |
| | N | 158 | 5 |

As presented in table 4.9, Pearson correlation coefficient, *r*, is 0.0021, which is statistically significant ($p$ = 0.005). The results indicated that there was no correlation between technical expertise in M&E on the implementation of development projects.

# CHAPTER FIVE

# SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

## 5.1 Introduction

This chapter presents the summary of the study, summary of findings, discussion, conclusions and recommendations. The chapter also presents suggestions for further research.

## 5.2 Summary of Findings

### 5.2.1 M&E Baseline Surveys and Implementation of Infrastructural Project

Findings on the influence of M&E baseline surveys on infrastructural project implementation revealed that respondents disagreed that baselines survey leads activity's monitoring and evaluation plan which is closely linked to each level of the logframe as evidenced by a mean of 2.66 and standard deviation of 0.935. The respondents further disagreed that most of the county government projects have information about the initial starting point or situation before any intervention has taken place as shown by a mean of 2.5 and sd of 0.955.

Respondents also disagreed that baselines survey generate information that becomes a starting point in measuring the performance and setting realistic targets. The County government projects were not based on logframe generated form baselines surveys. Further the county government projects baseline surveys did not provide the basis for subsequent assessment of how efficiently the activity is being implemented. Further it was revealed that baseline survey data did not help setting achievable and realistic indicator targets for each level of result in a project's design for example logframe.

The study found that baseline surveys were not conducted to establish the status quo before a project is rolled out logframe while baseline surveys were not done at the beginning of county government projects. Baselines survey generate information that becomes a starting point in measuring the performance and setting realistic targets (The tool composite mean was 2.736 and a composite standard deviation was 0.994. The composite mean score implied that there was a disagreement to the statement in the

whole scale. A Persons product-moment correlation revealed a correlation coefficient, *r*, is 0.003, and that it is statistically significant ($p$= 0.005). The results indicated that there was no correlation between M&E baseline surveys on infrastructural project implementation. The data implied that infrastructural project implementation was not influenced by M&E baseline surveys.

### 5.2.2 M&E planning and implementation of infrastructural project

Findings on the influence of M&E planning and infrastructural projects implementation revealed that majority of the respondents disagreed that M&E planning project-planning processes have contributed to the project performance. They also disagreed that M&E planning has led to accurate, evidence-based reporting that informs management and decision-making to guide and improve project/programme implementation. Majority of the respondents disagreed that M&E planning has provided opportunities for stakeholder feedback, especially beneficiaries of the projects.

The study revealed that majority of the respondents disagreed that M&E planning has provided input into and perceptions of modelling openness to criticism, and willingness to learn from experiences on the project. M&E planning information has not led to models that are related to project implementation. Majority of the respondents disagreed that M&E planning has helped the county government in coming up with sound and well-informed decisions. It was revealed that there has been proper M&E planning before the implementation of county government projects. Majority of the respondents disagreed that there has been timely and reliable M&E planning that provides information to support project/programme implementation.

Majority of the respondents disagreed that monitoring and evaluation planning has been critical in enhancing better project implementation of county government projects. The respondents were in a disagreement that county government projects implementation has been enhanced through M&E planning. Overall the composite mean was 2.76 and a standard deviation of 1.14 which means that majority of the respondents disagreed that M&E planning did not influence infrastructural projects implementation. Persons product-moment correlation revealed an *r,* is 0.002, and that it is statistically significant

($p$ = 0.005). The results indicated that there was no correlation between M&E planning on the implementation of development projects.

### 5.2.3 Management participation in M&E and implementation of infrastructural project

Findings on influence of management participation in M&E on infrastructural projects implementation revealed that majority of the respondents were in agreement that project manager have had the responsibility of developing a communication strategy to keep all the stakeholders informed county government project. They however disagreed that there has been management's competency, commitment, communication and collaboration of the project team. The respondents disagreed that management participation in the course of the programming cycle have guaranteed ownership, solid, and sustainability of the project results.

The respondents also disagreed that the managers structure a monitoring and evaluation process to monitor progress and utilise the information in improving the performance. Majority of the respondents disagreed that management has been involved at the various stages of county government project cycle. The respondents disagreed that management participation and support processes has helped in significantly improving county government project implementation. They also disagreed that the participation and support of top management from the various unit that claim viable interest is paramount for better project performance.

The mean score for the whole likert scale was 2.684 and was 1.1254 which again indicated a disagreement. This implied that respondents disagreed that management participation in M&E did not positively influence infrastructural projects implementation. Persons product-moment correlation revealed a correlation coefficient, $r$, is 0.0031, which is statistically significant ($p$ = 0.005) hence there was no correlation between management participation in M&E on infrastructural projects implementation.

### 5.2.4 Technical expertise in M&E and implementation of infrastructural project

Findings on the influence of technical expertise in M&E on the implementation of development projects revealed that majority of the respondents disagreed that the management has selectively appointed the right skills, enhanced the capacities by further

developing the skill on a regular basis. Majority of the respondents indicated that the management have adequate comprehension to rely on information provided by M & E experts.

There was a general disagreement that there is a technical team in the county government projects with notable experience which is vital for the achievement of M & E Majority of the respondents disagreed that the technical team plays a main role in supporting county government project team in handling projects effectively and efficiently. Majority also disagreed that professionally trained staff and a budget have been a key requirement in the implementation of county government's projects. They disagreed that M & E practical training has been important in capacity building of personnel of the county government projects. Majority of the respondents disagreed that the county government personnel has visioning, sensitivity intelligence, interactive skill, dynamic leadership, interpersonal influence, integrity, quality management enabling them implement the county government projects. It was established that there were no clear connections between technical expertise and project implementation of county government projects

The project team was not equipped with the right technical skills linked to project implementation. The respondents also disagreed that there is a technical expert involved in monitoring and evaluating a county government project. Overall, the composite mean score was 2.851 and standard deviation of 0.906 which showed that overly, the respondents disagreed to the statement that sought to indicate that technical expertise in M&E did not have an influence on the implementation of development projects. Person's product-moment correlation revealed a correlation coefficient, $r$, is 0.0021, which is statistically significant ($p$ = 0.005). The results indicated that there was no correlation between technical expertise in M&E on the implementation of development projects.

### 5.3 Discussion of Findings

Findings revealed that respondents disagreed that baselines survey leads activity's monitoring and evaluation plan which is closely linked to each level of the logframe. The respondents further disagreed that most of the county government projects have information about the initial starting point or situation before any intervention has taken place. Respondents also disagreed that baselines survey generate information that

becomes a starting point in measuring the performance and setting realistic targets. The County government projects were not based on logframe generated form baselines surveys Krzysztof et al., (2011) argue that without a baseline, it is not possible to know the impact of a project. A baseline study serves the purpose of informing decision makers what impact the project has had on the target community. Omolo (2017) most activities have a logical framework matrix (a logframe) that is divided into levels of desired achievement or a hierarchy of objectives. The levels are usually called goal, purpose, component level objectives and outputs.

The study found that baseline surveys were not conducted to establish the status quo before a project is rolled out logframe while baseline surveys were not done at the beginning of county government projects. There was no data on indicators specifically chosen to monitor project performance on a regular basis as stated by Kusek, (2004), Baselines survey generate information that becomes a starting point in measuring the performance and setting realistic targets (The tool composite mean was 2.736 and a composite standard deviation was 0.994. The composite mean score implied that there was a disagreement to the statement in the whole scale. According to Action Aid (2008), baseline surveys are important to any project for the following reasons: It is a starting point for a project - one important and recommended way of starting a project is to carry out a baseline study. Through its results, a baseline serves as a benchmark for all future project activities

The study also revealed that majority of the respondents disagreed that M&E planning project-planning processes have contributed to the project performance. They also disagreed that M&E planning has led to accurate, evidence-based reporting that informs management and decision-making to guide and improve project/programme implementation Hogger et al., (2011) asserts that proper M&E planning and information collection about a situation has been collected at the beginning of the project, and then one has baseline data. M&E planning information has not led to models that are related to project implementation. Singh, Chandurkar and Dutt, (2017) highlighted that monitoring and evaluation was the major driving factor in development projects. The objective of this study was to determine the effect of monitoring and evaluation on development projects. Majority of the respondents disagreed that M&E planning has

helped the county government in coming up with sound and well-informed decisions. It was revealed that there has been proper M&E planning before the implementation of county government projects. As stated by Muhammad, (2016), a well-functioning M&E system is a critical part of good project/programme management and accountability while timely and reliable M&E planning provides information to support project/programme implementation with accurate, evidence based reporting that informs management and decision-making to guide and improve project/programme performance. Singh, et al 2017) states that M&E planning helps in upholding accountability and compliance by demonstrating whether or not our work has been carried out as agreed and in compliance with established standards and with any other donor requirements.

Majority of the respondents disagreed that monitoring and evaluation planning has been critical in enhancing better project implementation of county government projects. The respondents were in a disagreement that county government projects implementation has been enhanced through M&E planning. The above findings agree with Mackay & World Bank. (2007) who found that monitoring and evaluation planning was critical in enhancing better project performance on government projects

The study also revealed that majority of the respondents were in agreement that project manager have had the responsibility of developing a communication strategy to keep all the stakeholders informed county government project. The respondents disagreed that management participation in the course of the programming cycle have guaranteed ownership, solid, and sustainability of the project results. These findings are in line with Ayarkwa, et al ( 2010) who found out essential top management participation and support processes helped in significantly improving project performance. Ahmed (2014) ostensibly noted that a project manager has the capacity to make critical decision, and has the power to reinforce changes to the project. Then he gets everyone involved and deliver their portion of responsibility to the advantage of the final beneficiaries of the project. They also disagreed that the participation and support of top management from the various unit that claim viable interest is paramount for better project performance. Magondu, (2013) states that management support is a critical element in preparing the implementation of monitoring and evaluation plans adherently they form key project decision makers. There was no correlation between management participation in M&E on

infrastructural projects implementation. Karl, (2009) states that the participation and support of top management from the various unit that claim viable interest is paramount for better project performance further the project manager develop a communication strategy to keep all the mangers from various interest groups appraised.

Majority of the respondents indicated that the management have adequate comprehension to rely on information provided by M & E experts. Kwak (2015) indicates technical expertise in technology is important in project monitoring and controlling due to greater challenges in today's technology-enabled project, this is especially where technological tools are used in project management practices, this study helped to analyze fundamental connections between technical expertise and project performance. Musomba et al (2013) found that organizational technical capacity in carrying out evaluations, reviewing the rate of human capital participation in the process of policymaking and motivation to challenge management decisions can be big determinants of how the M & E practices on lessons learnt, communicated and perceived. M & E practices endeavor to be independent and relevant. Majority also disagreed that professionally trained staff and a budget have been a key requirement in the implementation of county government's projects. They disagreed that M & E practical training has been important in capacity building of personnel of the county government projects. Majority of the respondents disagreed that the county government personnel has visioning, sensitivity intelligence, interactive skill, dynamic leadership, interpersonal influence, integrity, quality management enabling them implement the county government projects. It was established that there were no clear connections between technical expertise and project implementation of county government projects Harry et al (2013) states that there is need for a sound M & E human resource capital in regard to quantity and quality, hence M & E human resource strategies are needed for the achievement and maintenance of a stable M & E. These findings are in line with Ahsan and Gunawan (2010) in his study stipulate realization of independence when undertaken by persons free of the control of those appointed for the strategy and implementation of the project development intervention. The project teams was not equipped with the right technical skills linked to project implementation. The respondents also disagreed that there is a technical expert involved in monitoring and evaluating a county government project.

## 5.4 Conclusions of the Study

Based on the findings of the study, it was concluded that there was no correlation between M&E baseline surveys on infrastructural project implementation**.** The data implied that infrastructural project implementation was not influenced by M&E baseline surveys. The composite mean score implied that there was a disagreement to the statement in the whole scale. There was no correlation between M&E baseline surveys on infrastructural project implementation. The study concluded that there was no correlation between M&E planning on the implementation of development projects.

The study concluded that majority of the respondents disagreed that M&E planning did influence infrastructural projects implementation. The study also concluded that the respondents disagreed that management participation in M&E positively influenced infrastructural projects implementation. It was therefore concluded that there was no correlation between management participation in M&E on infrastructural projects implementation. The study lastly concluded that there was no correlation between technical expertises in M&E on the implementation of county governments' infrastructural development projects in Marsabit County. The respondents disagreed that technical expertise in M&E has an influence on the implementation of development projects.

## 5.5 Recommendations of Study

The study came up with the following recommendations:

i. That the county government should enhance M&E baseline surveys so as to scale up infrastructural project implementation. This can be done by having activity's monitoring and evaluation plan which is closely linked to each level of the log frame, having information about the initial starting point or situation before any intervention has taken place, conducting baseline surveys to establish the status quo before a project is rolled out and having such surveys at the beginning of county government projects.

ii. The study also recommended that there should be M&E planning done by the county government. This should involve having M&E planning processes that lead to models that are related to project implementation, having proper M&E

planning before the implementation of county government projects and having timely and reliable M&E planning that provides information to support project/programme implementation.

iii. The study also recommended that there should be proper management participation in all levels of project implementation. This should involve having managers with competencies commitment, communication and collaboration of the project teams, having management participation in the course of the programming cycle have guaranteed ownership, solid, and sustainability of the project results and having the managers structure a monitoring and evaluation process to monitor progress and utilise the information in improving the performance.

iv. The study also recommended that the county government should be technical expertise in M&E and infrastructural projects implementation. The county government should selectively appoint technical experts with the right skills, enhanced capacities and who have adequate comprehension to rely on information provided by M & E experts and also experts with notable experience which is vital for the achievement of M & E results.

### 5.6 Suggestions for Further Research

The following are areas that the researcher suggests for further research

i. Influence of stakeholder participation on the implementation of development projects in other counties.

ii. Influence of personnel characteristics on the implementation of development projects

iii. Influence of national government infrastructural policies on the implementation of development projects.

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## APPENDICES

## APPENDIX I

## LETTER OF INTRODUCTION

Galgallo Sori Gaibo

ODEL

University of Nairobi

24th May. 2019

The Respondent

_____ Marsabit county

Dear Sir / Madam,

**RE: PERMISSION TO COLLECT DATA**

I am post-graduate student at, University of Nairobi. I am currently carrying out a research as part of my final year thesis project. This research is a requirement of the master's programme. My study is on **"Influence of monitoring and evaluation on the implementation of county governments' infrastructural development projects: a case of Marsabit County, Kenya."** You have been selected to participate in this study. I hereby humbly request you to respond to the attached questionnaire.

Yours faithfully,

Galgallo Sori Gaibo

## APPENDIX II

## QUESTIONNAIRE FOR PRINCIPALS

This questionnaire is designed to collect information on "Influence of monitoring and evaluation on the implementation of county governments' infrastructural development projects: a case of Marsabit County.". You are requested to participate in the study by responding to all questions in the questionnaire. All responses will be confidential and will be used by the researcher for academic purpose only. Please tick (√) where appropriate or fill in the required information.

**Section A: Demographic Information**

1. Indicate your gender? [ ] Male [ ] Female
2. What is your age?

   [ ] Below 30 years [ ] 31-40 years

   [ ] 41–50 years [ ] 51 and above

3. What is your highest professional qualification?

   [ ] Certificate [ ] Diploma

   [ ] Under graduate [ ] Masters

   Any other (specify)……

4. For how long have you served in the county government?

   [ ] 1-5years [ ] 11-15 years [ ] 21-25 years

   [ ] 6-10 years [ ] 16-20 years [ ] 26 and above

5. For how long have you served in this project?

   [ ] Below 1 year [ ] 1-2years [ ] 3-4 years [ ] 4-5 years [ ]

**Section B: M&E baseline surveys on the implementation of infrastructural projects**

In a scale of 1 to 4 where 4 is strongly agree and 1 is strongly disagree, indicate the extent to which you agree or disagree with the following statements concerning influence of M&E baseline surveys on the implementation of development projects.

**Key 4 – Strongly agree; 3 Agree; 2 Disagree; 1 strongly disagree**

| | **Statement** | **1** | **2** | **3** | **4** |
|---|---|---|---|---|---|
| 1 | Baselines survey leads activity's monitoring and evaluation plan which is closely linked to each level of the logframe | | | | |
| 2 | Most of the county government projects have information about the initial starting point or situation before any intervention has taken place | | | | |
| 3 | Baselines survey generate information that becomes a starting point in measuring the performance and setting realistic targets | | | | |
| 4 | County government projects are based on logframe generated form baselines surveys | | | | |
| 5 | In county government projects baseline surveys provides the basis for subsequent assessment of how efficiently the activity is being implemented | | | | |
| 6 | Baseline survey data help to set achievable and realistic indicator targets for each level of result in a project's design for example logframe | | | | |
| 7 | Baseline surveys are conducted to establish the status quo before a project is rolled out | | | | |
| 8 | Baseline surveys are conducted and recommended ways of starting county government projects | | | | |
| 9 | Baseline surveys are done at the beginning of county government projects | | | | |
| 10 | There is data on indicators specifically chosen to monitor project performance on a regular basis. | | | | |

**Section C: M&E planning on the implementation of infrastructural projects**

In a scale of 1 to 4 where 4 is strongly agree and 1 is strongly disagree, indicate the extent to which you agree or disagree with the following statements concerning M&E planning on the implementation of development projects

**Key 4 – Strongly agree; 3 Agree; 2 Disagree; 1 strongly disagree**

| | Statement | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|
| 1 | M&E planning project-planning processes have contributed to the project performance | | | | |
| 2 | M&E planning has led to accurate, evidence-based reporting that informs management and decision-making to guide and improve project/programme implementation | | | | |
| 3 | M&E planning has provided opportunities for stakeholder feedback, especially beneficiaries of the projects | | | | |
| 4 | M&E planning has provided input into and perceptions of modelling openness to criticism, and willingness to learn from experiences on the project | | | | |
| 5 | M&E planning information has led to models that are related to project implementation | | | | |
| 6 | M&E planning has helped the county government in coming up with sound and well-informed decisions | | | | |
| 7 | There has been proper M&E planning before the implementation of county government projects | | | | |
| 8 | There has been timely and reliable M&E planning that provides information to support project/programme implementation | | | | |
| 9 | Monitoring and evaluation planning has been critical in enhancing better project implementation of county government projects | | | | |
| 10 | County government projects implementation has been enhanced through M&E planning | | | | |

**Section D: Management participation in M&E on the implementation of projects**

In a scale of 1 to 4 where 4 is strongly agree and 1 is strongly disagree, indicate the extent to which you agree or disagree with the following statements concerning Influence of management participation in M&E on the implementation of development projects

**Key 4 – Strongly agree; 3 Agree; 2 Disagree; 1 strongly disagree**

| | Statement | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|
| 1 | Project manager have had the responsibility of developing a communication strategy to keep all the stakeholders informed county government project | | | | |
| 2 | There has been management's competency, commitment, communication and collaboration of the project teams. | | | | |
| 3 | Management participation in the course of the programming cycle | | | | |

| | | | | | |
|---|---|---|---|---|---|
| | have guaranteed ownership, solid, and sustainability of the project results | | | | |
| 4 | The managers structure a monitoring and evaluation process to monitor progress and utilise the information in improving the performance | | | | |
| 5 | Management has been involved at the various stages of county government project cycle. | | | | |
| 6 | Management participation and support processes has helped in significantly improving county government project implementation | | | | |
| 7 | The participation and support of top management from the various unit that claim viable interest is paramount for better project performance | | | | |
| 8 | The management has been fully engaged in county government projects | | | | |
| 9 | Project management has had a significant influence on the successes of county government project | | | | |
| 10 | The managers of projects have provided crucial insight to project delivery, stir the project process to the right direction, and encourage all project teams to have an active role in the project delivery | | | | |

**Section E: Technical expertise in M&E on the implementation of development projects**

In a scale of 1 to 4 where 4 is strongly agree and 1 is strongly disagree, indicate the extent to which you agree or disagree with the following statements concerning Influence of technical expertise in M&E on the implementation of development projects

**Key 4 – Strongly agree; 3 Agree; 2 Disagree; 1 strongly disagree**

| | **Statement** | **1** | **2** | **3** | **4** |
|---|---|---|---|---|---|
| 1 | The management has selectively appointed the right skills, enhanced the capacities by further developing the skill on a regular basis. | | | | |
| 2 | The management have adequate comprehension to rely on information provided by M & E experts | | | | |
| 3 | There is a technical team in the county government projects with notable experience which is vital for the achievement of M & E results. | | | | |
| 4 | The technical team plays a main role in supporting county | | | | |

| | | | | | |
|---|---|---|---|---|---|
| | government project team in handling projects effectively and efficiently. | | | | |
| 5 | Professionally trained staff and a budget have been a key requirement in the implementation of county government's projects | | | | |
| 6 | M & E practical training has been important in capacity building of personnel of the county government projects | | | | |
| 7 | The county government personnel has visioning, sensitivity intelligence, interactive skill, dynamic leadership, interpersonal influence, integrity, quality management enabling them implement the county government projects | | | | |
| 8 | There has been clear connections between technical expertise and project implementation of county government projects | | | | |
| 9 | The project teams is equipped with the right technical skills linked to project implementation | | | | |
| 10 | There is a technical expert involved in monitoring and evaluating a county government project | | | | |

**Section E: Measurement of the dependent variable**

In a scale of 1 to 4 where 4 is strongly agree and 1 is strongly disagree, indicate the extent to which you agree or disagree with the following statements on the implementation of development projects

| **SN** | **Statement** | **1** | **2** | **3** | **4** |
|---|---|---|---|---|---|
| 1 | There is timely completion of projects | | | | |
| 2 | The cost and budget of the project are appropriate | | | | |
| 3 | The quality of infrastructural projects in the county is high | | | | |
| 4 | There is general acceptance of project output by the stakeholders | | | | |