EFFECT OF INSTITUTIONAL-BASED CONSIDERATIONS ON THE PERFORMANCE OF MONITORING AND EVALUATION SYSTEMS IN KISUMU COUNTY FUNDED PROJECTS, KENYA

BY

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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, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES, UNIVERSITY OF NAIROBI

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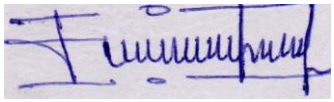
DECLARATION

This research project is my original work and has not been submitted for academic award in this or any other University.

Signature:  Date: 09/11/2022

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

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DEDICATION

This study is devoted to my father, the late Hannington Opiyo Ondiek who fashioned my life and to my pedigree who provided the motivational foundations on which my life's motive is anchored.

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ABBREVIATIONS AND ACRONYMS

CIDP	County Integrated Development Plan
GoK	Government of Kenya
IP-ERS	Implementation Plan for the Economic Recovery Strategy
KMO	Kaiser-Meyer-Olkin
M & E	Monitoring and Evaluation
MED	Monitoring and Evaluation Directorate
NIMES	National Integrated Monitoring & Evaluation System
PMC	Project Management Committee
SDGs	Sustainable Development Goals
SPSS	Statistical Package for Social Sciences
ToC	Theory of Change
UNAIDS	United Nations Programme on HIV/AIDS
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Programme
VIFs	Variance Inflation Factors

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ABSTRACT

The study positioned to find out the effect of institutional based considerations on monitoring and evaluation systems performance in Kisumu County Funded Projects. The study specifically looked at four parameters: Influence of human resource capacity, influence of funding level, influence of participation of stakeholders and impact of quality of data on monitoring and evaluation systems performance in Kisumu County funded projects. The study target population comprised project managers, Project committee members and M & E personnel in charge with project monitoring and evaluation. Descriptive cross-sectional survey study method was employed with a population size of 70 and collection of primary data conducted using a questionnaire. Quantitative technique was employed for data analysis. A quantitative data analysis was done where both descriptive analysis and multiple regression was performed using the Statistical Package for Social Science (SPSS). For the significance test, t-test was applied in measuring the independent variables. From the study, human resource capacity was found to be significant in its relationship to how monitoring and evaluation systems is performed by institutions since $p=0.003<0.05$ also funding had a notable impact on the success of monitoring and evaluation systems performance since $p=0.002<0.05$. Involvement of stakeholders and data quality registered a positive influence on monitoring and evaluation systems performance and this was represented with the value of; $p=0.010<0.05$ and $p=0.001<0.05$ correlatively. The four independent variables showed a positive influence on how monitoring and evaluation is performed within projects which have been funded by the Kisumu County. The study concluded that human resource capacity, funding level, involvement of stakeholders and data quality all had an influence on monitoring and evaluation systems performance.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The entire process of monitoring and evaluation (M & E) has always been applied for many years now (Welsh, 2015). A question may be asked about the relevance of project's monitoring and evaluation. This helps in illustrating or rather in demonstrating the performance and the practice has increased because of demand from stakeholders, regarding the accountability and transparency in non-governmental organizations or other organizations like the government (Gorgens, 2014). It is now becoming a practice in governmental institutions to expand this practice by measuring the effect of the projects executed on the beneficiaries. Monitoring and evaluation are two combined activities that differ yet they complement each other (Gorgens, 2014). The M & E system involves intertwined units that create a system of monitoring and evaluation, it's execution, involvement of stakeholders in the program and cooperating or providing feedback on the outcomes (Guijt, 2012).

The research was premised on two theories which are, Theory of Change (ToC) and Evaluation Theory. The evaluation theory refers to an analysis of program theory and social science theory with the latter interested with the initial stage of a project by evaluation of the project plan; while program theory looks at the main factors of a project and how these factors relate together. The theory assists evaluators to establish key project factors and illustrate how these factors relate with each other (Donaldson, 2011). Evaluation theory will be significant to this study, by establishing the expectations in a project's plan, activities, and implementation. The theory guarantees attainment of the project's results and outlines a systematic illustration of why the outlined events can affect the outcome of the project and therefore, this contributes to the successful performance of M & E systems.

Theory of Change (ToC) involves an analysis of the process of organizing, involvement of investors in evaluating NGOs and government organizations in order to enhance social change. Brest (2010) contends that theory of change seeks to demonstrate the objectives and then compares with the performance of the project. The ToC usually illustrates some of the changes that have occurred and the existing gaps in the project's performance. The changes which are realized, are then marked as the performance feedback or results. These results are further illustrated, why they are deemed as a requirement for each other (Clark, 2012).

The M & E can be seen as a method which enables a project to enhance its performance and attain the project outcomes. The objectivity and credibility of M & E feedback relies on the one evaluating or the people in charge of the entire process. It is important that the team evaluating depend on each other and they should also have relevant skills for project's achievement (Mayne, 2007). The main challenge in Kisumu County is collection of data that is not of good quality because the staff members are usually over-loaded with the responsibility of collecting data at the departmental level and it's also their duty to give these data to county officers and also at the national level. However, these officers rarely get results on the way the data is being used. This means that data is rarely used, since the quality is poor which is a major challenge. Hence, data is sufficient but it lacks information (Mackay, 2006).

County M & E departments depend on very few members for them to survive and depend heavily on personnel but not systems within the institutions, thus influencing their performance. There are some cases where in public domain, some departments employed relatives and political friends in spite of the stated requirements in particular positions, thus compromising competence in M & E systems' performance – the rest of the county officers use money for the project for their own interests without considering the direct beneficiaries of the project. Kisumu was an ideal study area, because there are different projects which have been implemented by the County government and so, there will be sufficient data for this study.

1.1.1 Institutional-Based Considerations

Institutional-based consideration centers on the changing relations of organizations and regards strategic choices as the aggregate of such an interaction. The intent to institutionalize a new practice may not occur if there is lack of enough forces to support the change. This study offers intuition into the role of the presiding institutional-based considerations, that is, human resource capacity, stakeholder participation, level of funding and data quality in bringing changes into a government institution. A deeper understanding on the embedded institutional-based considerations could assist the change agent to lessen the change hurdles. For decision making, the information derived from M & E systems no longer provide the applicable information. As a result, internal considerations that drive institutions to change the way they implement, monitor and evaluate projects is eminent. Most of the time information is late, amassed, distorted and of

questionable quality. A new paradigm shift, which is able to produce information that is specific, relevant and timely, is, therefore, needed (Johnson & Kaplan, 1987).

According to Otley (1999), any system must ensure that staff personnel perform in the greatest interests of the institution and that precise reporting is apportioned to ascertain the achievement level of the project objectives. Additionally, any course of action must stimulate project managers to perform in line with the institutional set objectives. In order to perform optimally, institutions are forced to change from within. Institutional fabric have changed from a hierarchical centralized model to a devolved model. According to Johnson & Kaplan (1987), there is a critical obligation to have new management tools to control the performance of institutions as the old ways have lost their relevance. The institutional considerations must be able to generate specific, timely and applicable information for planning, control purposes and for decision making (Otley, 1999). The choice for the four institutional-based considerations, that is, human resource capacity, stakeholder participation, level of funding and data quality is prompted by the fact that each of the four considerations directly determines the type and quality of information that is collected by the M & E systems and hence the key determinants of its performance. The four are the key ingredients that feed, inform and direct the whole process of monitoring and evaluation systems and thus, its efficiency and effectiveness.

1.1.2 Performance of Monitoring and Evaluation Systems

Proper monitoring and evaluation that is done in good time assists in staff competency and hence improves project's quality. If project of good quality is desired, a project activity must be effectively monitored. Project monitoring and evaluation maintains the progress and accounts for all funds that are used in execution stage (Miles, 2013). Project monitoring and evaluation examines the project's effectiveness in attaining project objectives, establishes the sustainability of the project and its importance. The project's outcome is correlated with the objectives set in the plan. Dorfman (2012) claims that project M & E is fundamental since it gives information about the achievement or failures of a project. If a project is well monitored and evaluated, issues like delays and challenges can be easily identified.

Therefore, M & E is significant in management of county government projects and needs to be implemented by skilled people. Fadare (2013) implies that M & E ensures that all changes which have been implemented are done according to the set objectives. It focuses on effectiveness, knowledge and identifies progress. When good monitoring techniques are integrated, projects are able to focus on the laid objectives. Larson (2010) posits that it is vital to recognize major results of the projects and the measures that will be used to measure delivery. The management needs to monitor and evaluate the projects progress, in order to identify issues early. As Shapiro (2014) observed, the goal of managing M & E plan, is to complete the project in given time and funds. Therefore, M & E systems are fundamental in delivering objectives of the project and identifying the performance of a project through time, cost, quality, which are indicators of stakeholders' satisfaction.

According to Mackay (2006), M & E system's structural arrangements are fundamental from different views which are, to guarantee the rigor, reliability and objectivity of monitoring and evaluation data which the system channels out. The theoretical outline of monitoring and evaluation system should look at factors which relate with the goal of a project, credibility of information, skilled personnel, administration, distribution and the entire process of organizing with keen importance on involvement from the community (Khan, 2003). Monitoring and evaluation system should be constructed in a manner which the outcome of the project can be seen at every stage when data is gathered and evaluated. Additionally, implicit duties and institutional terms of staff should be stated (Kusek & Rist, 2004). There must be consistency in M & E systems with the principles as the basis of the institution and must work with the underpinning of the strategy. This study will measure the supply of M & E data, demand for M & E data, accurate information accessibility, expertise application and understanding of monitoring and evaluation tools and techniques as the dependent variables. In order for monitoring and evaluation to be effective, UNAIDS (2008) avers that there are twelve components, viz: competency skills in M & E, structure and institutional alignment; corporations of M and E; resources of M and E, project plans, continuous monitoring and evaluation, quality data, team work in the administration and auditing of data to enhance the outcomes.

1.1.3 Institutional-Based Considerations and Performance of Monitoring and Evaluation Systems

Organized institutions view capability skills to be a major element which affects performance of systems of monitoring and evaluation. Hence, the staff members who are responsible are motivated, there is also improvement of an organizational culture, and assimilation of good relation with people by community participation and empowerment. This causes good relations and better services. Capacity building of individuals is very important in encouraging the project leaders to demonstrate positive attitude which is needed to execute and sustain the competitive projects of county government projects (Mulwa, 2017).

One of the major reasons why planning M & E is performed is to estimate the funds, the number of personnel, and any expenses needed for monitoring and evaluation activities. It is necessary for M & E planners to analyse the M & E budgetary obligations during project planning phase in order for the funds to be allocated precisely to M & E and are made accessible for M & E activities. Often, the project leaders are faced with the question on how much should be assigned to M & E (Kioko, 2014).

The performance of a project is affected by commitment from stakeholders and when they are not involved, it means that the project will not be successful. Projects should include objectives which should be achieved at a particular time and should also be within budget (Ika, 2012). However, most institutions don't follow the concern of involving stakeholders and therefore this causes project failure and performance of the project is also affected. The quality of data is important in providing credible results. Therefore, to validate the results, it is vital to include data from different sources. M & E system gathers primary data for the purpose of project monitoring and evaluation (Karimi, 2020). This study seeks to analyse the impact of institutional-based considerations on the performance of M & E systems in Kisumu County funded projects. These institutional-based considerations include: human resource capacity, level of funding, stakeholder participation and data quality.

1.1.4 Kisumu County Funded Projects

Kisumu County has an Integrated Development Plan (CIDP) which acts as the outline for the progress of the county. It states the projects which the county targets to implement from 2018-2022, which is a communal contract between the County Government of Kisumu and the

residence. Like the other counties, the first CIDP (2013-2017) was organized in 2013 and its execution completed in June, 2018. It focused to build on the accomplishments and consider challenges observed in execution of the CIDP I so as to ensure there is sustainable growth in the county while targeting present Sustainable Development Goals (SDGs). There are some projects which have already been completed and these include: Construction of Angogoremo cultural centre, Radienya Dispensary, Uhuru Business Park Kisumu County Fire Station, Sigoti Water Tank, Jomo Kenyatta International Stadium, among others.

Kisumu County funded projects are limited by different problems like insufficient funds to meet the required standards thus compromising the quality of data that feeds the M & E systems. In Kenya, the M & E process is not effective and in situations where it is conducted, the data is not publicized (UNICEF, 2012). County governments shows inability to hire adequate and skilled M & E professionals and ICT personnel who possess a firm grip on M & E systems and hence does not establish the right factors and county governments initialize monitoring and evaluation systems which are not standard and the expectations of both the administration and finance are not met. Monitoring and evaluation systems are not achieving their required needs as tools for decision making (Koffi- Tessio, 2002).

Implementing the public participation process is vital in fulfilling public needs. However, public participation is constrained by inadequate financial resources and human resources allocated for M & E department (Maalim, 2017). Inadequate number of skilled facilitators is a major blow to the public engagement process and stakeholder participation and therefore a hindrance to the achievement of monitoring and evaluation systems for projects funded by Kisumu County. Ineffective M & E systems by Kisumu County can be related to the county concentrating on the construction of the organization instead of technical and theoretical capacity building, challenges that this study seeks to sufficiently address.

Institutional-based consideration fixates on the changing linkages of organizations and regards strategic choices as the outcome of such an interplay. Strategic choices are not only determined by external factors and institution's capabilities, but also the informal and formal restraints of a singular organizational situation. This study assessed the Human resource capacity, Stakeholder participation, Level of funding and Data quality as the key County

government's institutional framework governing performance behavior of M & E systems (Karanja &Yusuf, 2018)

1.2 Research Problem

It require time for institutions to set up an efficient and effective monitoring and evaluation systems. Enhancing of government bodies and learning from past mistakes plays a pivotal role (Campo, 2005). Therefore, monitoring and evaluation has emerged as a cue tool for performance management and policy development. According to Mackay (2007), the economic policy makers require the data propagated from monitoring and evaluation activities so as to better their economic policies while stakeholders and financiers require findings from monitoring and evaluation to ensure resource accountability whilst enhancing the overall policies effectiveness. The focus of this study is to understand how institutional-based considerations transform the performance of M & E systems. This understanding is vital to both policy makers and academicians. The research will first disclose the degree to which the said considerations are domiciled in the devolved institutions and second to discover remedy to the existing relationship between the institutional-based considerations and the performance of M & E systems. The research inspiration was propelled by the fact that a research on the institutional-based considerations may provide a chance to untangle the dynamic process and complexity of institutional change.

In the year 2003, the government created the Monitoring & Evaluation Directorate (MED) through the Ministry of State for Planning,Vision 2030 and National Development. This was done in an effort to emphasize the vitality of M & E in project implementation and policies (Government of Kenya, 2003). The MED is levied with management of monitoring and evaluation activities in the country. The MED has since birthed the National Integrated Monitoring and Evaluation System (NIMES) which was later conceived as a system for the Kenyan Government to track the Implementation of the Economic Recovery Strategy (IP-ERS) in the same year. In September 2007, NIMES was officially launched for implementation. Despite these noble initiatives from the Government, only six out of the forty seven counties are streaming an effective M & E offices, viz: Muranga, Taita Taveta, Machakos, Meru, Kisii and Kakamega counties. Kisumu County does not have an

effective office dedicated to monitoring and evaluation and it is crystal clear that M & E has not been given the preeminence it warrants. Based on this background, the researcher will look at effect of institutional-based considerations on the performance of M & E systems in Kisumu County funded projects.

This research employed descriptive cross-sectional survey, in analyzing projects which have been funded by the County government of Kisumu. Descriptive cross-sectional survey is an ideal design, because it categorizes the desired population for the study in order to generate good results for a particular population. The survey design was best for this research because a questionnaire was used for data collection. It aimed to provide accurate quantitative information about certain designated characteristics. Furthermore, this design was preferred because Kumar (2005) avers that it deals with issues as they are, it also gives an accurate description of the issues under research.

Maalim (2017) conducted a research on how M & E impacts performance of projects, and the research averred that for a project to be successful, availability of funds, stakeholders' participation, application of project plans and technical training of project staff members are significant. According to Ngatia (2016), who studied the factors that create an impact on M & E system of project, availability of funds, accountability of organization, administration provision, and capability of staff all have a significant impact on a project's success. Wambua (2019) performed an analysis to establish the impact of practices of monitoring and evaluation on educational programs' successes. The research discovered that the use of basic study, training of M & E staff, and involvement of stakeholders had a considerable impact on the performance of education project. These studies did not consider the influence of data quality. When there are good methodologies of data collection for M & E, mistakes of sampling, questioner unfairness, mistakes of transcription and recording mistakes are minimized, resulting in the generation of high-quality M & E data.

From the stated background literature in this research, performance of M & E in counties is unsatisfactory. Hence, the research was premised to establish the influence of institutional-based considerations on the performance of monitoring and evaluation systems in order to state the right monitoring and evaluation system which is operative and resourceful. This research purposed to respond to the question:- What is the impact of institutional-based considerations

on the performance of monitoring and evaluation systems in projects that have been funded by Kisumu County?

1.3 Research Objectives

The overall goal of this research was to establish the effect of institutional-based considerations on the performance of M & E systems in Kisumu County funded projects. The precise objectives were to:

i. Establish the influence of human resource capacity on the performance of monitoring and evaluation systems in Kisumu County funded projects.
ii. Find out the influence of level of funding on the performance of monitoring and evaluation systems in Kisumu County funded projects.
iii. Determine the influence of stakeholder participation on the performance of monitoring and evaluation systems in Kisumu County funded projects.
iv. Assess the influence of data quality on the performance of monitoring and evaluation systems in Kisumu County funded projects.

1.4 Value of the Study

The study will assist planners and officers mandated with monitoring and evaluation in developing, designing and modifying M & E factors that will help improve competence, success, significance and influence of evaluation thereby controlling the factors which influence M & E systems performance and this will in turn benefit community members who are direct beneficiaries of these projects. This research will be beneficial to project fund managers by helping them integrate M & E tools and indicators in the monitoring of funds' use. Fund managers will learn best standard and operating procedures, processes and methods that promote effective project M & E systems.

It is also anticipated that the theories applied in this study, will help in analyzing the findings of this research and contribute to new knowledge, by assimilating the systems approach and evaluation theory in interpreting the key components of M & E. The study means to foreground other vital relationships that call for further study. Thus, the results from the study results will be vital to scholars and researchers, as this will create a platform for future

studies. Thus, this research will provide the necessary literature that can be reviewed by other researchers.

Additionally, this research will contribute to formation of policies that recommend M & E, as part of government project activities that need to be considered as an element on its own. This study findings will enhance understanding on the variables that prevent county governments in accomplishing the objective of M & E systems in the Kisumu County funded projects. Study findings will stimulate the necessity for frequent involvement in planning standard and profitable M & E systems which results to formulation of better policies. Incorporation and formulation of data policies will initiate practical projects.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter discusses a detailed evaluation of past research, that resonates to the objectives of this current research. First, it considers the study's theoretical framework. Institutional-based considerations and M & E systems follow immediately. It continues with the empirical review and then literature review summary and research gaps. The chapter ends with the conceptual framework.

2.2 Theoretical Framework of the Study

A theory refers to a system of information which categorizes, explains or help in considering and contemplating a title (Leviton, 1991). This section lay the theoretical bearing of the research. The main theoretical lens that guides this study is the evaluation theory. Alongside the evaluation theory, ToC is also used to enhance the understanding of the research.

2.2.1 The Evaluation Theory

The Evaluation theory includes information on the procedure of evaluation and this is done by evaluators who are experts (Shadish, 1998). Evaluation theories are informative for study on evaluation needs and project plan. It provides technique on how to deal with problems that are faced during the process of evaluation. Evaluators can be able to know how a project operates and to be able to work according to the time frame and use appropriate funds (Donaldson, 2011). This theory compares the effect of a project with the objectives that had been implemented during project initiation and therefore investigates efficiency in accomplishing the goal of a project and its significance (McCoy et al., 2005). Shapiro (2004) denotes that there are two methods of evaluation that is, formative and summative evaluations. Formative evaluation investigates how resources are utilized to attain the objective of a project, solve problems and if constant execution of a project design will attain project goals or will need to be restructured (Passia, 2006). While a summary of the evaluation is performed towards project completion, and looks at the project performance and any challenges that were encountered.

The goal of evaluation theory is to offer guidance to the incoming projects, by acquisition of information on the best practices and different mistakes learnt. There are some significant elements that need to be considered when conducting the evaluation procedure. For instance; funds, appropriate skills and enough competent staff and honesty to enable excellence and

efficiency of project monitoring and evaluation (Jones et al., 2009). Rogers (2008) claims involvement of different stakeholders who work together in collection of data, analyzing the results of the data, to enable their engagement and this must be conducted within the project plan.

Evaluation theory is comprised of both program theory and social science theory. Social science theory deals with the evaluation of a project at the initial stage. It is effective in enabling evaluators to save on time and resources as they work on the important area (Donaldson, 2001). Program Theory identifies the main factors and states how these factors relate with each other. The plans for collecting data are created according to the project's plan so as to evaluate the results of each element. After data has been collected, it is usually analyzed in accordance to the project's plan, (Yin, et al., 1994) illustrated that a project plan should demonstrate what will happen or the results that will be obtained after completion. A comparison is made between the data collected and the objectives that had initially been made before initiating the project. Weiss (1972) recommended the application of a picture to illustrate the phases that a project goes through and the desired results. This enables the one evaluating to know the element to add during the evaluation, when there is an error and alterations that can influence the sequence represented in the model Program theory, which is defined as the progression that program elements are assumed to influence the results.

In public institutions like the projects funded by the county government, they can utilize evaluation theory for the projects to operate according to the established objectives. When the project is not running smoothly, the project leader can take appropriate measures and this will help in decision making when executing the project and result to successful project performance. The county governments can in turn benefit from different donors and increase the revenue. Evaluation theory is important to this research because it ensures accuracy and accountability of the project funds to the participants like benefactors, project recipients and the society at large where the project is executed.

Evaluation theory as applied in county funded projects, it consists of contributions, outcomes, supervision and feedback that are significant to understand the condition of a project. The project results are relevant in establishing some factors that lead to performance of a project. Evaluation theory investigates the effect of M & E as method of developing continuous

outcome which can be utilized in improving the performance of county government funded projects. Organizations are able to change the way they operate projects from the feedback they get from stakeholders (Kimutai, 2018). Organizations have greatly improved because of engagement of stakeholders when making decisions (Reed, 2012). The evaluation theory assimilates stakeholder involvement that in turn influences how monitoring and evaluation of government projects perform, where transparency and decision making is important (Reed, 2012).

2.2.2 Theory of Change

ToC of 1995 by Weiss Carol is a meticulous yet people-centered development through which stakeholders and groups in an organizing process communicate their objectives and look at the outcomes that can achieve those objectives (Weiss, 1995). According to Clark and Taplin (2012), the ToC is basically a set of demonstration of the method and reason for anticipating change in a particular framework. It focuses on finding out the gap when change is initiated and how these lead to attainment of the goals desired. Clark and Taplin (2012) posit that ToC finds the required objectives first and finally establishes the elements that should be present for the objectives to be met.

According to Anderson (2005), ToC is implemented in coming up with a way of solving social difficulties. It gives a clear outline of initial and middle changes which are required to attain the established objective. Weiss (1995) avers that ToC can be both issue-framing and a planning tool, and a M & E tool. Relevance to this particular research is the evaluation tool. According to Clark and Taplin (2012), ToC as an evaluation tool collects data to measure the development on attaining the goals set and also the progress of intrusions in providing results. Therefore, it gives an outline of the way a project needs to perform, and this can be verified by monitoring and evaluation. ToC calls for change in order to create a project plan, implement it and also evaluate.

Anderson (2005) argues that many projects implement ToC but they are rarely applied. The ToC assists in developing clear outlines for M & E. This study seek to analyze the effect of institutional-based considerations on the performance of M & E systems in Kisumu County funded projects. Documenting the county's monitoring and evaluation systems while looking

at those factors which influence performance of monitoring and evaluation will contribute to research studies.

2.3 Institutional-Based Considerations and Performance of Monitoring and Evaluation Systems

This study aimed at assessing the effect of institutional-based considerations on the performance of M & E systems in Kisumu County funded projects. These are also the independent variables for this study. These considerations include: human resource capacity, level of funding, stakeholder participation and data quality. The choice for the four selected factors is prompted by the fact that each of the four considerations directly determines the type of information that is collected by the M & E systems and hence its performance. They have all been discussed in the subsections below.

2.3.1 Human Resource Capacity

Human capacity is a personnel's ability to fulfil monitoring and evaluation of tasks, efficiently, consistently, and responsibly to assist in the M & E set-up in an organization. For the set-up to be effective the personnel should be competent and experienced, thus the pillars of human resource are dependent on, while setting-up an institution. If there be skimpy human resources, training for the obligatory skills should be organized and each be assigned exact duties and profession marching their acquired competencies. Even after obtaining sufficient funds, human resources are very important for clear guidelines; this is well stated by United Nations Development Programme, UNDP (2009). Vanessa and Gala (2011) outline that, the production of assessment lessons, communication, and perception are successfully accomplished through the succession of the institution's technological ability, the relevance and participation of the staff in policy making processes, and motivation in decision making.

The monitoring and evaluation set-up cannot meet its purpose without competent people who can successfully accomplish the M & E tasks, assigned to them (Gorgens, 2010), It is therefore important to understand the competences required by persons involved in M & E set-up by undertaking assessments on human capacity as well as addressing ability openings by (organized training program) which is the core of monitoring and evaluation set-up. It is vital for the individuals to have necessary qualifications required for the job, not only is it mandatory to have enough number and devote staff of M & E. According to UNAIDS (2008),

training of M & E should have different program activities, like mentorship, official training, tutoring, seminars and internships, in its context for an effective or good M & E system. Lastly, capacity building for M & E needs to fixate on addressing communication, facilitation, supervision, financial management, advocacy and leadership skills, and not only on the technological ability of M & E.

There is need to acknowledge that developing assessors demand for technical competent monitoring and evaluation training which can typically be acquired in seminars. This is because, establishing a satisfactory source of human resource training is essential in ensuring sustainable growth of M & E system, since it is a continuous factor. Professional education and experience are vital in developing assessors, and there are numerous chances for training and development in the public and commercial sectors, universities, professional groups, career progression, and mentorship programs (Acevedo, 2010).

2.3.2 Level of Funding

Inadequate funding results in poor M & E systems performance. For successful and standard monitoring and evaluation, sufficient funds and human skills must be included during the process of planning. UNDP (2009) avers that the needed skills and finances for M & E need to treated as part of the general expenses of achieving the agreed-upon results rather than as a separate expenditure. Gyorkos (2003) states that in order for this role to be recognized in supervision of projects, m & e budget must be explicitly established in the total project budget. As a result, it is critical to stress that for the budget it must include a clear and reasonable allocation for M & E operations.

A number of researchers have expressed their opinions on how financing is handled in project planning. According to Kelly and Magongo (2004), they calculated that 5 to 10% of project money should be directed toward the construction of an effective M & E unit. According to Magongo (2004), a distinct clear budget line is required to supervise the evaluation events since M & E activities are independent of the event planning process. A specific amount is not allocated for Monitoring and Evaluation, although it fluctuates from 2.5% to 10%, according to the project and total funds (Kitonga, 2012). Because monitoring activities should not compromise program aspirations of assets, a fairly comparable degree of assets should be sufficient for an effective M & E system. Monies allocated for monitoring and evaluation

operations needs to be done in a regulated method to guarantee that it does not compromise the fulfillment of an organization's goals (Kanda, 2013). Chaplowe (2008) recommends that the cost of assessment tasks be appropriately evaluated and budgeted throughout the project planning phase.

The counties have the authority to levy fees in order to generate income for implementation of the project (Kitonga, 2012). The counties enjoy controlling their expenditures and obtaining cash as a result of the distribution of duties among them. The accessibility of these assets will enable the institution to not only acquire skilled M & E personnel, but also obtain supportive technology such as computers and phones, as well as purchase administrative items to facilitate M & E initiatives.

Kenyan government agencies ought to have three interconnected systems for accounting, human capital, and funding, as well as a proper communication processing unit (Gyorkos, 2003). M & E assessment systems are basically a unique government management device that allows governments to appraise results and utilize this data for decision making and management. Finally, it delivers considerable affirmation that may guide mid-course policy modifications as well as providing details on progress toward meeting specified objectives and targets to public service delivery. Mugambi (2013) denotes that at least 3% of project fund need to be set aside for monitoring and evaluation operations. Mushori (2015) claims that concerns have been expressed over the years about the lack of financing for M & E initiatives, with some projects receiving as little as 0% money for M & E operations.

2.3.3 Stakeholder Participation

Stakeholder engagement is the process of engaging developmental consumers in order to detect the presence, assess budgeting, and actual development effort execution. According to Kihuha (2018), involving stakeholders in entire project talks is typically motivating for them as well as encouraging inclusiveness and facilitating meaningful engagement by various groups of stakeholders. Stakeholder engagement is a critical aspect in supporting assessment updates. This engagement should be introduced at an earlier stage of the assessment process, perhaps through the endorsement of high-profile proponents and the use of tools to show efficacy or recruiting political agents who are eager to train (Kilelo, 2015). Collaboration of intended

beneficiaries can improve the overall assessment process, especially the analysis and understanding of data (Matsiliza, 2019).

Because it is a critical exercise that necessitates the selection of key players, adequate time, and accuracy in the project, the stakeholder identification and engagement process must be properly delineated in any project. Mbiti (2015) asserted that involving stakeholders in project resolution improves outcome and gives concerned parties project's ownership. They also assist in gaining greater access to resources and money from the initiatives. If this is not well interlocked, poor outcomes will be obtained (Moreen, 2021).

The project, involves a variety of players in all aspects (Karimi, 2020). These actors include project teams, funding agencies, members of staff, members of the public, clients, and volunteer groups, all of whom have a role in the general success of the project. These viewpoints should be utilized when organizing an assessment to guarantee that opinions and ideas are fully represented. Stakeholder group representatives should be selected to participate in an assessment management plan. Depending on the details of the evaluation, the team may take a solely advising function or a more hands-on involvement in data collecting.

Stakeholders' participation defines accurate and effective decision making, therefore it necessitates data from frequent and scheduled monitoring and evaluation events, as it acts as a monitoring and evaluation approach. Early during the process, the specific requirements of planning staff members must be defined and expressed. Monitoring and evaluation must be developed concurrently with indicators and should begin with the design of the program or project. Larry (2001) posits that participation of stakeholders in monitoring and evaluation can result in successful communication for a range of different goals which includes recruiting new participants, ensuring access to timely goods, improving communication of initial success to increase support, mobilizing extra resources to fill funding gap, projects services for recipients, and ensuring effective use of knowledge gained in effective decision making.

To assess engagement of stakeholders in progressing projects, it is required to find stakeholders that are influenced by the changes, or those who may influence the consequences of a proposed change (Karl, 2000). The primary stakeholders are the individuals and groups that will be impacted by the project. Secondary stakeholders act as go-between in the delivery of help to

direct beneficiaries. External stakeholders are individuals who are not formally participating in a project but may have an influence on it or be affected by it. Donor agencies, governments, nongovernmental organizations, its surrounding community, and recipients are common stakeholders in development initiatives and programs (Kioko, 2017).

2.3.4 Data Quality

Having high M & E data improves the development, effectiveness, and improvement of projects. Poor-quality data will impact magnanimously on the success of an implemented program. Stephen (2015), Demissie (2015), Gwagoya (2017), and Wanja (2017) identify M & E data as a crucial aspect in project design and execution and also a management practice. The reason is, if monitoring and evaluation data is of high quality, project leaders may detect important restrictions and difficulties encountered during project execution. The successes attained during implementation make it possible for changes in project tasks, acceptable M & E funds allocated, better planning for developing future projects, and the ability to provide truthful data to governmental bodies, stakeholders, and corporate sponsors about project transparency, achievement, and progress (Velasco, 2018).

The basis of data performance is critical to the reliability of results reported; thus, data from a range of sources should be used to confirm conclusions. Additionally, although the main source is gathered explicitly by the monitoring and evaluation system, secondary source is acquired by other organizations for resolutions other than M & E (Gebremedhin, 2018). Barton (2017) posits that the goal of designing monitoring and evaluation system is to collect important data from multiple sources, like the population of target. Interviews, observations and questionnaires are used to collect data for the M & E system. Furthermore, identifying main factors to observe results allows administrators to measure the extent that desired results met (Kusek, 2018). A wide range of data help administrators to watch inclinations and comprehend the changes to be performed, thus, certain measurements are made, pertaining to what transpired between specified measurement periods.

To undertake data analysis and data evaluation rapidly and effectively, an institution's whole M & E workforce should be trained in both data distribution and M & E data gathering (Njeri, 2019). Additionally, institutions need to assure the accessibility of quality data evaluation and instruments for analysis, as well as development of quality data of monitoring and evaluation

that is prepared with the essential capabilities to analyse and carry out analysis of monitoring and evaluation data (Jennifer, 2015). The M & E staff of an institution, should be trained on distribution of data and collection of monitoring and evaluation data, for them to efficiently conduct data analysis and data evaluation (Njeri, 2019). According to Jennifer (2015), there should be evaluation of quality of data and measurement of data analysis tools in institutions, in order to improve data quality by ensuring acquisition of important skills to evaluate and perform data analysis of monitoring and evaluation.

Collection of good data, it is critical to the project's success and good performance. As a result, training of monitoring and evaluation team in data interpretation, methods of collection of data, data recording, and analysis of data contributes to the achievement of good M & E data that gives important data when decision making is being done, which will influence the progress of the project. Collection of data is extremely vital in determining the legitimacy of the stated results. As a result, M & E employees must combine M & E data from numerous top sources in order to check and verify the conclusions (Alex, 2016).

2.4 Empirical Review

This includes a detailed assessment of past research, which relate to the topic under study. The empirical review has been arranged according to the variables of this study, which are also the research objectives. Maalim (2017) conducted a study on how M & E affects project's performance which have been implemented in Mombasa, and the study analysed allocation of funds, stakeholders' participation, training of staff and creating project plans as variables which were independent variables. The study used a descriptive study methodology and the research established that for a project to be successful, availability of funds, stakeholders' participation, application of project plans and technical training of project staff members are significant elements that need to be factored. Data quality of M & E which is a relevant element that can impact the efficiency of M & E systems in county funded projects, was not considered in this research. This will be a critical study on the impact of human resource capacity, level of funding, level of stakeholders' participation and quality of data on M & E systems performance. This will be a case study of projects which have been funded by Kisumu county government, in order to come up with new knowledge and expound on the research findings.

Ngatia (2016), who studied the factors that create an impact on M & E system of projects which have been executed in the society in Kibera slums, Nairobi. Descriptive study was used as the research methodology and the study averred that availability of funds, accountability of organization, administration provision, and capability of staff all have a notable influence to the advance of any project. So, for a successful project, all parties must be engaged, as well as provision of resources in good time, availability of funds and resources for the project's effective and quick execution (Karimi et al., 2020). Similarly, the impact of data quality and stakeholder participation were not put into consideration in this research, despite being valued as vital factors which affect efficiency of monitoring and evaluation systems. This research will delve to address the level of training of the PMCs which is primarily concerned in project execution and provide the necessary data to the M & E department.

Mibey (2016) carried out an assessment of aspects affecting the execution of monitoring and evaluation in 'Kazi Kwa Vijana' programme in Kakamega County. Descriptive research design was applied and it realized that human skills need to be categorized as an important factor of project performance. The number of staff members should be equal with the amount of work being performed in order to effectively deliver project services and to refrain over tasking some individuals, which leads to reduced performance, demonstrating that the number of M & E officers is directly connected to the labour that is required. As a result, project initiatives are more likely to flourish and operate effectively (Kaburu, 2015). This study did not consider the pivotal role played by the project management committees and thus did not research on their level of training, capacity building and level of their participation in the entire project cycle, an area that this current study seeks to address.

Wambua (2019) performed an analysis that assessed the impact of practices of monitoring and evaluation on the success of educational projects funded under county government of Makueni. Descriptive study design was used to find out the degree to which application of project survey, training of team members, engagement of stakeholders and planning of monitoring and evaluation affects the projects which have been funded with the help of Makueni County Government. This study discovered that the use of basic study, training of M & E officers, and stakeholder involvement held a considerable impact on the performance of education project which have been funded by the County. However, planning of M & E practices had minimal

impact. To achieve high project performance, the study advised that every stakeholder must be included in development and that additional resources be committed to carrying out training with M & E staff to strengthen the technical skills of M & E officers (Barasa, 2014). The research failed to analyze the influence of data quality. When there are good methodologies of data collection for M & E, mistakes of sampling, questioner unfairness, mistakes of transcription and recording mistakes are minimized, resulting in the generation of high-quality M & E data. This study will focus in the acquisition of good quality M & E data, which influence good decision making, hence successful performance of a project.

2.5 Summary of Empirical Literature Review and Research Gaps

Table 2.5: Summary of Empirical Literature and Research Gaps

The table below outlines a summary of empirical literature review and the research gaps

Author andYear	**Study focus**	**Findings**	**Knowledge gap**	**Currentstudy focus**
Karanja& Yusuf (2018)	Human Resource capacity	Technical expertise affects project performance in institutions by benefiting from coordination of human resource skills, expert judgement and capacity development & training on M & E	The literature focus on skills,decision making, training and development and forecasting	Assess the influence of continued mentoring, supervision and coaching of M & E staff, funds allocation for capacity building and M & E trainings
Maalim (2017)	Stakeholder participatio n	Stakeholder participation and application of project plans were significantly positively correlated with the performance of M & E systems.	Focused on how stakeholder engagement impacts performance of M & E system and not capacity building and technical training of stakeholders	Focus on how technical training and capacity building contribute to performance of M & E systems

Ngati a (2019)	Level of funding	A fairly strong correlation between funds availability and monitoring and evaluation systems performance. Personnel had limited knowledge on M & E systems performance thus require more training.	Literature limited to participation and staff knowledge of M & E systems	The proposed research seek to find out the linkage of performance of M & E systems to commitment of financial resources to M & E activities
Wambu a (2019)	Data quality	The study discovered that the use of basic study, training of M & E staff, and stakeholder involvement had a considerable impact on education programs performance.	The study failed to consider the impact of data quality on performance of M & E systems Focused on success of educational programs	The study is to assess the impact of data quality on M & E systems performance in order to state the right M & E system which is operative and resourceful.

2.6 Conceptual Framework

A theorized interconnection for the independent and the dependent variables is demonstrated below. Human resource capacity, Level of funding, stakeholder participation and data quality are the independent variables while dependant variable is the performance of M & E systems.

Independent variable **Dependent variable**

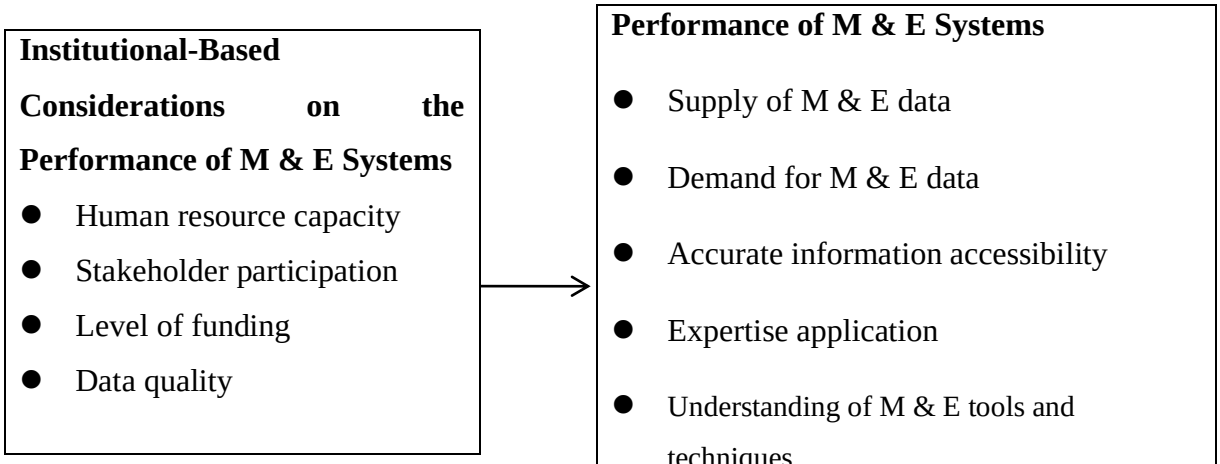

Figure 1: Conceptual Framework

Opiyo (2022)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Chapter three includes the study technique that the research espoused, in collecting and analyzing data. It also contains the target population for this study. The research instrument has also been indicated together with the test for reliability and validity. Finally, the chapter highlights the ethical considerations that will be observed when carrying out the research.

3.2 Research Design

Descriptive cross-sectional survey was employed by the study, in analyzing projects which have been funded by the County Government of Kisumu. Descriptive cross-sectional survey is used to select a sample population, then data is obtained to categorize all individuals or elements as been able or not been able to provide the best research findings (Mugenda & Mugenda, 2003). Descriptive cross-sectional survey is an ideal design, because it categorizes the desired population for the study in order to generate good outcomes for a particular population. The survey design is best for this research because a questionnaire was be used to collect data. Its aim is to provide accurate quantitative information about certain designated characteristics. Furthermore, this design is preferred because Kumar (2005) avers that it deals with issues as they are, it also gives an accurate description of the issues under research.

3.3 Study Population

Study population, includes individuals or elements with one or many similar interests. Information on research data, is gathered from the population (Asiamah, 2017). The population of study was propagated from the Kisumu County register for the period between 2018 and 2020 and this constituted the population of target. The research was a census of all the 70 Kisumu County funded projects since this population is relatively small (see Appendix II). After making a visit to the offices at the Kisumu County, the target population included project managers, PMCs and M & E personnel in the county (1 member per project) spread across the 70 listed projects.

3.4 Data Collection

Primary data was gathered using a questionnaire from the research respondents. A questionnaire contains a list of questions that are given to the respondents to provide their views. It is the key method of collecting primary data and ensures that data is collected in a consistent way so that the data is reliable and clear for analysis (Roopa, 2017). The questionnaires contained Likert type questions on the variables for this study. Before collecting data, a letter from the university was given to the researcher to be allowed to go to the field. Confidentiality of personal details provided by the participants was maintained by the researcher.

The questionnaire has three portions: part 1 includes the demographical status of the respondents; part 2 consists of institutional-based considerations and part 3, performance of M & E systems of County funded projects, respectively. Questionnaires are among the ideal research instruments since the participants have enough time to provide adequate information that is needed (Creswell, 2005). A structured questionnaire (see Appendix I) has been formulated for the participants to provide relevant information for research. The respondents were 70 in number and one participant per project was considered.

3.5 Operationalization of Study Variables

This is an illustration of the operational definition of variables on the effect institutional-based considerations on the performance of M & E systems in Kisumu County funded projects. Table 3.1 illustrates the variables for this study:

Table 3.1: Operationalization of Study Variables

Variable	Sub-variable	Indicator	Source	Level of Measurement
Institutional-based considerations (Independent variable)	Human resource capacity	Experience in M & E Number of M & E staff Knowledge	(Mackay, 2006)	Ordinal scale

		of M & E techniques and tools Skills in M & E		
	Stakeholder participation	Stakeholder's degree of involvement Identification of stakeholders Developing M & E plan	(Mackay, 2006)	Ordinal scale
	Level of funding	Familiarity with financial management and budgetary allocation Management of funds Availability of funds Timely release of funds	(Mackay, 2006)	Ordinal scale
	Data quality	M & E data quality maintenance M & E data	(Mackay, 2006)	Ordinal scale

		collection tools M & E data collection		
Performance of M & E Systems (Dependent variable)		Supply of M & E data Demand for M & E data Accurate information accessibility Expertise application Understanding of M & E tools and techniques	Khan (2003)	Ordinal scale

3.6 Reliability and Validity Tests

Reliability is performed to determine whether a research instrument is able to produce consistent results, after repeated tests have been carried out (Livingston, 2018). Cronbach alpha coefficient was used to establish if the questionnaire is appropriate for this study. A multi-item scale was used to calculate the total possible split-half reliability. According to Mugenda (2008), the study instrument is right when the Cronbach alpha coefficient is greater than 0.7.

Validity illustrates if a research instrument would measure that which it is proposed to measure. It also describes how good the collected data represents the exact research population (Patten et al., 2012). Content validity was ensured by developing the study instrument from literature review and in consultation with experts and lecturers. The questionnaires was formulated according to the research objectives. Pilot test was conducted a week before the actual day of data collection,

in order to determine if the questions are clear and answerable. Research assistants helped in administering the research questionnaires during collection of data.

3.7 Data Diagnostics

Linear regression was applied and according to Kumar (2005), this is an analysis which evaluates if the variable(s) describe the dependent variable. There are different made in regression analysis, these include: linearity, multivariate normal, multicollinearity and homoscedasticity. The linear regression looks if there is linearity between the dependent variables and independent variables and scatter plots are used in conducting the test. The variables in linear regression should be multivariate normal and this is tested by a histogram. Additionally, multicollinearity of data is assumed not to be present in linear regression. This happens if there exist a great relation among the independent variables and can be measured using Variance Inflation Factor, tolerance or correlation matrix. Finally, for the analysis of linear regression, it is assumed that it is homoscedasticity and this can be tested using scatter plot.

3.8 Data Analysis

This is a method of organizing and creating summary of data, for it to be used in interpretation, and making assumptions for the findings (Creswell, 2005). This process begins when data has been collected. A quantitative analysis is performed on data which is collected and it also is processed. When the questionnaires have been answered by the participants, they are examined in case of any mistakes, to ascertain that the data collected becomes accurate and consistent.

3.8.1 Analytical Model

Descriptive analysis was considered in analyzing the research data. The data was entered into Social Science Statistical Package (SPSS) after coding had been done. Data was presented in tables and further interpretations was done. Multiple regression was employed to analyze data to determine the relationship between the independent and dependent variables:

$$Y= \beta_0+ \beta_1X_1+\beta_2X_2+ \beta_3X_3+ \beta_4X_4 + \alpha$$

Where: Y is the dependent variable (Performance of M & E systems),

β_0 is the coefficient of regression/Y-intercept/constant,

β_1, β_2, β_3 and β_4 are the slopes of the regression equation,

X_1 is Human resource capacity

X_2 is Level of funding

X_3 is Stakeholder's participation

X_4 is Data quality

α is an error that represent a mean of 0 and for the reason of calculation, the α is presumed to be 0.

3.8.2 Significance Tests

Analysis of variance and regression analysis was checked against an alpha value or significance value of 0.05. A probability value below the alpha value was considered statistically significant while an alpha value greater than 0.05 was reported as statistically insignificant. Again, an inferential statistic t-test was factored to establish if there exist a significant difference in means between two groups. Two groups belong to different groups if t-value is large while two groups belong to same group if t-value is small.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

It contains information that was collected from the field study. The findings are based from the research objectives and the researcher aimed at answering the stated study questions.

4.2 Demographics of the Respondents

Demographics covered by the questionnaire for this study were varied. They included project involvement, level of education of the respondents, experience in monitoring & evaluation of projects, work position, presence of project management committees (PMCs), project outcome rating and competence level of staff handling M & E. In every finding, the table contains the frequency and percentage from the responses given.

4.2.1 Project Involvement

The study investigated if the respondents usually participate in M & E of any Kisumu County funded project. All answers were to the affirmative implying that they are better placed in reading and providing relevant information in the questionnaire.

Table 4. 21 Project Involvement

Project Involvement	Frequency	Percentage
Yes	70	100.0
No	0	0
Total	70	100.0

4.2.2 Respondents' Level of Education

Only 6 (8.6%) out of 70 had obtained a secondary education and those with Diploma were 20 representing 28.6%. The majority who were 29 (41.4%) had a bachelor's degree whereas masters degree holders were 15 representing 21.4%. The research construes that the participants had the requisite education level to comprehend the set questions in the questionnaire and answer acordingly.

Table 4. 22 Educational Level

Educational Level	Frequency	Percent
Secondary	6	8.6
Diploma	20	28.6
Bachelor's Degree	29	41.4
Master's Degree	15	21.4
Total	70	100.0

4.2.3 Experience in Monitoring and Evaluation of Projects

The participants that had been engaged in project monitoring and evaluation in 1-2 years were 20 representing 28.6%. Those who participated for 3-4 years were 8 (11.4%). 42 respondents who represented (60%), had worked for more than 6 years.

Table 4. 23 Experience in Monitoring and Evaluation of projects

Experience	Frequency	Percent
1-2 years	20	28.6
3-4 years	8	11.4
Above 6 years	42	60.0
Total	70	100.0

4.2.4 Work Position in the Kisumu County Funded Projects

The respondents who were M & E officers were 32 representing 45.7% of the total. The respondents who were project leaders were 24 representing 34.3%. The respondents who were PMC members were 14 representing 20% of the total. The study construed that the work positions were varied enough to give diverse and well representative views on the impact of institutional-based considerations on the performance of monitoring and evaluation systems among the projects that have been funded by Kisumu County.

Table 4. 24 Work Position

Work Position	Frequency	Percent
M & E Officer	32	45.7
Project Leader	24	34.3
PMC Member	14	20.0
Total	70	100.0

4.2.5 Presence of Project Management Committees

Further analysis was conducted on whether there were project management committees for the Kisumu County funded projects, all the answers were to the affirmative. This implied that there were committees who were able to monitor the projects and in this case, they understood the questionnaire and answered accordingly.

Table 4. 25 Presence of PMCs

Presence of PMCs	Frequency	Percent
Yes	70	100.0
No	0	0
Total	70	100.0

4.2.6 Project Outcome Rating

The respondents were asked how they rate the results of projects while relating with objectives for projects funded by the county. The outcomes were varied. Those who asserted that the outcomes were fully achieved were 34 representing 48.6%. Those who felt that the project outcomes were partially achieved were 28 representing 40% of the total. Those whose outcomes did not meet the intended goals were 8 which representing 11.4%. Majority of the projects achieved their goals hence providing a good avenue to well understanding institutional-based considerations on how Kisumu County projects that have implemented monitoring and evaluation perform.

Table 4. 26 Project Outcome Rating

Project Outcome Rating	Frequency	Percent
Fully Achieved	34	48.6
Partially Achieved	28	40.0
Not Achieved	8	11.4
Total	70	100.0

4.2.7 Level of Competence of Personnel Handling the Monitoring and Evaluation System

Information was gathered on the level of professional skills for M & E skills. The respondents gauged their fellow staff. Those who viewed other staff as incompetent were 11 representing

15.7%. Those who viewed other staff as competent were the majority at 45 representing 64.3%. Those who viewed their fellow staff as very competent were 14 representing 20%. The study construed that the respondents were competent and hence understood the effect of institutional-based considerations on how project monitoring and evaluation is performed in projects funded by Kisumu County.

Table 4. 27 Level of Competence

Level of Competence	Frequency	Percent
Incompetent	11	15.7
Competent	45	64.3
Very Competent	14	20.0
Total	70	100.0

4.3 Reliability and Validity Tests

For reliability measure, Cronbach's Alpha was performed on the instrument while validity was tested by Bartlett's test and Kaiser-Meyer-Olkin(KMO).

4.3.1 Reliability Tests

After the reliability test, the results shown that 0.891 was the coefficient of human resource capacity, 0.950 for the level of funding, stakeholder participation was 0.915, data quality was 0.891, while performance M & E systems was 0.885. The variables were more than 0.700 and this means they were reliable.

Table 4. 28 Reliability Test

Construct	Cronbach's Alpha	Comments
Human Resource Capacity	.891	Reliable
Level of Funding	.950	Reliable
Stakeholder Participation	.915	Reliable
Data Quality	.891	Reliable
Performance of M & E systems	.885	Reliable

4.3.2 Validity Test

This procedure was carried out through factor analysis. KMO measures and Bartlett's Test of Sphericity are the major ones that are used. In Kaiser-Meyer-Olkin, if the value is between 0 to 1 with an index more than 0.5, the factor is termed as significant. If an index is more than 0.05, it cannot be accepted when Bartlett's test is done. The measure of KMO was 0.861 and this is more than 0.5 but less than 1. Therefore, the index is acceptable. While p-value of Bartlett's test of sphericity was 0.000<0.05 showing significance. Therefore, the study concludes the instrument is valid.

Table 4. 29 KMO and Bartlett's Test for Validity

KMO and Bartlett's Test		
KMO Measure of Sampling Adequacy.		.861
Bartlett's Test of Sphericity	Approx. Chi-Square	347.989
	df	10
	Sig.	.000

4.4 Descriptive Statistics for Institutional-Based Considerations

The participants were asked questions on some of institutional based considerations. A Likert scale of 1-5 was used in the questionnaire. Strongly disagree represents 1, 2 means disagree, neutral represents 3, 4 means agree and 5 means agree strongly. The outcomes were in form of mean and standard deviation, as observed in the subsequent sections below.

4.4.1 Descriptive Statistics for Human Resource Capacity

According to the finding, the total mean was 3.62 which imply there was human resource capacity for the Kisumu County funded projects. The process of monitoring and evaluation was implemented within an organization, as part of a project activity and was presented with a mean of 3.96, showing that the participants were positive about the statement. This corresponded with a standard deviation of 1.055 and this was the second least variation of the responses. A mean of 3.74 show that the committee members prepared a project plan for M & E, before project initiation. Hence, the participants were in concurrence with the statement. The standard deviation

that corresponded was .958 and was the least. This implied that the responses were least varied for this statement.

A mean of 3.64 show that the staff members were allocated different roles according to their academic qualification and professionalism. This corresponded with a standard deviation of 1.216 which was the third largest indicating moderate variation. A mean of 3.60 show that frequent training that were conducted, to educate the staff on the M & E process. This showed the participants agreed to the statement. The standard deviation that corresponded was the second largest indicating variation of the responses. A mean of 3.16 show that the participants were neutral on whether every individual working in the project implementation, had the knowledge on M & E. The standard deviation was 1.304 and this was the highest, showing high variation of the responses to this statement.

Table 4. 30 Human Resource Capacity

Human Resource Capacity	Mean	Std. Deviation
The process of monitoring and evaluation was implemented within an organization, as part of a project activity	3.96	1.055
The committee members prepared a project plan for M & E, before initiation of the project	3.74	.958
The staff members were allocated different roles according to their academic qualification and professionalism	3.64	1.216
There was frequent training that were conducted, to educate the staff on the M & E process	3.60	1.267
Every individual working in the project implementation, had the knowledge on M & E	3.16	1.304
Overall Mean	**3.62**	

4.4.2 Descriptive Statistics for Level of Funding

The average of the means was 3.52 which implies there was funding for the Kisumu County funded projects. A mean of 3.89 show that the budget for M & E was included in the entire project to recognize projects' monitoring and evaluation. The standard deviation was the least (.843) implying the answers were close to each other (least varied). A practical estimation for monitoring and evaluation were initiated during project planning show 3.71 as the mean. The standard deviation was the third least (1.079) indicating moderate variation.

A mean of 3.67 show the budget for the project was clear on how monitoring and evaluation activities were conducted and a standard deviation of 1.032. The participants were neutral on if funds for monitoring and evaluation was used appropriately having posted a mean of 3.41 and corresponding 1.110 standard deviation implying second highest variation of responses. A mean of 2.93 show that the participants were also neutral on whether there was effectiveness in the timely release of funds for monitoring and evaluation. The standard deviation was 1.231 implying the responses had a high variation.

Table 4. 31 Level of funding

Level of funding	Mean	Std. Deviation
The budget for M & E was incorporated in the entire project in order to recognize the role of M & E in projects' performance	3.89	.843
A practical estimation for M & E were initiated during project planning.	3.71	1.079
The budget for the project was clear on how M & E activities were conducted	3.67	1.032
M & E funds were channeled to the right purpose	3.41	1.110
There was effectiveness in the timely release of funds for monitoring and evaluation	2.93	1.231
Overall Mean e	**3.52**	

4.4.3 Descriptive Statistics for Stakeholders Participation

A mean of 3.80 show there is stakeholders' participation for the Kisumu County funded projects. A mean of 4.04 show that involvement of stakeholders took place in planning of County funded projects and a 1.313 standard deviation was registered implying high responses. A mean of 3.86 show that M & E department had planning on how to engage stakeholders and standard deviation was 1.081. A mean of 3.84 show that opinions of stakeholders were assimilated during M & E processes. On the other hand, a mean 3.70 indicate that meetings among stakeholders are often carried out when allocating for the budget. The standard deviation for this was 1.208, which was the third highest indicating the variation was moderate. A mean of 3.54. show that stakeholders were updated on the advancement of monitoring and evaluation and the value of 1.88 indicated the standard deviation, which was the second least.

Table 4. 32 Stakeholders Participation

Stakeholders Participation	Mean	Std. Deviation
The stakeholders were engaged in the planning of County funded projects	4.04	1.313
The department for M & E had work out ways and means of managing involvement of stakeholders.	3.86	1.081
Stakeholders opinions were assimilated in the monitoring and evaluation process	3.84	1.211
Meetings for stakeholders all over the County on M & E budgetary allocations were conducted often	3.70	1.208
Stakeholders were given feedback of the M & E process	3.54	1.188
Overall Mean	**3.80**	

4.4.4 Descriptive Statistics for Data Quality

There was data quality for the Kisumu County funded projects, and it was indicated with a mean of 3.76. A mean of 4.00 show that there was sufficient data that is collected after project evaluation. A standard deviation of 0.933 which was the least, implying least variation of responses. A mean of 4.00 show that collection of M & E data was conducted frequently in the project, and the corresponding 0.993 standard deviation, which was the second least in the variation of the responses.

A mean of 3.63 show that follow up was made on the feedback that the monitoring and evaluation data provides, 1.119 was for the standard deviation and was the second highest in variation of the responses. On the other hand, a mean of 1.158 indicate the project members had the knowledge of collecting M & E data and this was observed as the highest variation of the responses. A mean of 3.57 show that there was maintenance of the quality of data collected during M & E process and standard deviation was 1.044, this represented moderate variation.

Table 4. 33 Data Quality

Data Quality	Mean	Std. Deviation
There was sufficient data that is collected after evaluation of the project had been done	4.00	.933
Collection of monitoring and evaluation data was conducted frequently in the project	4.00	.993
A follow up was made on the feedback that the monitoring	3.63	1.119

and evaluation data provides		
The project members had the knowledge of collecting M & E data	3.61	1.158
There was maintenance of the quality of data collected during M & E process	3.57	1.044
Overall Mean	**3.76**	

4.5 Descriptive Statistics for Performance of Monitoring and Evaluation Systems

There was performance of monitoring and evaluation systems due to institutional based considerations for Kisumu County funded projects, with a mean of 3.57. A standard deviation of 0.834 and the corresponding mean of 4.00 show that the County's monitoring and evaluation materials were available for use. A mean of 3.83 show that the county's M & E materials were accessible for support data sharing. A mean of 3.69 show that the County had adequate capacity to conduct evaluations, and 0.553 standard deviation. A mean of 3.50 shows how overall M & E systems conformed to staff's information needs. A mean of 3.44 indicate participant were neutral on whether County's M & E materials were available for specific audience. The respondents were also neutral on Kisumu County had essential tools or equipment for data management with a mean 3.40. Further the respondents were neutral on whether employees were informed on the project's feedback with a mean of 3.27 show that the participants were also neutral on whether there existed information providing frequently data.

Table 4. 34 Performance of Monitoring and Evaluation

Performance of Monitoring and Evaluation Systems	Mean	Std. Deviation
The County's monitoring and evaluation materials were available for use	4.00	.834
The County's M & E materials were accessible for support data sharing	3.83	.947
The County had sufficient capacity to conduct evaluations	3.69	1.136
The County had sufficient capacity to commission evaluations	3.69	.553
Overall M & E systems conformed to staff's information	3.50	1.004

needs.		
The County's M & E materials were available for target different audiences	3.44	1.072
Kisumu County had essential tools or equipment for data management	3.40	1.013
All staff received feedback after assessment of project activities	3.29	1.024
There existed a database or management information system to provide data frequently	3.27	1.048
Mean Average	3.57	

4.6 Regression Diagnostic Tests

Diagnostic tests were performed before the analysis. Skewness and Kurtosis performed normality test, multicollinearity was tested using Variance Inflation Factors (VIFs) and Durbin-Watson Statistic tested autocorrelation. The subsections below provide the value for different tests.

4.6.1 Test for Normality

The dependent variable for each independent variable should be approximately normally distributed. This is a requirement for most statistical techniques like Variance Analysis (ANOVA), F-Test, Pearson Correlation, Discriminant Analysis, T-Test and Linear Regression (Orcan, 2020). Kurtosis and Skewing was applied to perform normality test. The test for skewness was -0.015 with a standard Error (SE) of 0.421 as outlined in the table below. While the measure for Kurtosis was 0.336 (SE 0.821). The Kurtosis and skewness measures range between -1.96 to 1.96. It implies that there is normality in distribution of data.

Table 4. 35 Skewness and Kurtosis Test for Normality

		Statistic	Std. Error
Mean		2.7339	.02576
95% Confidence Interval for Mean	Lower Bound	2.6813	
	Upper Bound	2.7865	
5% Trimmed Mean		2.7321	
Median		2.7500	
Variance		.021	

Std. Deviation	.14340	
Minimum	2.50	
Maximum	3.00	
Range	.50	
Inter-quartile Range	.00	
Skewness	-.015	.421
Kurtosis	.336	.821

4.6.2 Autocorrelation Test

Durbin-Watson value was used for autocorrelation test. There is no autocorrelation if the value is between 1.5 and 2.5. A value of 1.782 was the Durbin-Watson, meaning that the variables for this study did not have an autocorrelation.

Table 4. 36 Autocorrelation Test

Model	Durbin-Watson
1	1.782

a. Predictors: (Constant), Data Quality, Level of Funding, Stakeholder Participation, Human Resource Capacity

b. Dependent Variable: Performance of M & E systems

4.6.3 Test for Multicollinearity

Multicollinearity of predictor variables was tested using variance inflation factors (VIFs). Multicollinearity is when the relationship between the independent variables is strong. It takes place if VIF is more than 10 and acceptance is less than 0.2. Human resource capacity was 6.629, level of funding was 1.427, stakeholder participation was 2.424 and data quality was 6.773. Hence, aspects of variance for all predictor variables were not more than 10 and there was no multicollinearity and the tolerance statistics more than 0.2.

Table 4. 37 Multicollinearity Test

Independent Variables	Collinearity Statistics

	Tolerance	VIF
Human Resource Capacity	.151	6.629
Level of Funding	.701	1.427
Stakeholder Participation	.412	2.424
Data Quality	.148	6.773

4.6.4 Test for Homoscedasticity

Figure 4.1 confirms the assumption of equal or similar variances in different groups being compared since there data points in the plot are somewhat equidistant.

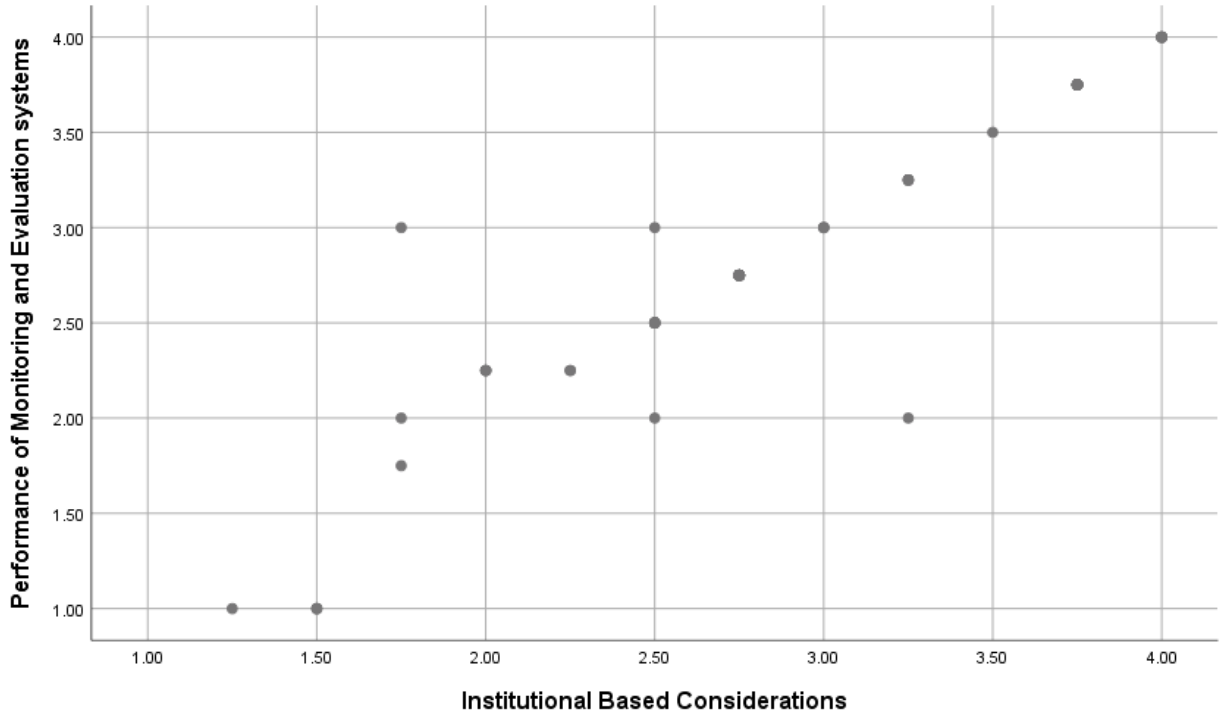

Figure 4. 2 Scatter Plot for Homoscedasticity

After the data was found to be normal and also there being no autocorrelation and multicollinearity amongst the study variables, the researcher proceeded to conduct parametric tests for the study variables.

4.7 Regression Analysis of the Study Variables

In order to demonstrate the linearity of how dependent variable (performance of M & E systems) relate with the independent variables, (level of funding, human resource capacity, stakeholder

participation and data quality), regression analysis was performed. For the subcategories that follow, they highlight the findings.

4.7.1 Multiple Regression Model Summary

Table 4.18 indicates the value of Adjusted R-square of 0.881 implying that 88.1% of the total variance of performance of monitoring and evaluation systems is described by the model. This implies that 11.9% of the total variance of performance of M & E systems cannot be described by the model. Hence the outcomes disclose that institutional based considerations affect performance of monitoring and evaluation systems. The Table 4.18 below shows the results for variations between the independent variables and dependent variables.

Table 4. 38 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.942a	.888	.881	.25971	1.782

a. Predictors: (Constant), Data Quality, Level of Funding, Stakeholder Participation, Human Resource Capacity

b. Dependent Variable: Performance of M & E systems

4.7.2 Analysis of the Variance of the Study Variables

There was a positive relationship between the dependent and independent variables and therefore, the residuals are positive. According to the ANOVA Table 4.19, human resource capacity, level of funding, stakeholder participation and data quality affected projects' performance of monitoring and evaluation significantly since $F_{critical}$at (4, 69) degrees of freedom is 2.51< $F_{calculated}$ 129.086 at 5%. The table is from the Analysis.

Table 4. 39 Analysis of Variance

Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Regression	34.827	4	8.707	129.086	.000[b]

Residual	4.384	65	.067
Total	39.211	69	

a. Dependent Variable: Performance of M & E systems

b. Predictors: (Constant), Data Quality, Level of Funding, Stakeholder Participation, Human Resource Capacity

4.7.3 Coefficients of the Regression Model

Below includes a detailed illustration of the model for the coefficients;

$$\mathbf{Y=0.136+0.267X_1+0.164X_2+0.173X_3+0.334X_4}$$

Y – Performance of Monitoring and Evaluation

$\mathbf{X_1}$–Human Resource Capacity

$\mathbf{X_2}$–Level of funding

$\mathbf{X_3}$ –Stakeholder Participation

$\mathbf{X_4}$–Data Quality

The performance of monitoring and evaluation systems will be at 0.136 units while the independent variables are zero. The performance of M & E systems increases with 0.267 units, after human resource capacity has increased by one unit. If the amount of funding increases with one unit, this means that the performance of M & E will increase by 0.164 units. The performance of M & E systems increase by 0.173 units for every one unit rise in stakeholder participation. If the data quality rises with one unit, then the performance of M & E systems increases by 0.334 units. Table 4.17 shows the results of the regression coefficients for the standard multiple regression that was performed for the research.

Table 4. 40 Coefficients of the Regression Model

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics

	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.136	.149		.914	.364		
Human Resource Capacity **(X_1)**	.267	.085	.334	3.127	.003	.151	6.629
Level of Funding**(X_2)**	.164	.050	.161	3.253	.002	.701	1.427
Stakeholder Participation**(X_3)**	.173	.065	.172	2.657	.010	.412	2.424
Data Quality**(X_4)**	.334	.092	.390	3.612	.001	.148	6.773

a. Dependent Variable: Performance of M & E systems

4.7.4 Tests of Significance

For the significance test, t-test was applied in measuring the independent variables; Human resource capacity, level of funding, stakeholder participation and data quality. Human resource capacity was found to be significant in its relationship to how monitoring and evaluation is performed by institutions since $p=0.003<0.05$ also funding had a notable effect on the success of M & E since $p=0.002<0.05$. Involvement of stakeholders and data quality had a positive influence on monitoring and evaluation and this was represented with the value of; $p=0.010<0.05$ and $p=0.001<0.05$ respectively. All the four independent variables had a positive influence on how monitoring and evaluation is performed within projects which have been funded by the Kisumu County.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This final chapter of the project consist of a conclusive discussion from the findings, it also has a whole summary of the project. The summary includes observations which the researcher made during the research. The researcher mentions recommendations which can be taken, in order to better the performance of monitoring and evaluation of implemented projects.

5.2 Summary

All respondents were taking part in monitoring and evaluation exercise of projects funded by Kisumu County. The participants had worked with projects sufficiently enough and had the requisite experience to be able to understand the effect of institutional-based considerations to the performance of M & E systems for Kisumu County funded projects. The work positions were varied enough to give diverse and well representative views on the impact of institutional-based considerations on how M & E is conducted. There were committees and most projects achieved their goals hence providing a good avenue to well understanding institutional-based considerations for project monitoring and evaluation systems in Kisumu County.

Reliability test was done by Cronbach's Alpha while test for validity was done by Bartlett's test and KMO. The value for Cronbach's Alpha was more than 0.700, and this implies that the variables were reliable. The research instrument was reliable. After the data was found to be normal and also there being no autocorrelation and multicollinearity amongst the study variables, the researcher proceeded to conduct parametric tests for the study variables.

There was a human resource capacity for the Kisumu County funded projects. The process of monitoring and evaluation was implemented within an organization, as part of a project activity. The committee members prepared a project plan for carrying out monitoring and evaluation, before project initiation. The staff members were allocated different roles according to their academic qualification and professionalism. There was frequent training that were conducted, to educate the staff on the M & E process. There was neutrality on whether every individual working in the project implementation, had the knowledge on M & E.

On level of funding, there was funding for the Kisumu County funded projects. The budget for M & E was included in the entire project to recognize M & E role during projects' performance. A practical estimation for M & E were initiated during project planning. The budget for the project

was clear on how M & E activities were carried out. There was neutrality on whether M & E fund was used appropriately and whether there was effectiveness in the timely release of M & E funds.

There was stakeholders' participation for the Kisumu County funded projects. The stakeholders were engaged in planning of County funded projects. The M & E staff engaged the stakeholders, their opinions are also put into consideration during monitoring and evaluation process. There are frequent meetings with the stakeholders even during allocation of budget. Stakeholders are also informed on the monitoring and evaluation progress.

There was data quality for the Kisumu County funded programs. There was sufficient data that is collected after evaluation of the project had been done. Collection of monitoring and evaluation data was conducted frequently in the project. A follow up was made on the feedback that the monitoring and evaluation data provides. The project members had the knowledge of collecting M & E data. There was maintenance of the quality of data collected during M & E process.

There was performance of monitoring and evaluation systems due to institutional based considerations for Kisumu County funded projects. From Table 4.14, the research found out that the County's M & E materials were accessible for use. The County's M & E materials were available to ensure data sharing. The County had the capability to evaluations. The County had enough potential to commission evaluations. Overall M & E systems met the staff's information needs. There was neutrality on whether County's M & E tools were accessible for beneficiaries and on whether Kisumu County had important data management tools. There was neutrality on whether the members got the progress of the results after evaluation and on whether there is a database that stores data.

5.3 Conclusions of the Study

The research concludes that human resource capacity was present for the Kisumu County funded projects. As part of the project activities M & E was implemented with project training and allocation of different roles. There was funding for the Kisumu County funded projects. The budget for M & E was clear and realistic. There was stakeholders' participation for the Kisumu County funded projects. The stakeholders were involved in planning of County funded projects and were provided the progress or results of M & E activities. There was data quality for the

Kisumu County funded projects. There was sufficient data that is collected after evaluation of the project had been done. There was frequent M & E data collection within the institutions.

The research disclosed that institutional-based considerations notably affect the performance of monitoring and evaluation systems. Funding level, human resource capacity, stakeholder participation and quality of data affected how systems perform monitoring and evaluation. There was a positive relationship between institution-based considerations and performance of M & E systems. There is increment in performance of monitoring and evaluation, when there is increase in the institution-based considerations (human resource capacity, level of funding, stakeholder participation and data quality). Human resource capacity, level of funding, stakeholder participation and data quality had a significant relationship with how monitoring and evaluation systems perform for projects funded by Kisumu County. A similar study done in the past on public projects in the County Government of Nakuru to establish the factors that influence M & E systems use on the said four parameters have posited similar trends in the results. This confirms consistency of the results yielded by different studies.

5.4 Recommendations of the Study

It is recommended that the county government to make sure that every individual working in the project implementation, has the knowledge on M & E. This will assist in meeting the goals of the projects. Further the County government should make sure monitoring and evaluation fund is used appropriately and that there is effectiveness in the timely release of funds for monitoring and evaluation. Although PMC staff were allocated different roles, the study further recommends that this should be done based on the strengths of each staff, so as to make sure completion of projects is timely and efficient. The study recommends policy makers to take note of the findings on institution-based considerations, by virtue of them significantly affecting how monitoring and evaluation is performed by projects funded by Kisumu County, policy makers at both County and national government levels should factor them in when making project policy.

5.5 Limitations of the Study

Majority of the participants were not ready to provide information, since they were afraid of been victimized. This is because, government projects are viewed as complex issue, especially when investigating on monitoring and evaluation of funds that are allocated for the projects. The researcher resolved this limitation by assuring the participants that the data provided will only be

used for purposes of academic and personal details such as phone numbers and names will be kept confidential.

5.6 Suggestions for Further Studies

After performing the study, there were some suggestions that were provided. These includes; A research needs to be conducted on the elements that affect the methodology of collecting data, and effects of politics. All these are important issues that can have an impact on the performance of monitoring and evaluation of projects that are funded by Kisumu County. These are areas that need to be investigated.

Additionally, the study was carried out among the staff at the executive in the county government. Related research should be performed using the people who are at the legislature, to come up with wholesome data on some of the management considerations that affect performance of M & E.

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APPENDICES

Appendix I: Research questionnaire

Instructions

The questionnaire below has been constructed by the researcher to gather information on "*the effect of institutional-based considerations on the performance of M & E systems in Kisumu County funded projects."* The information provided will confidentially kept and used for the study purpose only. Your study participation is voluntary and there is no right or wrong answer. Kindly provide honest responses according to the questions asked.

SECTION A: Demographic Information

1. Have you been engaged in conducting M & E for project(s) funded by Kisumu County?

Yes ( )

No ( )

2. What is your highest educational level?

Secondary ( )

Diploma ( )

Bachelor's degree ( )

Master's degree ( )

3. Years worked in monitoring and evaluation of projects?

1 - 2years ( )

3 - 4years ( )

5 - 6years ( )

Above 6years ( )

4. Which position do you hold in the Kisumu County funded projects?

M & E officer ( )

Project leader ( )

Project Management committee member ( )

5. Is there Project Management Ccommittees for County funded projects?

Yes [ ]

No [ ]

6. How can you rate project outcomes in line with project objectives for County funded projects?

Fully Achieved [ ]

Partially achieved [ ]

Not achieved [ ]

7. What is the level of competence of the other staff handling the monitoring and evaluation system?

Very competent [ ]

Competent [ ]

Incompetent [ ]

Very incompetent [ ]

Don't know [ ]

SECTION B: Institutional-Based Considerations

To what scope do you concur with the statements below? Tick (√) the statement which agrees with your opinion. (W*here 5 = strongly agree, 4= agree, 3=neutral, 2= disagree and 1 = strongly disagree*)

No	**Statement**					
Human resource capacity		**1**	**2**	**3**	**4**	**5**
1	Every individual working in the project implementation, had the knowledge on M & E					
2	There were frequent training that were conducted, to educate the staff on the M & E process					

3	The committee members prepared a project plan for monitoring and evaluation, before project initiation					
4	The M & E process was implemented within an organization, as part of a project activity					
5	The staff members were allocated different roles according to their academic qualification and professionalism					
Level of funding		**1**	**2**	**3**	**4**	**5**
6	There was effectiveness in the timely release of funds for monitoring and evaluation					
7	The budget for the project was clear on how M & E activities were carried out					
8	A practical estimation for monitoring and evaluation were initiated during project planning.					
9	The M & E budget was included in the entire project in order to recognize the M & E role in project performance.					
10	M & E funds were channeled to the correct purpose					

Stakeholder participation						
11	Stakeholders views were assimilated in the monitoring and evaluation process					
12	Meetings for stakeholders all over the County on monitoring and evaluation budgetary allocations					

	were conducted often					
13	The department for M & E had work out ways and means of managing engagement of stakeholder.					
14	The stakeholders were involved in planning of County funded projects					
15	Stakeholders were provided with feedback of the M & E processes					
Data quality						
16	There was sufficient data that is collected after evaluation of the project had been done					
17	A follow up was made on the feedback that the monitoring and evaluation data provides					
18	There was maintenance of the quality of data collected during M & E process					
19	The project members had the knowledge of collecting M & E data					
20	Collection of monitoring and evaluation data was conducted frequently in the project					

SECTION C: Performance of Monitoring and Evaluation Systems of County funded projects

To what scope do you concur with the statements below? Tick (√) the statement which agrees with your opinion. (W*here 5 = strongly agree, 4= agree, 3=neutral, 2= disagree and 1 = strongly disagree*)

Performance of M & E Systems of county funded projects	1	2	3	4	5

21	All staff got feedback after assessment of project activities.					
22	The County had sufficient capacity to commission evaluations					
23	The County had sufficient capacity to conduct evaluations					
24	There existed a database or management information system to provide data frequently					
25	Overall M & E systems met the staff's information needs.					
26	Kisumu County had necessary equipment or tools for management of data					
27	The County's M & E materials were accessible for target different audiences					
28	The County's M & E materials were accessible for support data sharing					
29	The County's monitoring and evaluation materials were accessible for use					

Thank you for your participation!

Appendix II: Kisumu County Funded Projects

Below are some of the completed projects in Kisumu County for the period between 2018 to 2022;

1. Construction of Kibogo Dispensary staff house
2. Construction of Angogoremo cultural centre
3. Construction of Ngege Resource Centre
4. Construction of Radienya Dispensary
5. Construction of Awasi Market
6. Construction of Kombewa Market
7. Construction of Otonglo Market
8. Construction of Uhuru Business Park
9. Construction of Kisumu County Fire Station
10. Construction of Sigoti Water Tank
11. Construction of Kibuye Market
12. Construction of the Governor's Residence
13. Construction of Fish Banda at Koguta beach
14. Construction of Bodi market
15. Construction of Jomo Kenyatta International Stadium
16. Construction of ECDE classroom at Rachier
17. Construction of Okanowach dispensary
18. Rehabilitation of Sang'oro Gravity water
19. Improvement of Kopar Kmango-Odeyo Maraba road
20. Apoko market shade
21. Construction of Floodlight at Harambee market
22. Construction of Bonde dispensary

23. Opening of Kolweny-Mbugra access road

24. Improvement of Nyamaroka-Pap Ndege Bodi road

25. Kajuma - Ongielore Primary water project

26. Construction of a modern ECDE at Anding'o Opanga

27. Environmental Conservation at Koguta forest

28. Construction of Refuse chamber at Pap Onditi market

29. Barkawarinda - Bungumeri pipeline extension

30. Oboch floodlight

SOURCE: Primary data (2022)

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Mombasa

Our Ref: L50/10233/2018

26TH September, 2022

TO WHOM IT MAY CONCERN

RE: INTRODUCTION LETTER

This is to certify that **BENARD OPIYO (REG. NO. L50/10233/2018)** is a bona fide student of the University of Nairobi, pursuing a degree in Masters of Arts in Project Planning and Management (MAPPM). As part of the fulfillment of the requirement of the course, he is undertaking a study titled "***EFFECT OF INSTITUTIONAL-BASED CONSIDERATIONS ON THE PERFORMANCE OF MONITORING AND EVALUATION SYSTEMS IN KISUMU COUNTY FUNDED PROJECTS, KENYA.***"

You have been selected as one of the respondents in the study. The purpose of this letter therefore, is to kindly request you to assist and facilitate in carrying out the study in your organization by answering the questions in the attached questionnaire.

Data and information obtained through this exercise is purely for academic purpose and will be treated with utmost confidentiality. In case of any questions or clarifications, he can be reached on +254714749527 or benardopiyo13@gmail.com.

Your assistance and cooperation will be highly appreciated. Thank you very much in advance.

Yours Faithfully,

UNIVERSITY OF NAIROBI
CO-ORDINATOR
26 SEP 2022
MOMBASA CAMPUS
FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

Dr. Stephen Odock,
Coordinator, Faculty of Business and Management Sciences, Mombasa Campus