

**DETERMINANTS OF PERFORMANCE OF MONITORING AND EVALUATION
SYSTEMS FOR COUNTY GOVERNMENT PROJECTS: A CASE OF MAKUENI
COUNTY**

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**A Research Project Report Submitted in Partial Fulfilment of the Requirements for
the Award of the Degree of Master of Arts in Project Planning and Management of the
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DECLARATION

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

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DEDICATION

I dedicate this work to my parents Mr and Mrs Onsomu Kebiro who have been a constant source of encouragement and guidance for me in the pursuit of my dreams, and my beloved sisters Nelius and Sophia in recognition of their unwavering support and love.

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Figure 1: Conceptual Framework **Error! Bookmark not defined.**

ABBREVIATIONS AND ACRONYMS

AU:	African Union
CDF:	Constituency Development Fund
GDP:	Gross Domestic Product
GoK:	Government of Kenya
KNBS:	Kenya National Bureau of Statistics
M&E:	Monitoring and Evaluation
MoE:	Ministry of Education
NGO's:	Non-Governmental Organizations
SOPs:	Standard Operating Procedures
SPSS:	Statistical Package for Social Science
SWOT:	Strengths, Weaknesses, Opportunities, and Threats
UNDP:	United Nations Development Programme
UNESCO:	United Nations Educational, Scientific and Cultural Organization
WB:	World Bank

ABSTRACT

Monitoring and evaluation (M&E) has progressively become a crucial component in project performance. This is especially because of the need to reduce failures of projects in the collaborative effort to address the socio-economic challenges that have kept the gap widening among rich and poor nations. Most of county government projects fail as a result of ineffective M&E, where best practices are not applied. The study determined the aspects that affect the smooth execution of monitoring and evaluation mechanisms in the county government projects. The theoretical concepts that enlightens the study are dynamic capabilities theory, the theory of change and the program theory of evaluation, which forms the basis of assessing the relationships between the role of management, human resources capacity, funding and stakeholder participation in ensuring successful M&E activities in Makueni County projects. The blueprint plan that the investigator followed was a descriptive design. In responding to the research quest, a sample of 245 persons clustered into two groups, one comprising of 200 project committee personnel and the other group of 45 county staff, were statistically enrolled as research subjects. From this population the researcher randomly sampled 100 project committee elected members, representing 50%, and purposefully sampled 45 County staff, interviewed using questionnaires. The reliability and validity of the tools were established through a test-retest technique over a period of two weeks in a sample of 14 elected committee members from Machakos County as a pilot where a Cronbach coefficient alpha of 0.825 (82.5%) was realized hence the instrument was reliable. The collected data was organised, cleaned and analysed using SPSS version 21 to generate descriptive and inferential statistics that were presented in tables, charts and narratives. Availability of funds, human capacity, role of management and stakeholder participation were found to correlate positively with the performance of M&E, with the associated coefficients being with correlation coefficients being 0.514, 0.347, 0.317 and 0.148 respectively. The associations between the predictor and response variables was presented in the linear regression model as $Y = 3.488 + 0.317X_1 + 0.347X_2 + 0.514X_3 + 0.148X_4$. The findings indicated that the County Government of Makueni allocated funds for M&E activities, but the funds were insufficient. The study further established that the human resource was not fully trained which affected their capabilities. On stakeholder participation, involvement was only conducted on lower level activities. The role of management was found to affect the monitoring and evaluation activities; no doubt however that a significant majority admit there is very limited support offered by the management involved in order to bolster the tracking processes.

Keywords: Monitoring and Evaluation, Role of Management, Stakeholder Participation, Funds, Capacity Building

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The first Gantt chart that gave birth to modern project management was established in 1910 by Henry Gantt. The chart outlines the timelines set for achieving a set of activities. This guide project managers in monitoring the progress of the project activities with the set timelines. This was therefore the origin of monitoring and evaluation (Shapiro 2011). Projects are implemented within limited timelines and few resources and thus the success of projects is dependent upon how these resources are put to good use within the short timelines. To achieve this, project implementers and administrators have to effectively track the performance of the project at every level which in some instances may require a change in the way the project is implemented. This process is done through proper and timely collection of information and communicating the same.

Monitoring is the continuous process of collecting and analysing project data during the course of the project which helps inform the progress of the project activities against set targets. Evaluation is the intervallic collection of data at specific times of the project to assess the medium term and long-term performance of the project as well as to assess the characteristics of the project (Welsh *et al.*, 2005). There are key attributes that are looked at in evaluating a project, such as the relevance of the project outcomes to the target population, the efficiency of the implementation process. In summary, evaluations describe the characteristics of the project. To assess these components, evaluation can be conducted as formative to inform the project and these are done mostly in the life of the project or summative which are done at the end of the project. Four approaches are adopted in evaluating a project which include, assessment of the knowledge, attitudes and practices, after action reviews or participatory assessments to assess the intentions expressed by the audience and behaviour changes in the short term and lastly policies initiated by the project (Hunter, 2009).

Implementation of M&E in project management is guided by four kinds of frameworks. Logical framework presents the linkage between activities to outputs, outcomes and the impact with clear indicators for measuring them and their means of verification in a matrix form. Theory of change on the other hand is the logical presentation of the project and a strategy on how to achieve the desired project impact. In addition, a conceptual framework may be used by project managers to comprehensively understand the relationship between the different outcomes and activities of the projects. Lastly is the result chain which typically links the

different result levels in a matrix form (Hunter, 2009). Therefore, such a system that shares info and integrates outcomes with a view of enhancing prevention and response plan, is a combination of these tools and the resources needed to implement them including the human resource, ICT materials, logistics and the buildings to accommodate the M&E team (Chaplowe, 2008).

Governments, cooperate business and non-governmental organizations around the world endeavour to support the nations achieve sustainable socioeconomic development. This calls for greater accountability through evidenced based programming through rigorous M&E. Countries like USA, China, and Germany have employed policies to standardize result-based programs for sustainable development through building robust M&E systems (Koffi-Tessio, 2012).

The constitution of Kenya decentralizes activities and responsibilities to the Counties. This included allocation of funds to implement development projects. These counties have implemented several development projects with huge investments. However, the success of these projects in achieving the desired goals have not come out clearly pegging the question on whether evidence of the project performance is tracked and documented. This has seen cases of misappropriation of funds and subsequent court cases on corruption in the counties with unfinished or substandard projects. In order to clearly understand implementation of result-based programs in the counties, the present study sought to assess the influence of M&E on the performance of county government projects, with a focus in the devolved public offices in Makeni.

1.2 Statement of the Problem

According to Kusek & Rist (2004), a number of establishments view the component of M&E as a donor prerequisite and not as a vital factor in their internal control systems. As a result, the design and implementation of the overview schemes are merely formal and intended to meet financiers demands and not to improve the current and future productivities and subsequent influences on beneficiary targets. A study by Nyonje, Ndunge & Mulwa (2012) also supports this position by noting that in spite of several studies providing evidence on the positive impact of monitoring and evaluation in program performance, a number of institutions have not adopted the same. This slow uptake is attributed to low confidence in M&Es impact in project performance. Equally, the information dearth in regard to the critical components of M&E: the role of management, stakeholder participation, availability of funds and capacity building influence project performance.

Functions were decentralized to the counties so that the counties can implement socioeconomic and development programs to improve the wellbeing of the residents of those counties (GoK, 2012). The two levels of county government including the executive and legislature provide leadership and strategic steps to ensure these programs succeed in achieving the desired objective. Through the county integrated development plans, the counties outline the objectives and strategies to achieve those objectives in the form of a logical framework and it also captures the M&E approach for these programs. Despite all these interventions, and plans, ten years down the line there are a multiple inactive/incomplete project that have been launched by the governors and devolved leadership with allegations resulting in prosecution of some county leaders as a result of misappropriation of funds meant for these projects. This exposes the gaps in the impacts of M&E on the utilization of these county projects, which the study sought to assess.

1.3 Purpose of the Study

The investigator intends to inspect the aspects that determine the performance of M&E activities on county government projects in Makueni.

1.4 Objectives of the Study

The themes to be investigated were;

- i. To establish the role of management in performance of M&E systems for Makueni County Government projects
- ii. To evaluate the influence of human resource capacity on performance of M&E systems for Makueni County Government projects
- iii. To examine the effect of financial resources on the mechanisms of monitoring and evaluation in Makueni County Government projects
- iv. To assess the influence of stakeholder participation on performance of M&E systems for Makueni County Government projects

1.5 Research Questions

The researcher addressed the following study questions;

- i. What is the influence of the role of management on performance of M&E systems for Makueni County Government projects?
- ii. Do the workforce capacity impact M&E operations and outputs in the realisation of projects in Makueni County?
- iii. Do the financial resources affect the performance of monitoring and evaluation systems in the Makueni county government projects?

- iv. What is the influence of stakeholder participation on performance of M&E systems for Makueni County Government projects?

1.6 Research Hypothesis

- H11:** There is significant relationship between the role of management and performance of M&E systems for Makueni County Government projects.
- H12:** There is significant relationship between human resource capacity and performance of M&E Systems for Makueni County Government projects.
- H13:** There is significant relationship between availability of funds and performance of M&E system for Makueni County Government projects.
- H14:** There is significant relationship between stakeholder participation and performance of M&E systems for Makueni County Government projects.

1.7 Significance of the Study

The discoveries from the thesis investigations may provide relevant evidence and information for enhancing the design of M&E policies and systems in the county. The results may also provide proof of relevance of such a tool that is necessary for organizational accountability and transparency.

The study will help in understanding the need to have budget allocation of funds meant for M&E process and purposefully use it for effective operation of the projects. It will also help promote capacity building of the staff involved, ensuring they are well equipped with the necessary skills through training.

Finally, this study will be an important contribution to knowledge on the four factors studied and how they influence performance of M&E systems for county government projects. This information would be available for reference and further research by future scholars in the same area.

1.8 Delimitation of the Study

The investigations was restricted to the County Government projects in Makueni County. It sought to establish the role of management, human resource capacity, availability of funds and stakeholder participation in effecting the efficacy of M&E systems on projects. The study was further restricted to seeking answers to specific research questions hence a questionnaire was deployed in sourcing data and information.

1.9 Limitations of the Study

This research was conducted in Makueni County for projects in Kathonzweni Ward. These projects may not allow generalization to other county projects. However, the study may be applied to other county projects with similar characteristics.

During the data collection process, some of the participants had tight schedules hence being unavailable, while others lacked enough time to fill the questionnaires. This made it difficult to ensure effectiveness in data collection process. Nevertheless, the researcher addressed these limitations by enabling the respondents to fill in the necessary responses at own time. In this regard, a drop then later pick method was used. Afterwards the researcher made follow-up to ensure the tools were correctly filled.

Another limitation was the reluctance of some of the respondents to disclose information concerning county government projects. This prompted an in-depth explanation of the study purpose and potential benefits by the investigator. Moreover, an assurance on subject confidentiality was also done in order to mitigate this limitation.

1.10 Basic Assumptions of the Study

The investigations made assumption with regards to the ability of the respondents to factually and reliably provide valuable information was to be used to generate the research project report, sufficed. The respondents demonstrated a clear understanding of managing projects and the importance of monitoring though their level of comprehension on the technicalities with M&E are not advanced and as such they presented different perceptions and understanding of the M&E processes with inspection taking the centre stage.

1.11 Definitions of the Significant Terms

Management: Is the process of administering and controlling the affairs of the organization, irrespective of its nature, type, structure and size

Human resource capacity: A measure to ensure that an organization has enough qualified people in the right place at the right time to achieve its objectives

Stakeholder participation: This refers to the act of ensuring all the parties affected by a project, both directly and indirectly, are involved to give views in the process of decision making.

Evaluation: This is the periodic and objective collection of data and analysing them to assess the characteristics of a project and its bearing on human livelihood.

M&E System: A set of tools, resources and procedures working jointly to ensure accountability in project implementation

Monitoring: Is the continuous structured collection of data to assess the progress of the project against set targets and timelines

Funds: an amount of money that is collected or saved for a unique goal

1.12 Organization of the Study

The structure of this thesis consists of five independent chapters, with the first presenting the background of the study as well as the statement of the problem which brought out the knowledge gap that the study was expected to address. Chapter one further describes various elements including the intentions, goals and queries that the investigator wishes to address. The premises and relevance of the investigations, together with limitations, basic assumptions, and definition of noteworthy footings is also discussed in the episode.

The succeeding chapter explores the existing evidence, both in experimental and theoretical terms, and their relevance in informing the investigator on his background. The chapter further builds the academic foundation upon which the findings and conclusions are drawn. Finally, the section discusses the knowledge gap in related extant knowledge.

The third episode describes the philosophical framework that informs the choice of design, approaches, methods, processes and procedures applied to source, process and analyse data. Also, the type of population, sampling procedures and quality inspections such as validity and reliability are discussed.

The fourth chapter presents the findings, which have been aligned according to the aims of the investigations. The final section provides a detailed summary of results, conclusions and recommendations for policy and programming interventions; contributions in the field of monitoring and evaluation and possible gaps that need further academic research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The relevance of an in-depth evaluation of extant knowledge is captured in this episode. Specifically, the inter-related sub-themes discussed include; the role of management, human capacity, availability of funds and stakeholder participation.

2.2 Concept of Monitoring and Evaluation System

The notion of monitoring is a continuing process of information collection and analysis enabling comparison on effectiveness of a project, policy or program implementation against projected outcomes. This is aimed at providing stakeholders and project coordinators with constant feedback and early signals of advancement or their absence towards achieving envisioned outcomes (Adra, 2007).

According to Uitto (2004), evaluation is a structured methodical approach for assessing a project that is in progress with a view of realising the intended goals. M&E should offer comprehensive and related data that will be of great significance in decision making (Jody & Ray, 2004). Evaluation serves several functions such as providing information that informs the design and execution of processes of decision making, setting targets, budgeting, facilitation, workforce and (Mulwa, 2008). In addition, the project managers are in a position to learn from the past, thereby helping them to develop new skills and improve on future plans.

M&E system just like any other system is constituted by tools, techniques, resources and ideas working together to ensure that projects and programs are adequately monitored and results documented to inform their implementation (Kerzner, 2013). Documenting performance of the projects/programs are essential elements to ensure accountability and as a learning process for implementation of similar projects. This involves understanding the strength, weakness, opportunities and threats of the project (Spaulding, 2014).

Resources are therefore allocated to acquire materials in terms of information technology, vehicles, stationary, staffing and even to facilitate movement. Project managers will develop tools, policies, guidelines and techniques that will use the allocated resources to objectively monitor and evaluate the projects with evidence (Nyonje, Kyalo & Mulwa, 2015). Some of these strategies are inculcated in the organizational policies, structures and SOPs informing allocation of resources, staffing and the communication structure. These components will work in tandem to form a system for ensuring project accountability. And effectiveness of this system

will be evaluated by its ability to provide reliable information for project managers to make informed decisions regarding performance of the project (Briceno, 2010).

There has been evidence from previous studies that quite a few programs in Kenya have had successful M&E systems with as low as 39% having documented and published M&E results. The recommended funding allocation for M&E processes and activities per each project globally is 3%-5% which is not the case with many projects in Kenya including county and national government projects with quite a few, if any, having dedicated M&E staff/department. M&E systems and policies should be integrated into the project management cycle and should remain in place even after the completion of the program. The constant streaming of vital data in the stages of design to implementation of the project by M&E systems provides valuable feedback to the management and as such, the impact of the program remains in check.

2.3 Role of Management Influence on Monitoring and Evaluation

Management influence is categorized in two forms. The first level is the top organizational or county management that is mandated to set up structures, policies and the funding strategies for the different sections and departments in the organization. They set the data needs and the data required as they are going to use that information (Care, 2012). They are thus the paramount strategists and policy makers with ability to influence assessment processes. In addition, this is the team mandated to approve M&E plans, SOPs, Policies and even reports for wider sharing and publishing. They inculcate the M&E culture in the organization among staff. For example, the director or chief executive officer of an organization is solely responsible for ensuring credible information about the organization projects is shared with evidence of the performance and lessons learnt and this has to be done efficiently through competent and well-resourced M&E (World Bank, 2011).

Secondly is the project implementation management team that puts the resources, structure, policies and procedures into play. This management does the regular and period collection of M&E data and information and analyses it to generate reliable and viable reports that that top organizational management can rely upon to make informed decisions (Gaitano, 2011). At some point, they are also the consumers of regular monitoring reports that informs them on the performance of the project in terms with the set work plan, budget and project performance targets. They entice the M&E staff through motivation, coaching and capacity building to effectively deliver their role. So project managers are like the heart of the M&E system that has to make it function.

Chaplowe (2008) opines that during the project cycle, the involvement of the management is akin to guaranteeing ownership, awareness and sustenance of results and thus gaps that may arise are duly settled. The close partnership between the program managers and stakeholders promotes the frequent sharing of progress reports and thus the bottlenecks effectively sorted out. Moreover, it is the responsibility of senior managers, supported by project managers, to communicate results and information (Nyonje, Kyalo and Mulwa, 2015).

Management should ensure the existence of strategic frameworks that incorporate viable oversight, cooperation in creating the rules, accountability and commitment to the design of the system. Bloom, Standing and Joshi (2006) urges that accountability is a fundamental component of governance that concerns the relationships between management and different stakeholders who are responsible for the monitoring, financing and delivery of different services.

In addition, the integrity of the program results is largely dependent on the M&E systems that assess their life cycle (Ben, 2002). According to UNDP (2000), good leadership puts emphasis on results and follow-up. It tracks the progress and records the report, and recommends and follows up with decisions and action.

2.4 Staff Capacity Influence on Monitoring and Evaluation

The project personnel who are rich in qualifications and management expertise are central for the generation of credible results. The World Bank (2011) supports this view by recommending that organizations need to build an efficient monitoring system together with evaluation approaches around qualified personnel. This is because the efficacy of such a scheme is largely influenced by the quality of the management workforce.

The capacity of staff employed to undertake M&E activities should match the desired objectives of the system (Iravo, 2013). At the minimum, the staff need to have background knowledge, skills and attitudes to implement the M&E processes set out in the system. At the minimum, these are set out in the recruitment job description of the staff and the human resource and recruiting team look for these qualities during recruitment. Once employed, the staff is taken through an induction process of the company policies, procedures and systems for them to understand their obligations.

Ngatia (2015) claims that for sustainability of M&E systems, building human capacity is paramount. In addition, M&E training and development both formal and informal is critical for objective monitoring and evaluation of programs because trainings lead to attitude change, knowledge and capacity to do a SWOT analysis of the project. An extensive training and

induction are vital in building necessary skills that are essential for carrying out M&E. There are no quick fixes in training, it is long term and continuous. In addition, a number of administrative resources such as training manuals have been developed for NGOs staff so as to strengthen their awareness level in M&E (Hunter, 2009). These instructive resources have practical examples of ideal M&E settings and thus are useful in inculcating an efficient and effective culture that promotes positive impacts of projects undertaken (Shapiro, 2011).

After induction development needs of the staff are identified and a plan is drafted between the employee and the supervisor on how these needs are to be achieved. In line with the development needs a participatory work plan between the employee and the supervisor is developed with periodic review to ensure the desires of the system are achieved.

To support the staff to achieve the set work and development plans, there are aspects that have to be checked and must work in harmony. The working environment is the first setup that allows the staff to actively deliver effectively and efficiently. For example, is there a well-equipped office for the M&E staff to operate from? Is the project implementation area safe for collection of M&E data? Is there support from the project implementation team for M&E staff? The second aspect is staff motivation. It is evident that well-motivated staff go an extra mile to deliver on what is expected of them (Irvo, 2013). In effect, when all these aspects come into play and qualified staff are employed, their delivery of M&E activities will be effective.

2.5 Availability of Funds Influence on Monitoring and Evaluation

According to Magongo (2004), M&E activities are independent to program happenings and as such, a separately clear budget line is needed to oversee the assessment events. Kelly and Magongo (2004) estimates that a proportion of about 5 to 10 percent of the program funds should be steered towards the establishment of an effective monitoring and evaluation unit. However, Gitonga (2012) points out that there is no explicit fraction that should be allocated for M&E but, depending on the project and the overall budget, it varies between 2.5% to 10%. In essence, a fairly proportionate amount of project resources should be enough for credible M&E system, since the undertakings of monitoring should not jeopardise program goals in terms of resources. The cost of evaluation activities should be properly estimated and planned at the project design phase Chaplowe (2008). Mugambi and Kanda (2013) suggest that the allocation of resources for M&E activities should be undertaken in a controlled manner to ensure that it poses no challenge to the implementation of an organization's strategy.

With the devolution of activities to the counties, the counties enjoy some autonomy in managing their budgets and sourcing for funds. The counties are at liberty to impose charges

as a means of collecting revenues they can use to implement projects (Gitonga, 2012). Availability of these funds will allow the organization to not only hire qualified M&E staff, but also source for supporting devices like computers, phones as well as procure office materials that will support M&E activities.

The Kenya Ministry of Finance's Public Finance Management Reform Coordinating Unit (PFMR, 2008), describes various tracking systems to be part of the overall administration toolkit. Every public department should have the three inter-related tier systems in charge of finance, human resource and accountability and should be tied to a proper feedback processing unit. A results-based M&E evaluation system is fundamentally a special public management tool that allows governments to measure and evaluate outcomes, and use this information for decision making and governance. In conclusion, it provides information on progress toward achieving the stated goals and targets to public sector managers. It also provides substantial evidence that may inform mid-way adjustments in policies and processes.

The global recommendation is for projects to allocate at least 3% of the project funding to support M&E activities (Mugambi and Kanda, 2013). However, over the years, concerns have been raised regarding the constraint funding for M&E activities with as low as 0% funding for M&E activities in the projects (Mushori, 2015).

2.6 Stakeholder Participation and Influence on Monitoring and Evaluation

Stakeholders can be internal or external who influence or are influenced by the project. They have direct or indirect influence on the performance of the project (UNDP, 2009). First, they are key in determining the needs of the beneficiaries that informs how the project is designed (Patton, 2008). This is a key activity for M&E in formulating the project. Secondly, they influence uptake of the project in the project area (Askari, 2014). In this implementation phase, M&E staff will be able to carry out their duties with ease and even gather information from these stakeholders in a participatory manner to triangulate the reports. As part of accountability, M&E will seek to have beneficiaries mobilized for regular interviews or even to respond to emerging compliments, complaints and issues, and this will solely be supported by the stakeholders.

External stakeholders will heavily contribute to the quality of surveys them being key informants and consumers of the reports for their references. Therefore, it is a prudent and cardinal call for project implementers to involve all the stakeholders at all levels of the project to have a successful project (Askari, 2014).

It was found out that stakeholder participation improves the quality of the programme and offers the opportunity to address local development needs. This creates a sense of ownership that promotes the likelihood of programmes and their impact sustainability. However, the involvement stakeholders vary depending on the design of evaluation systems as well as the established participatory approaches. UNDP (1997) states that in each instance, program managers are responsible for deciding which set of stakeholders should be involved in a given project, to what extent, and how. Nevertheless, the participation of stakeholders in evaluation of projects is determined by the evaluation questions and the circumstances. Stakeholder involvement in evaluations is mainly useful in coming up with solutions relating to implementation difficulties.

Different stakeholders are involved at different stages of the M&E process. Some of them may be involved making decisions while others only need to be informed on the process. Stakeholder involvement in the entire M&E process promotes the transfer of skills, development of skills and creation of shared knowledge and learning.

2.7 Theoretical Framework

The theoretical base for the research was the dynamic capabilities theory; theory of change; and programme evaluation theories.

2.7.1 Dynamic Capabilities Theory

Teece, Pisano and Shuen (1997) define dynamic capability as the ability of organisations to incorporate, reconfigure and build upon functional competencies and resources available to them internally and externally, so as to deal with the constantly evolving environment. Barreto (2010) equally describes the concept as the capacity to efficiently unravel issues based on risk and gap analysis, and make objective decisions that are progressive and sustainable without realigning project resources. Generally, core competencies of dynamic capability should be applied in modifying short-term competitive positions that can then be applied in building longer-term competitive advantage.

Building dynamic capabilities has a relationship with the organization's ability to strategize, its choice of organizational form and its established environmental and technological sensing apparatus. Big companies in size and assets normally remain afloat beyond crises as compared to smaller ones because of the tenets of stability that are considerable high.

The unity and streamlined alignment of the several components of the system influences its effectiveness (Wang *et al.*, 2007). This theory was deemed fit to guide this study in

understanding the importance of adequate budgetary allocations for M&E schemes for operations and integration in the implementation of county projects.

2.7.2 Theory of Change

This theoretical model describes the strategies to achieve an anticipated impact (Perls, 2005). It described the steps required for a change to be realized. For instance, in implementation of county projects, the desired change is usually social and economic growth of the county residents. The theory of change, critically and objectively, outlines the set of processes and assumptions that will come into play to ensure the change is achieved. This includes implementation of M&E activities and the required resources.

Rogers (2008) defines the concept as a set of abstract projections and assumptions about the program output by the stakeholders, based on the scrutiny of the present settings in regard to financial capacity, audit, community participation, decision making and tracing mechanisms. The model also forestalls the likelihood of unforeseen risks during the project phases and outline measures on how to address them amicably. This therefore makes the theory relevant for this study as it informs the program drivers the prospects and uncertainties that characterises the design, administration and implementation of project goals.

2.7.3 Program Theory of Evaluation

Program theory of evaluation was postulated by Donaldson in 2012. It evaluates the capacity of the program to attain its goals. The philosophical concept guides the validation processes of the projects cycle and highlights the crucial gaps that must be addresses in order to realise the projected impacts and outcomes. Equally, it also summarises the key management components that need focused attention during the course of evaluation.

The theory looks at the outcome of an M&E process in terms of providing valuable information that guides decision making in project implementation. It presents the importance of data gathering in decision making process (McClintock, 1990). The theory in its form does not however look at the allocation of resources to carry out the evaluations since it requires a lot of dependence on data collection to direct the assessment process, and this may be costly for projects working under tight budget.

2.8 Conceptual Framework

The independent variables were looked at in terms of the management's role in M&E where their role as organizational decision makers and validators of project reports, budgeters and system designers were studied in depth. The second independent variable to be looked at is the human resources capacity where the qualification of staff, staff motivation and capacity

building were looked at. Thirdly, availability of funds was looked at in terms of the amount of funds, the M&E budget management and M&E finance monitoring. The last independent variable looked at was stakeholders' engagement where external and internal stakeholder were looked at and their influence in the allocation of resources to M&E and the consumption of M&E reports outcomes with implementation of recommendations from the reports. The response indicators looked at the efficacy of M&E on county projects in Makueni where the reliability of results, timeliness of reports, and achievement of set objectives were assessed. This relationship was moderated by the organizational policy.

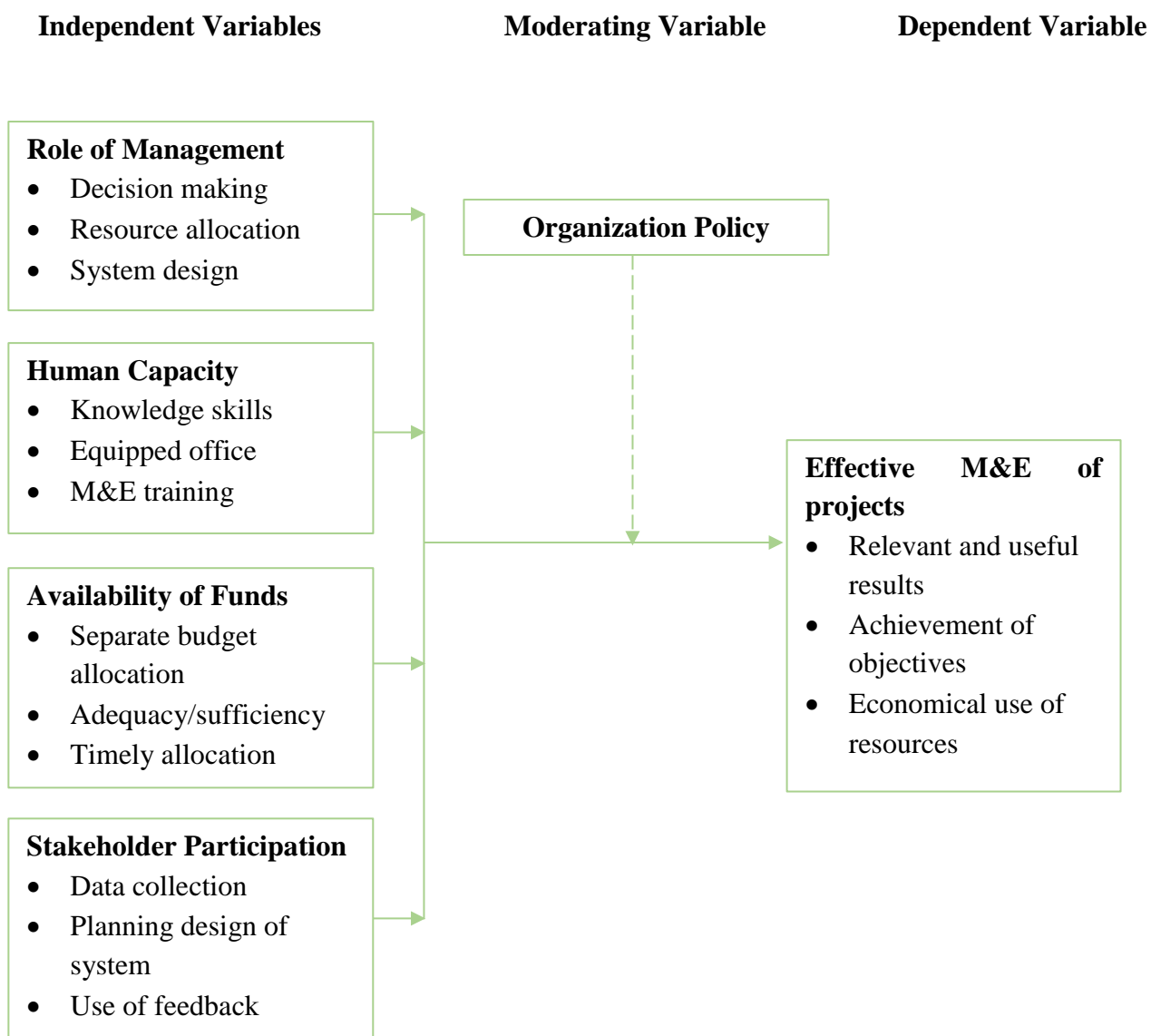


Figure 1: Conceptual Framework

2.9 Knowledge Gap

Table 2.1: Research gap

Variables	Author	Title of the Study	Findings	Knowledge gap identified
Role of management	World Bank (2011)	<ul style="list-style-type: none"> • The role played by management in allocation of resources in M&E 	<ul style="list-style-type: none"> • The managers determine the levels of commitment and execution of the organizations systems and processes and as such, also control the M&E activities • They also regulate the amount of resources needed for the department of M&E. 	<ul style="list-style-type: none"> • More emphasis was placed on the regulation of resources in relation to management control • Specific roles played by different managerial levels in M&E was not exhaustive.
	Wanjiru (2013)	<ul style="list-style-type: none"> • Determinants of effective M&E Systems in nongovernmental organizations Within Nairobi County, Kenya 	<ul style="list-style-type: none"> • Role of leaders in M&E was considered to be very important. • Management utilized information from M&E in decision making 	<ul style="list-style-type: none"> • No reference to the identity of actual roles played by different managers in implementing M&E policies and activities • The management responsibility component in M&E is lacking
Human capacity	Gorgens and Kusek (2009)	<ul style="list-style-type: none"> • Making Monitoring and Evaluation Systems Work 	<ul style="list-style-type: none"> • The growing need for qualified personnel and professional development is inevitable since the M&E frameworks and practices keep evolving. 	<ul style="list-style-type: none"> • The study established that skilled personnel are also a big challenge in choosing M&E frameworks
	Tengan, C., Aigbavboa, C., & Thwala, D. (2018)	<ul style="list-style-type: none"> • Conceptual description of the key determinants of effective monitoring and evaluation system. 	<ul style="list-style-type: none"> • Actual results of M&E are hinged on professional development of the workforce 	<ul style="list-style-type: none"> • The impact of stakeholder inclusion was not vividly expressed.

Availability of funds	Murei, L., Kidombo, H., & Gakuu, C. (2017).	<ul style="list-style-type: none"> • Influence of Monitoring and Evaluation Budget on Performance of Horticulture Projects in Nakuru County. 	<ul style="list-style-type: none"> • Budgeting practices shapes the success of projects. • The budget did not allocate resources for M&E activities 	<ul style="list-style-type: none"> • Did not establish whether resources designated for M&Es are utilized for that purpose only • The budgeting culture have little regard for evaluation of results and assessment of operations
	Kamau, C. G., & Mohamed, H. B. (2015).	<ul style="list-style-type: none"> • Efficacy of monitoring and evaluation function in achieving project success in Kenya: a conceptual framework. 	<ul style="list-style-type: none"> • The strategic plan provided the budget provision for M&E • Underfunding affects program completion 	<ul style="list-style-type: none"> • Only budget impact on program output was captured, the same on M&E output was not. • Low regard for budget as an input in M&E activities.
Stakeholder participation	Kamau, P. M. (2017).	<ul style="list-style-type: none"> • Factors Influencing Performance of Monitoring and Evaluation Systems in Non-Governmental Organization Projects: A Case of Aga Khan Foundation in Nairobi, Kenya 	<ul style="list-style-type: none"> • A number of players are involved in assessing the progress and evaluation of influences on communities • Overreach of third-party project players downgrade program output • Beneficiary communities program aspirations promotes their participation in evaluation and monitoring activities 	<ul style="list-style-type: none"> • The degree of involvement was not measured
	Chigozie (2017)	<ul style="list-style-type: none"> • Factors Influencing sustainability of church funded projects. A case of the catholic diocese of Isiolo, Kenya 	<ul style="list-style-type: none"> • The study found that community participation influences project implementation and the need to involve the community at various project cycles to ensure ownership. 	<ul style="list-style-type: none"> • The study focus was not on Stakeholder involvement in light of M&E

2.10 Summary of Chapter

The chapter discusses the various components and frameworks of theoretical and empirical bases that underpin the study. A review of empirical literature on the elements that shape the operations of assessment and evaluation activities in various devolved subdivisions in charge of public projects, illustrated that a number of strategies are embedded in the policies, structures and SOPs that inform the allocation of resources, staffing and the subsequent communication. The components work in tandem to form a system for ensuring project accountability. The system is evaluated by its ability to provide reliable information for project managers to make informed decisions regarding performance of the project (Briceno, 2010).

It was evident from previous studies that quite a few programs in Kenya have had successful M&E systems with, as low as 39% having documented and published M&E results. The recommended funding allocation for M&E processes and activities per project globally is 3%-5% which is not the case with many projects in Kenya, including county and national government projects, with quite a few, if any, having dedicated M&E staff.

Theory of change looked at the organisational internal and external integration to solve emerging and existing problems. It helped in understanding the importance of adequate budgeting and funding for M&E activities and incorporation into county projects. Moreover, this theory aided in conceptualizing how the organization handled external issues like regulations and compliance in improving its M&E frameworks.

According to McClintock (1990), program theory looks at the outcome of an M&E process in terms of providing valuable information that helps in decision making by presenting the importance of data. However, the theory does not look at the allocation of resources to carry out the evaluation exercises that require a system to constantly collect information for processing and analysis. The establishment of such mechanisms may not be possible in initiatives that survive on a thin budget line.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The design and methodology that was adopted in performing the research is outlined in this chapter. In addition, the scope of the research in terms of population, sample and the process of gathering information as well as the ethics considered are also described.

3.2 Research Design

This is a survey blueprint which informs the type of investigation processes in sourcing, processing and analysing data (Gorald, 2013). It describes the procedure and plans that is adhered to in responding to investigative queries. The investigator adopted descriptive research model. This type of model of data collection from respondents was convenient since it did not change the environment or manipulate any data or findings. It involved describing the subject of the study without influencing the conclusion. Hence, descriptive design focused on getting and giving accurate qualitatively and quantitatively evidenced information which was readily available for analysis.

3.3 Target Population

The entire group of elements under query makes up the target population. It may include individuals, objects, places and elements that may be the interests of investigations. Mugenda & Mugenda (2009) opines that they offer materials necessary for addresses the aspirations of the research.

In regard to the survey, 245 individuals comprising of 200 community members elected to seat in the project committee and 45 staff from Makueni County government formed the study target population.

Table 3.1: Target Population

County Departments	Workforce
The Monitoring & Evaluation	15
Human Resource	6
Finance	14
Administration	10
Committee members	200
Total	245

3.4 Sampling Procedure

145 respondents were sampled out of the respondents whom 100 are elected members of the project committee comprising 50% of the total elected members to the project committees. The 100 elected members were selected through a mix of stratified, purposive and simple random sampling. Another 45 respondents from the county staff were purposefully selected.

Table 3.2: Sample Size

Prospective set target	Sample
Community members	100
County staff	45
Total	145

3.5 Data Collection Instruments

The main feedback tool that sourced the relevant first-hand information from the sampled respondents was the questionnaire. The research instrument contained sets of perception statements in which the selected PMC members were requested to indicate their views on a five-point categorical scale. This ensured that the tool captured diverse but vital opinions on M&E. Kombo and Tromp (2006) opines that questionnaires guarantees anonymity and privacy.

3.5.1 Pilot Testing

A structured survey material: questionnaire, was administered to 14 members of the project management committee in Machakos County with a view to measure the consistency of the tool. The subjects of the pretest were urged to offer suggestions regarding the instructions, sensitivity and clarity of the queries and the flow of the questionnaire. The filled forms were received along with the respondents' comments and propositions. An analysis of the responses was done and comprehension, the suitability of the wordings used, the arrangement of queries and time needed to fill in responses; was measured. The revision of the survey instruments verified its reliability and as such, the investigator was authorized to progress with the administration to a larger target.

3.5.2 Validity of the Instrument

This is the level of accuracy and significance of deductions that the study findings produce. In addition, it is the degree to representativeness of the research outcomes in relation to phenomena under study. The validity of the inquiry tools is concerned with measuring what it purports to quantify and nothing else.

In this study, various measures were taken to enhance validity of the tools, including formulating questions using a simple and clear language, as well as subjecting draft tools to

scrutiny by the supervisors, other lecturers in the Department and colleagues. The comments and suggestions provided by such reviewers were used to improve various aspects of the tools, including clarity, content, language, instructions, and relevance of the questions to objectives of the study, among others.

Kothari (2004) opines that the range to which a tool captures what it purports to measure is what constitutes validity. A test-re-test was conducted over a period of 2 weeks to check the ability of the content and construction of the data collection tools to measure what it was desired to measure (Cherry, 2015).

3.5.3 Reliability of the Instrument

This is characterised as the degree to which an investigative tool produces unswerving outcomes on several attempts. A test-retest technique was conducted on 14 respondents selected for the pilot test. The researcher administered a structured questionnaire recurrently on identical respondents over a time-gap of two weeks. The test scores of the two tests were entered into SPSS and Cronbach's Coefficient Alpha calculated to establish the correlation amongst them. The Cronbach's reliability coefficient of the research instrument was 0.825. This output shows that the instruments of investigation were above the average threshold for internal consistency.

3.6 Data Collection Procedure

The basis of establishing the validity and reliability of the data collection tools was to correct and refine the tools as per the findings from the pilot study. Thereafter, the researcher recruited and trained two research assistants who helped with administration of the tools to the respondents. The assistants were introduced to the county officials during a courtesy call to seek permission to conduct the survey and where the permits and introduction letters from the Ministry of Education and University of Nairobi were presented and linkages established to trace the targeted respondents. Thereafter, the data collectors were issued with temporary identification documents and copies of the research permits for presentation in the event they are requested in the field while collecting data. During the actual data collection, the researcher dispatched the assistants to the field with periodic remote monitoring to ensure that the assistants collected data and any emerging issues were dealt with in time. The filled questionnaires were collected on a daily basis and a briefing done with the assistants to establish any challenges and or emerging issues.

3.7 Data Analysis Techniques

The collected facts and figures were arranged into sub-categories, cleaned and corrected in order to eliminate outliers. After the cleaning, SPSS Ver.22 was used to perform the descriptive and inferential statistical analysis, which generated frequencies and percentages. The outcomes were presented in means, standard deviation and percentages. Linear regression equation and Ordinary Least Square method of estimation were used in the study to cultivate the relationship between the independent and dependent variables at 95% CI.

The collected data was modelled and transformed with the help of Excel and SPSS to generate frequencies in tables and charts that are interpreted to answer the research questions (Sharma, 2005).

3.8 Ethical Considerations

Creswell (2009) considered a number of ethical issues in research inter-alia; personal disclosure, authenticity, credibility of the report and personal privacy of the respondents. He further emphasizes the need of ensuring the participants are not exposed to risks and the vulnerable populations are respected. Mugenda (2003) further highlights the need for voluntary and informed consent to all participants and professionalism in the conduct of research. This research was dedicated to academics only and high degree of professionalism and the ethical issues cited above guided its conduct.

3.9 Operational Definition of Variables

Table 3.3: Variable Operationalization

Objectives	Types of variables	Indicators	Measurement scales	Methods of data collection	Data collection tools	Data analysis technique
To establish the extent to which role of management influences performance of the M&E system in County Government project	Role of management (Independent variable)	Decision making Resource allocation	Ordinal	Administering questionnaire	Questionnaire	Descriptive analysis and Linear regression analysis
To evaluate how human resource capacity influences performance of M&E Systems in County Government projects	Human resource capacity (Independent variable)	Knowledge skills Training	Ordinal	Administering questionnaire	Questionnaire	Descriptive analysis and Linear regression analysis
To assess the impact of budgeting models in the efficacy of M&E for County Government projects	Availability of funds)	Timely allocation Adequacy /sufficiency	Ordinal	Administering questionnaire	Questionnaire	Descriptive analysis and Linear regression analysis
To assess how stakeholder participation influences performance of M&E	Stakeholder participation (Independent variable)	Data collection Planning design of system	Ordinal	Administering questionnaire	Questionnaire	Descriptive analysis and Linear regression analysis
	Performance of the M&E system	Relevant and useful results Achievement of objectives Economical use of resources	Ordinal	Administering questionnaire	Questionnaire	Descriptive analysis and Linear regression analysis

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The chapter discusses the results generated from the survey. The section begins with questionnaire response rate as well demographic and background factors of the study subjects. The section then provides the major findings on the influence of the role of management, human resource capacity, availability of funds and stakeholder participation on the performance of M&E.

4.2 Questionnaire Return Rate

The analysis revealed that of the 145 questionnaires, 128 were returned and out of these 93 were complete and thus usable for the analysis. This suggests that a response rate of 88.57 percent was achieved, which according to Babbie (2002), is above the minimum threshold of 50%, for accurate prediction of population parameters from the samples, as well as for making valid conclusions.

Table 4.1: Questionnaire Return Rate

Research Instruments	Frequency	Response Rate
Returned	93	64.2%
Not complete	35	24.1%
Not returned	17	11.7%
Total	145	100.00%

4.3 The Respondents Demographic Profiles

The distribution of the participants' profiles in relation to age, gender, work experience, educational background and involvement evaluation activities offers the investigator an understanding of the characters in the survey. Tables 4.2 to 4.6 shows the spread of participants' demographics.

4.3.1 The Age group categories of the Survey Participants

The investigator asked the respondents to check from the list provided which category described their age and responses tabled below.

Table 4.2: Summary Distribution of Participant Age

Category groups of Age	Frequency (n)	Frequency (%)
21-35 years	36	38.7
36-45 years	28	30.1

46- 55 years	18	19.4
56 years+	11	11.8
Total	93	100.0

From the results, 38.7% reported that they are aged between 21 and 35, and 30.1% between the ages of 36 and 45. Therefore, 19.4% and 11.8% of research participants were between 46 and 55 years of age and above 56 years old, and thus the biggest proportion of them were aged above 36 years.

4.3.2 Gender of the Survey Participants

The responses tabulated below responded to an inquiry into the types of gender that participants associated themselves with.

Table 4.3: Respondent’s Gender Distribution

Gender Orientation	Numbers	Percentages
Female	18	19.4
Male	75	80.6
Total	93	100

The analysis showed that 80.6% of the respondents reported being male while 19.4% reported being female. In Makueni County, this means that more men work in the surveillance and assessment of the county government projects than women, meaning that the equilibrium of women was not taken into account.

4.3.3 The Work Experience of the Research Participants

The researcher requested the study responders to check from the boxes provided what period they served in their positions and summary responses itemized.

Table 4.4: Work Experience of the Respondents

No. of years worked	Prevalence (n)	Frequency (%)
Less than 3 years	27	29.0
3 to 5 years	27	29.0
More than 5 years	39	41.9
Total	93	100.0

The analysis indicates that 41.9 percent of respondents reported having over 5 years of work experience, 29.0 percent of respondents had between 3 and 5 years of experience, and the remaining 29.0 percent reported having less than 3 years of experience, indicating many

worked for over five years, and most of them have had sufficient experience to provide sound data.

4.3.4 Education Background of the Respondents

In regard to the degree of formal schooling reached, the study requested respondents to indicate from the choices provided the degree of education they attained and responses itemized as;

Table 4.5: Education Background of the Survey Participants

Highest Level of Education Attained	Frequency (n)	Frequency (%)
Diploma Level	27	29.0
Bachelor’s Degree Level	37	39.8
Master’s Degree Level	18	19.4
PhD Level	11	11.8
Total	93	100

The analysis posits that 39.8 percent of respondents reported holding a Bachelor’s degree, 29.0 percent stated diploma, 19.4 percent had s Master’s degree and 11.8 percent had PhD’s. The outcomes disclose that a well-informed and educated research subjects were sought and as such, were able to provide accurate and reliable information regarding the determinants of efficient M&E system in County Government projects.

4.3.5 Involvement of the Research Respondents in Conducting M&E

During the investigations, the responders were asked to show if they had engaged in the activities of M&E of any county project in Makueni County, Kenya and responses tabled as follows;

Table 4.6: Involvement in Steering Evaluations

Status	Prevalence (n)	Frequency (%)
Involved	66	71
Not Involved	27	29
Total	93	100

From the study findings, 71.0 percent indicated that they have participated in conducting Monitoring and Evaluation 29.0 percent of the respondents were on contrary.

4.4 The Role of Management in the Performance of M&E processes in County Government Projects

The investigations were concerned with assessing the degree of involvement by county managers into various monitoring and evaluation processes and systems with a view of enhancing the outcomes, outputs and impact.

4.4.1 Presence of County Management in the tracking arrangements

The investigator asked the responders to indicate if the county government management have a specific unit in charge of tracking all the performance of projects they undertake and the outcomes distribution tabled.

Table 4.7: Presence of County Management for M&E System

	Frequency (n)	Frequency (%)
Yes	93	100
Total	93	100

The analysis presents that all the research participants admitted that there was a county management unit that is delegated to conduct the aspects of monitoring operations and evaluating outcomes and impacts of the programs run by the devolved offices.

4.4.2 Perceptions on Managers Commitment to M&E Structures and Performance

The researcher was interested in determining the level of consensus by the survey participants on different perception statements on the roles the management plays in shaping the efficacy and performance of the M&E schemes with regard to the developments commenced by the decentralised governments and outcomes presented below.

Table 4.8: Statements on Managers Obligations in Driving the M&E Outputs

Perceptions	Mean (x)	Std. Deviation
The county management plays a key role in providing advice and decision making in the Monitoring and Evaluation process	4.108	0.699
The county management plays a huge role on how Monitoring and Evaluation results are communicated and perceived	4.022	0.780
County government management put emphasis on ensuring that M&E resources are well allocated	2.785	0.976
Designing the system of monitoring and evaluation cannot be successful without the hand of county government management	3.495	0.802

The analysis indicated that the county management has a key role to play in providing consulting and decision-making for the monitoring and assessment process (mean = 4.108, Std. Dev.= 0.699). The respondents also pointed out that county management plays an important role in communicating and perceiving monitoring and evaluation results. In this regard the measures of variation were (mean = 4.022) and (standard deviation = 0.780). In addition, the respondents were neutral in that the monitoring and assessment system could not be designed without the management of the county administration, (mean = 3.495, standardized deviation = 0.802). Some of the research participants did not, however, agree that County Management emphasized on ensuring the correct allocation of monitoring and assessment services, (mean = 2.785, Std. Dev = 0.976).

4.5 Workforce Capabilities in Influencing the M&E Systems Performance in Devolved Projects

In assessing the relevant personnel capacity, the study produced the outcomes in the subsequent sections.

4.5.1 The Skilled Human Resource Capacity

The study sought to determine whether the supply of skilled human resource capacity for Monitoring and Evaluation was adequate for the implementation of projects and results tabulated as;

Table 4.9: The Adequacy of Skilled Human Resource Capacity

	Frequency	Percent
Yes	38	40.9
No	37	39.8
Not sure	18	19.4
Total	93	100.0

The analysis show that 38 (40.9%) of the respondents affirmed there was adequate skilled human resource capacity while 37 (39.8%) were of the contrary opinion. In addition, 19.4 percent of the respondents were not sure.

4.5.2 Extent of Influence on Effective Implementation of M&E System

In investigating the degree of competence by program personnel in steering the execution of monitoring and evaluation activities, the investigations tabled the responses as;

Table 4.10: The Extent of Capacity Influence on M&E System Performance

	Occurrence (n)	Percent
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Highest influence	30	32.3
High influence	45	48.4
Moderate influence	9	9.7
Little Influence	9	9.7
Total	93	100.0

According to the above results, 48.4% of the responders acknowledges that staff competency is a significant factor in the metrics of monitoring and assessment exercises while 32.3% indicated that the influence was “high”. Equally, 9.7% of participants admitted that the influence was to a moderate extent, while the remaining 9.7% indicated that it was to a little extent. These findings show that employee performance greatly affected the quality of project management and assessment.

4.5.3 Statements on Human Resource Capacity Influence on Performance of M&E

Participants were once again asked to agree or disagree on the following aspects of professional capacity on their influence in the efficiency of tracking and assessment schemes and responses tabulated as;

Table 4.11: Statements on Human Resource Capacity Influence on Performance of M&E System

	Mean	Std. Dev.
The human resource is well trained which has improved their capabilities	3.774	1.105
Continuous professional development enhances the applicability of Monitoring and Evaluation systems	4.022	0.642
The county government puts great emphasis on qualifications of would-be-employees in the course of enrollment of Monitoring and Evaluations workforce	2.699	0.894
Monitoring and Evaluation experts play a major role in providing functional advice in the Monitoring and Evaluation process	3.796	0.600

From the above results the respondents agreed that training is a critical factor in enhancing monitoring and assessment implementation (mean=4.022; Std Dev=0.642). The respondents did not agree or disagree, however, that “M&E experts are an important part of delivering practical advice in the design system”, (mean=3.796; standard deviation =0.600). However,

the respondents did not agree or disagree with the fact that the human resources were well educated and that their skills have increased (mean=3.774, Std. Dev=1.105). The respondents also disagreed that in the Monitoring and Evaluation staff recruitment process, the county government places great emphasis on qualifications of individuals (Mean=2.699, Std. Deviation=0.894).

4.6 Resource Allocation for the Performance of M&E System of County Government Projects

The aim of the investigations was to investigate how the funds allocation shape the efficacy of M&E systems in county government projects.

4.6.1 Main Source of Funding

The investigations sought to establish the main financiers of county government project’s main source of funding and their outcomes scheduled as;

Table 4.12: The Funding Contributors

	Frequency(n)	Frequency (%)
County Government	39	41.9
CDF	18	19.4
Community	9	9.7
Donor/sponsor	27	29.0
Total	93	100.0

From the results, 41.9 percent of the participants indicated that they sourced funds from the government, 29.0 percent indicated donor/sponsor and 19.4 percent indicated CDF. Also, 9.7 percent of the respondents got funds from the community. The findings indicated that the chief financier in most projects was the government.

4.6.2 Perception Statements on Finance Availability Influence on Performance of M&E System Associated Projects

The investigator aimed to explore participants’ perceptions on statements regarding the finance of monitoring and evaluation systems in the devolved programs and summary outcomes tabled as;

Table 4.13: Statements on Financial Commitments on Performance of M&E Schemes

	Mean(x)	Std. Dev
The project funds can operationalize monitoring systems and evaluation processes.	3.893	0.827

The project budgets have a specification for M&E activities	3.688	0.780
There is timely allocation for M&E funds	3.677	0.645
The resources for M&E are utilized well	3.699	0.639

The results did not indicate that the respondents agreed or disagreed that the funding of undertaken projects is generally sufficient to improve productive monitoring and assessment practices, (Mean= 3.893; Std. Deviation=0.827). The respondents also admitted to observing sensible utilization of monitoring and evaluation monies (mean=3.699, Std Dev.=0.639). Therefore, the participants did not agree or disagree that the provision of resources for tracking and assessment activities in project budgets was transparent and sufficient (mean= 3.688, standard deviation = 0.780). Ultimately, the respondents did not agree or disagree that the monitoring and appraisal funds allocation was appropriate, (mean=3.677, Std. Dev.=0.645).

4.7 Stakeholder Participation Influence on Performance of M&E System of County Government Projects

The research aimed to inspect the degree of stakeholder participation on the efficacy of County Government monitoring and assessment structures in Makeni County, Kenya. The results as shown below.

4.7.1 Extent of Involving Stakeholders to Participate in M&E

The research purposes to assess the degree of inclusion of stakeholders in the monitoring and evaluation processes within the county government project activities. The survey results are presented below.

Table 4.14: Inclusion of External Stakeholders in M&E processes

	Frequency(n)	Frequency (%)
Very little impact	18	19.4
Moderate impact	27	29.0
Significantly large impact	48	51.6
Total	93	100

51.6% of respondents reported that they were large-scale participants interested in monitoring and assessment, 29.0% moderately suggested and 19.4% revealed that they were small-scale. From these results, it can be inferred that the presence of stakeholders greatly affected the efficacy of project monitoring and evaluation.

4.7.2 Involvement of External Stakeholders in M&E

The research sought to evaluate whether other participants were engaged in the monitoring and assessment activities apart from county government officials and the project management committees. Table 4.15 demonstrates the findings.

Table 4.15: Involvement of External Stakeholders in M&E

	Frequency(n)	Frequency (%)
Yes	57	61.3
No	36	38.7
Total	93	100

Results show that 61.3 percent who were the larger part of the respondents involved outside stakeholders whereas 38.7 percent did not. Involving external stakeholders is vital since they provide oversight and further ensure that the goals of the project have been achieved.

4.7.3 Perception Statements on the Presence of Stakeholder in relation to Efficacy of M&E Course

The investigator desired to assess the interviewees perceptions on the statements describing the degree of influence of stakeholder inclusion in the monitoring and assessment process of County Government projects and outcomes tabulated as;

Table 4.16: Stakeholder Participation Influence on Performance of M&E System

	Mean	Std. Dev.
Stakeholders views are usually incorporated in the planning and design system of Monitoring and Evaluation	3.409	0.663
The design of systems incorporates all players contributions.	3.473	0.701
The stakeholders are fully engaged while conducting data collection for Monitoring and Evaluation purposes	3.312	0.780
Feedback mechanism communicate the findings to project actors	3.398	0.796

From the results, the participants did not agree or disagree, (mean=3.473; Std. Dev=0.701), that the government evolved the means and methods of managing stakeholder engagement. The respondents were also neutral, (mean=3.409, Std. Dev=0.663), in the planning and design system for Monitoring and Evaluation. Furthermore, respondents did not agree or disagree that input from the monitoring and evaluation process was accessible to stakeholders (mean=3.398, std. dev=0.796). Ultimately, it was positive for respondents that stakeholders should be fully

involved with the monitoring and assessment of data collection (mean=3.312, Std dev.=0.780)).

4.8 Measurement of Monitoring and Evaluation System Performance

4.8.1 Level of Achievement

The respondents were requested to rate the project execution in terms of M&E level of achievement of the project objectives. The results are presented in table 4.17 below.

Table 4.17: Monitoring and Evaluation Level of Achievement

	Frequency	Percent
Fully achieved	47	50.5
Partially achieved	37	39.8
Not achieved	9	9.7
Total	93	100.0

According to the findings, 50.5 percent of the participants indicated that the objectives were fully achieved and 39.8% indicated they were partially achieved. However, 9.7 percent indicated that the project objectives were not achieved.

4.8.2 Aspects of Effective Monitoring and Evaluation

The investigator wanted to identify the patterns in various aspects of the County's successful monitoring and evaluation. The analysis is demonstrated below;

Table 4.18: Aspects of Effective Monitoring and Evaluation

	Mean	Std. Dev.
Relevant and useful results	3.796	0.600
Activities within schedule	4.204	0.600
Timely results/feedback	3.505	1.018
Economical use of resources	3.516	0.670
Achievement of objectives	4.204	0.745

From the results, the participants agreed on achievement of objectives as an aspect of effective monitoring and evaluation, (mean=4.204, Std. Dev=0.745). They also agreed on conducting activities within schedule (mean=4.204, Std Dev=0.6000). Further, they agreed on relevant and useful results (mean=3.796, Std. Dev=0.600), and on economical use of resources (mean=

3.516, Std Dev=0.670). The participants, however, did not agree or disagree on timely results/feedback as an aspect of effective M&E, (Average score= 3.505; standard Dev.=1.108).

4.9 Inferential Statistics of Performance of Monitoring and Evaluation System

The investigations performed a multivariate regression analysis with a view of measuring the magnitudes of predictor variables on the response and summary discussions presented below;

Table 4.19: Model Summary of Influence of Independent Variables on Dependent Variable

Model	R	R-Squared	Adjusted R-Squared	Std. Error of the Estimate
1	.814 ^a	.663	.660	.46045

The R-Squared characterises the proportion of variance in the dependent variable (effective Monitoring and Evaluation) that is described by the independent variables. The R-squared (0.663) that the investigations produced shows that the four factors of interest (role of management, human resource capacity, availability of funds and stakeholder participation) explained 66.3 percent of M&E level of performance, revealing that other aspects are responsible for the unexplained 33.7% of the response variable.

Table 4.20: Analysis of Variance of Independent and Dependent Variables

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.065	4	.266	18.545	.000 ^b
	Residual	17.729	88	.187		
	Total	18.794	92			

The ANOVA analysis determine the relevance of the model in the interpretation of the data. Research has shown p-value to below 0.000 and accepted the model used in evaluating how the efficacy of monitoring and evaluation of county government projects is influenced by the independent variables (management function, personnel efficiency, availability of resources and involvement by stakeholders). The F-calculation (18.545) was further more than the F-critic (2.46) meaning the model was adequate for studying the effect on monitoring and evaluation performance on county government projects from management's roles, human resources capacity, availability of resources and stakeholder participation.

Table 4.21: Regression Coefficients of Independent Variables

	Unstandardized		Standardized		Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta	T	
(Constant)	3.488	.884		3.947	.000
Role of management	.317	.063	.115	5.032	.031
Human capacity	.347	.048	.463	7.229	.000
Availability of funds	.514	.090	.560	5.711	.000
Stakeholder participation	.148	.053	.059	2.792	.031

From the outcomes presented, the regression equation becomes

$$Y = 3.488 + 0.317X_1 + 0.347X_2 + 0.514X_3 + 0.148X_4$$

The analysis reveals that the four metrics of performance positively influenced the efficacy of M&E activities. As indicated in the summary above, there is a significant benefit in allocating funds to the departments accountable for monitoring operations and evaluating outcomes and impacts (B=0.514, t=5.711, p=0.000). the results therefore prove that the level of success of M&E processes is directly linked to the finances allocated.

The regression coefficient for human capacity was 0.347 (t=7.229, p=0.000), indicating that human capacity significantly affected the efficiency of monitoring and evaluation. As such, the results posit that the personnel dimension is vital for an effective and efficient M&E of county government projects.

In addition, the regression coefficient for the predictor “role of management” is 0.317 (t=5.032, p=0.031), implying that the management do have a role in the efficacy of monitoring and evaluation mechanisms. As such, the results postulate that the equipping the administration better is likely to increase the effectiveness and efficiency of M&E of county government projects.

Lastly, the regression coefficient for the predictor “stakeholder participation” is 0.148 (t=2.792, p=0.031), implying that investor engagement is important for a functional and efficient monitoring and evaluation system. As such, the results assume that the involvement of all the relevant players in the M&E frameworks is important for the attainment of outcomes and impacts.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of survey findings and draws conclusions in line with objectives of the study. Also presented herein are recommendations for appropriate interventions that should be considered by the relevant departments within the county management. The chapter also highlights contributions of the study to knowledge, as informed by the findings under each objective, as well as recommendations for further research, as informed by gaps emerging in the findings, and/or delimitations of the study. Details are provided in the following sub-sections.

5.2 Summary of the Findings

The investigations confirm that the four predictor variables significantly influence the efficacy of M&E. The summary outcome for each is discussed in the succeeding sections.

5.2.1 Findings on the Role of Management

The study established that the management played a key role in providing consulting and decision-making for the monitoring and assessment process as shown by the results (mean score = 4.108; standard deviation =0.699). The management also played an important role in communicating and perceiving monitoring and evaluation results, (mean score=4.022, standard deviation 0.780). In addition, the respondents were neutral in that the monitoring and assessment system could not be designed without the management of the county administration, (mean =3.495; standard deviation =0.802). Finally, the outcomes reveal that the roles that management plays are crucial for an effective M&E arrangement with regression outcomes (B=0.317, p-value =0.031).

5.2.2 Findings on Human Resource Capacity

The investigation notes that 40.9 percent of the participants agreed that there was adequate skilled human resource capacity. In addition, the results discovered that staff competency significantly shapes the M&E input in project outputs and impacts. Equally, the investigations reveal that trainings feature greatly in enhancing the implementation of Monitoring and Evaluation, (mean =4.022, std =0.642). The regression analysis produced (B=0.347, p=0.000), proving that a reliable workforce in terms of qualification, competence and size, was crucial for an effective assessment and analysis of undertakings of the devolved governments.

5.2.3 Findings on Availability of Funds

The study found out that the majority of the funds were from the government as indicated by 41.9% of the respondents. 29.0% indicated donor/sponsor funds and 19.4% indicated CDF. Also, 9.7 percent of the respondents indicated sourcing funds from the community. The findings indicated that the chief financier in most projects was the government. A moderately strong correlation was also revealed between the availability of funds and Monitoring and Evaluation, ($r=0.514$, $p<0.05$).

5.2.4 Findings on Stakeholder Participation

The study indicated that 61.3 percent who were the larger part of the respondents involved outside stakeholders whereas 38.7 percent did not. The regression coefficient for stakeholders' participation is 0.148 at significance level of $0.031<0.05$, showing that the association between stakeholders' participation and performance of monitoring and evaluation of county government projects is significantly positive.

5.3 Discussion of Findings

The analysis proved a positive significant correlation between all the four independent and response variables. The discussion of findings of this study is presented as follows.

5.3.1 Role of Management in Performance of Monitoring and Evaluation

The study showed that managers guarantees the success of assessment undertakings. The Management played a very key role in providing advice and decision-making in the M&E process and it also ensured that results were communicated and perceived. In addition, it showed that designing of the system of monitoring and evaluation could not be successful without the hand of county government management. Lastly, the study established that county government management did not put emphasis on ensuring that monitoring and evaluation resources were well allocated and did not offer adequate strong supervision and direction to those conducting M&E. Management therefore has a duty in creating the best possible environment for employees and stakeholders to consistently review the outputs and impacts of the county, since they offer guidance (Shapiro, 2011).

The World Bank report (2011) also supports the view that program managers' commitment is vital in ensuring the tracking units are well resourced. Without the support and goodwill from the management of an organization, the system would be poorly designed and operated and thus ineffective. Khan (2003) suggested that all managers and leaders in an organization need to develop interest in the aspects of assessment, since it directly affects their effectiveness.

5.3.2 Human Resource Capacity

The analysis proved an association between human capacity and performance of monitoring and evaluation. It was found out that the human resource was well trained which improved their capabilities which was vital for effective M&E. Experts played a major role in providing functional advice and training which are central factor in enhancing the outputs of operational processes. Still, some personnel disagreed that the county government placed great emphasis on qualifications of individuals during the recruitment process of Monitoring and Evaluations personnel.

Sufficient training on monitoring processes and evaluation techniques is very vital in ensuring the systems established achieve their objectives. It training helps the team in understanding the theory and linkage between project theory and results as well as associated indicators (CPWF, 2012). Human capital with skills in project management is fundamental in selection and execution of M&E system (Nabris, 2002). As a result, there is a big demand for skilled personnel, harmonization of training programs, capacity building of M&E frameworks and technical advice (Gorgens and Kusek, 2009).

5.3.3 Availability of Funds

The analysis indicated a presence of a positive was a positive connotation between funds and performance of the systems in charge of monitoring operations and progress and assessment of results and goals. In the departments the researcher visited, none was found to commit between 5 to 10 percent of their budgets to M&E as recommended by Kelly and Magongo (2004).

As recommended by Chaplowe (2008), the findings indicated that the associated M&E departments were not allocated adequate resources in the budgets and would not plan effectively their related operations. Furthermore, contrary to the recommendation of Gyorkos (2003), it was observed that the monitory units lacked independence.

5.3.4 Stakeholder Participation on Performance of Monitoring and Evaluation

The investigations revealed that the inclusion of donors in the assessment undertakings contributed positively in the realisation of outputs and impacts. Stakeholder participation is key in determining the needs of the beneficiaries that informs how the project is designed (Patton, 2008). The findings showed that an increase in stakeholder contributions in participatory and assessment aspects directly influence the performance of such programs.

Askari (2014) cautiously advises that while the inclusion of stakeholders is very vital, excessive involvement could result in undue influence on the process. It is therefore proper to communicate efficiently their roles. Knowledge is created through close involvement of

stakeholders throughout the entire process of M&E that enhances ownership of results and helps in capacity development and transfer of skills (UNDP, 2002).

5.4 Conclusions

The investigations observe the following; the efficacy of schemes that measure outcome and impacts, is mostly reliant on the commitment of managers to appoint competent workforce that is qualified to gather information, process, analyse and communicate so as to inform the decision making of project operations. As such, the competency of the staff is vital to take part in designing of the M&E system for county governments.

In regard to human capacity needs, the study posits that a considerable proportion of county government staffs in charge of project operations and outputs are well versed with what M&E is and its relevance to program outputs and impacts as they have been trained. The research hence indicates that staff competency is a vital component in the execution of M&E activities in county government community ventures.

Further, the study concludes that a competent and qualified workforce positively influence the processes of judging productivities and influences on beneficiaries.

The investigator settles that a significantly positive relationship exists between resource allocation and performance of the system under focus. The decentralised units of public service rely on the central government funds and as such, the M&E departments are underfunded and mostly not prioritised in the budgets, thus the potential of the processes are greatly inhibited.

Finally, the research-undertakings settles that stakeholders' participation had an influence on M&E. Identification of stakeholders must be done early enough and engage them in the planning and designing stages which informs them in regard to participation as the plan for Monitoring and Evaluation is implemented. Incorporating stakeholder's views in relation to planning and design plays a critical role in success of monitoring and evaluation process. It was also concluded that lack of sufficient involvement in data collection for M & E influences the end results in a negative way.

5.5 Recommendations

On the basis of the findings from the study on the influence of role of management, human resource capacity, availability of funds and stakeholders' participation on the performance of M&E, it is recommended that:

1. When undertaking monitoring and evaluation, the management should be at the forefront in providing advice and decision making in the M&E process.

2. The current staff should be trained in order to fully participate the planning and execution of M&E of county government projects. When recruiting monitoring and evaluation staff, their competencies should be based qualifications and knowledge in monitoring and evaluation process.
3. There should also be proper policies on allocation of adequate funds meant to facilitate the M&E process.
4. Stakeholders' participation should be controlled effectively by developing a system of identifying and managing stakeholders in the M&E process.

5.6 Suggestions for Further Research

This academic-inquiry endorses that a parallel and analogous task is needed in other devolved public offices with a view of gathering practices and policies that touch on monitoring the events surrounding project cycle and evaluating their impacts on community livelihoods. It is also indorsed that other metrics of monitoring and evaluation need to be explored in order to fully understand the contributions that organizational operations and systems impart in shaping project M&E outcomes effectively and efficiently.

Other researchers could also look at how to strengthen performance of monitoring and evaluation system of County Government particularly how to ensure that all the stakeholders effectively take part in monitoring and evaluating their projects.

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APPENDICES

Appendix I: Letter of Introduction



UNIVERSITY OF NAIROBI
OPEN DISTANCE AND E-LEARNING CAMPUS
SCHOOL OF OPEN AND DISTANCE LEARNING
DEPARTMENT OF OPEN LEARNING

Your Ref: UON/ODEL/SODL/MLC/1/2

Your Ref:

Telephone: Mombasa 0204916814

Off-Moi Avenue
Uni Plaza Building
Mombasa Campus
P.O. Box 83732-80100
MOMBASA, KENYA

23rd July, 2020.

TO WHOM IT MAY CONCERN

RE: PERMISSION TO PROCEED TO THE FIELD AND COLLECT DATA

This is to introduce JANET BONARERI ONSOMU, who is a bonifide student of the University of Nairobi. Her Registration Number L50/86324/2016 and she is in her second year of study pursuing a MASTER OF ARTS DEGREE IN PROJECT PLANNING AND MANAGEMENT.

All Post-graduate students are required to prepare and present a research project as part of their course. Janet has successfully defend her proposal based on DETERMINANTS OF EFFECTIVENESS OF MONITORING AND EVALUATION SYSTEMS FOR COUNTY GOVERNMENT PROJECTS; A CASE OF MAKUENI COUNTY, and has been allowed to proceed to the field and collect data. She therefore requires to collect data in order to complete her research project. The information she requires is meant purely for academic purposes and will be not be used for any other purpose.

Hence, on behalf of the university, I am kindly requesting you to extend to her any assistance that may enable to collect the information she requires.

Yours faithfully,

DR. JOHN BOSCO M. KISIMBII
COORDINATOR – SODL, MOMBASA CAMPUS
EXAMINATION OFFICER - ODEL



Appendix II: Questionnaire for Project Committee Members and County Officials

1. Please tick your gender

a) Male

b) Female

2. What is your age bracket?

a) 21-35 years

b) 36-45 years

c) 46- 55 years

d) 56 years+

3. Experience of the respondents

a) Less than 3 years

b) 3 to 5 years

c) More than 5 years

4. Education level of the respondents

a) Diploma Level

b) Degree Level

c) Master's Degree

d) PhD Level

5. Are you involved in M&E?

a) Yes

b) No

6. Project implemented

a) Health

b) Water

c) Youth

d) Roads

e) Education

7. Is county management involved in the monitoring and evaluation of projects?

a) Yes

b) No

8. If yes in 7 above, what is their role? (*Select all that apply*)

The county management plays a key role in providing advice and decision making in the Monitoring and Evaluation process	
The county management plays a huge role on how Monitoring and Evaluation results are communicated and perceived	
County government management put emphasis on ensuring that monitoring and evaluation resources are well allocated	
Designing the system of monitoring and evaluation cannot be successful without the hand of county government management	

9. Is the M&E workforce adequately skilled?

- a) Yes
- b) No
- c) Not sure

10. To what extent does the staff skills influence effective implementation of M&E system?

- a) To a very great extent
- b) To a great extent
- c) To a moderate extent'
- d) To little extent

11. What is the influence of HR capacity on performance of M&E system? (*Select all that apply*)

The human resource is well trained which has improved their capabilities	
Training is an important factor towards enhancing the implementation of Monitoring and Evaluation	
The county government pays a lot of emphasis on qualifications of individuals during the recruitment process of Monitoring and Evaluations personnel	

Monitoring and Evaluation experts play a major role in providing functional advice in the Monitoring and Evaluation process	
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12. What is the main source of funding for the projects?

- a) County Government
- b) CDF
- c) Community
- d) Donor/sponsor

13. What is the influence of funding on performance of M&E system? (Select all that apply)

The funds of projects undertaken usually are adequate to enhance effective monitoring and evaluation activities	
The budget of projects undertaken usually provide a clear and adequate provision for monitoring and evaluation activities	
There is timely allocation for monitoring and evaluation funds	
Money for Monitoring and Evaluation are usually channeled to the right purpose	

14. To what extent do stakeholders participate in M&E?

- a) Small extent
- b) Moderate extent
- c) Large extent

15. Are external stakeholders involved in M&E process?

- a) Yes
- b) No

16. What is the influence of stakeholders' engagement on performance of M&E system?

(Select all that apply)

Stakeholders views are usually in cooperated in the planning and design system of Monitoring and Evaluation	
The government has devised means and ways of managing stakeholder's engagement.	
The stakeholders are fully engaged while conducting data collection for Monitoring and Evaluation purposes	
Stakeholders are given feedback of the Monitoring and Evaluation process	

17. How would you rate the level of M&E achievement in your projects?

- a) Fully achieved ()
- b) Partially achieved ()
- c) Not achieved ()

18. What would say are the aspects of effective M&E system? (*Select all that apply*)

Relevant and useful results	
Activities within schedule	
Timely results/feedback	
Economical use of resources	
Achievement of objectives	