

**MONITORING AND EVALUATION FACTORS INFLUENCING
THE PERFORMANCE OF ROAD INFRASTRUCTURAL PROJECTS:
A CASE STUDY OF NYANDARUA COUNTY, KENYA.**

BY

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**This Research Project Report is submitted in Partial Fulfillment of the Requirement
for the Award of the Degree of Masters in Project Planning and Management of
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DECLARATION

This research project report is my original work and has not been presented for a degree in any other university

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ABBREVIATIONS AND ACRONYMS

M&E	Monitoring and evaluation
CPDRF	Continuing Professional Development Results Framework
MME	Mandatory Monitoring and evaluation
AFrEA	African Evaluation Association
NGOs	Non-governmental Organization
OECD	Organization for Economic Cooperation and Development
NPOs	Non Profit Organizations
IS	Information Systems
MIS	Management Information Systems
OAS	Office Automation Systems
KWS	Knowledge Work Systems
CAD	Computer Aided Design
DSS	Decision Support System
ESS	Executive Support System
KRB	Kenya Roads Board
KENHA	Kenya Highway Authority
KURA	Kenya Urban Road Authority
KURRA	Kenya Rural Road Authority

ABSTRACT

This study set out to examine the influence played by monitoring and evaluation (M&E) factors on performance of road project performance in Nyandarua County. The study examined how M&E factors, influence project performance deliverables, such completion within the set time and cost as well as achieving the right quality. This study was guided by the following objectives: To determine how M&E agency factor influences performance of road projects in Nyandarua County: To examine the extent to which M&E budgetary allocation factor influences performance of road projects: To assess how Management Information Systems used in M&E influences performance of road projects in Nyandarua County: To assess to what extent capacity building in M&E influences performance of infrastructural projects in Nyandarua County. The research study adopted a descriptive research design to assess whether M&E factors influences the performance of road infrastructure projects. The study targeted the employees of the Nyandarua county who are directly or indirectly involved in monitoring and evaluation of road projects. The study target population involved the project managers, field officers, employees in finance and procurement departments as well as employees in infrastructure and road department. Due to the need to get specific information with specific people, purposive sampling was used to acquire sample from the target population. The data was drawn from the personal perspectives of respondents, documentation (reports and evaluations) and interviews. Descriptive analysis of the data collected was mainly done in narrative form using descriptive statistics and Tables as appropriate. The results were assessed on whether they agree with other similar studies done previously. The study found that the employees in the county were not trained on monitoring and evaluation of projects. This is because a few of them did needs assessment before initiating projects, however, no planning was done for monitoring and evaluation, there was no monitoring of project schedules and expenditure, no dissemination of information or documentation of lessons learnt. Most of the employees charged with management of road projects and more so monitoring and evaluation were not aware of the budgetary allocation for monitoring and evaluation or what proportion it was of the total project budget. Surprisingly, most of them could not tell the current budgets for their projects, too. It also found out that there is very poor management of monitoring and evaluation information. The inadequacy of the management of information system was characterized by poor means of monitoring and evaluation data storage, poor data processing, poor means of dissemination of monitoring and evaluation information. The results showed that primary beneficiaries (the community) of the projects generally did not participate in monitoring and evaluation of road projects and was heavily influenced by politics. Participation by other agencies in monitoring and evaluation was very low. Nyandarua County needs to improve information management system, increase budgetary allocation, agency participation and capacity building in monitoring and evaluation in order to improve road project performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The field of monitoring and evaluation (M&E) has gained ascendancy over the past two decades, to its current status where there is an impressive body of literature, a community of practice and even a profession of persons called 'evaluators'. Cook, (2006) argues that a part of the prominence lies in the fact that over the same period there has been a heightened awareness of the importance of enhancing performance in project management in society, and more specifically a focus on the conduct and operations of management of development projects. The issues of M&E process, which this research study seeks to interrogate from various perspectives, is aligned to questions about the quality of project management, and the role played by various actors in ensuring that societies benefit from an accountability architecture, which operates and articulates at various levels. Monitoring is seen as a continuous function that uses systematic collection of data on specified indicators to provide management and main stakeholders of an on-going development intervention with indications of the extent of progress and achievement of objectives (Booth & Morin 1998).

According to Scriven (2004) monitoring is the routine checking of information on progress, so as to confirm that progress is occurring against the defined direction. It commonly involves monthly to quarterly reporting, on outputs, activities and use of resources (e.g. people, time, money, and materials). It should be used to ensure that what

has been planned is going forward as intended and within the resources allocated.

According to Bonagliaet *al*, (2001) evaluation is the systematic and objective assessment of an on-going or completed project / programme or policy with the aim is to determine relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability. Evaluation should involve in of lessons learned into decision-making process. It also relates to the worth or significance of an activity, policy or programme. According to Parker (2008) Evaluation is used to ensure that the direction chosen is correct, and that the right mix of strategies and resources were used to get there. It can typically be formative (helping to develop learning and understanding within stakeholders) or summative (i.e indicating the degree of achievement). It typically focuses on outcomes and their relationship with outputs.

M&E plays a critical role in supporting performance management at various levels, in that it contributes to a thinking that is results oriented and also provides methodological options to support performance management (Castells, 1999). According to Bonagliaet *al*, (2001), the various strategies and methods used in the pursuit of oversight emerge when there is an M&E discourse, which although varied in terms of purpose and level of operation, is connected together by the issues essential to high-quality management of projects and M&E.

The existence of good and well-functioning road network is vital for economic growth, poverty reduction, and wealth and employment creation. Thus the Ministry of Roads plays an important role in the attainment of “Kenya vision 2030” goals, Millennium Development Goals (MDGs) and Kenya's Economic Recovery Strategy for wealth and

Employment Creation Strategy (ERS) through the provision of basic infrastructure facilities to the public by developing, maintaining, rehabilitating and managing of road networks in the country (Mbaabu, 2012). The infrastructure has been given the highest priority to ensure that the main road projects under the economic pillar are implemented, according to the Ministry of Roads Service Charter (2008), there is a need for improvement of roads to a motorable condition because the road transport (mode of transport) carries about 80% of all cargoes and passengers in the country. Due to the importance of roads in socio-economic development of the country, the government has in the recent past steadily increased budget allocation to the road sub-sector. However, road projects in Kenya have been facing various challenges, which include delay in completion, cost overruns, and poor quality (Maina, 2013).

Monitoring and evaluation is paramount in development projects. However monitoring and evaluation is affected by many factors. Maina mentions stakeholder's participation, management of information systems, political influence, and prioritization of M&E in project management among others as some of the factors affecting M&E in management of road projects in Kenya (Maina, 2013).

1.2 Statement of the problem

In Kenya, the number of public roads construction projects is increasing from time to time. However, it becomes difficult to complete projects in the allocated cost budget and timeframe. Statistics from the republic of Kenya report show that many counties has been experiencing challenges in monitoring and evaluation hence poor performance in Roads projects. For instance, in the construction of Thika Super Highway, the cost escalated from

26.44 billion to 34.45 billion (World Bank, 2014). In addition, a report by World Bank the initial deadline of the Thika super highway project was July 2011, which was later revised to July 2013. Further, the sewerage system in Lot1-RD 0530 of Thika superhighway project was changed after the construction of the road (World Bank, 2014).Data from Kenya National Bureau of Statistics (KNBS, 2013) report show that poor monitoring and evaluation is a key factor lead to stagnation of development projects in various counties. Studies by Oakley (2014), (RoK, 2014), Musumba et al (2013)and show that monitoring and evaluation influence the performance of development projects in various constituencies. However they have not have focused on stakeholderø participation, M&E budgetary allocation and management of information systems as key determinants of monitoring and evaluation in influencing performance of road projects. It is against this background that this study sought to fill the existing research gap by establishing the stakeholderø participation, M&E budgetary allocation and management of information systems as monitoring factors on the performance of road projects in Nyandarua County.

1.3 The purpose of the study

The findings of this study can be extrapolated and replicated to other public institutions, and inferences made about cause and effects more generally. It also makes specific contributions to the domain of knowledge, strategy and policy as it relates to organizational governance and consequently good management of projects by those organizations. The contribution to knowledge is in respect of the field of project planning and management, specifically good practices of M&E.

1.4. Research objectives

This study was guided by the following objectives:

1. To determine how M&E agency factor influences performance of road projects in Nyandarua County.
2. To examine the extent to which M&E budgetary allocation factor influences performance of road projects
3. To assess how Management Information Systems used in M&E influences performance of road projects in Nyandarua County
4. To assess to what extent capacity building in M&E influences performance of infrastructural projects in Nyandarua County

1.5 Research questions

This study was guided by the following research questions

1. How does M&E agency factor influences performance of road projects in Nyandarua County?
2. To what extent does M&E budgetary allocation factor influence performance of road projects in Nyandarua County?
3. How does Management Information Systems used in M&E influences performance of road projects in Nyandarua County?
4. To what extent does capacity building in M&E influences performance of road projects in Nyandarua County?

1.6 Significance of the study

The nature of monitoring and evaluation in Nyandarua County means that M&E in project management is prescribed and regulated, and this promotes a high level of compliance and similarity of operations across other counties. From a research perspective, it means that findings can be extrapolated and replicated to other countries in the county, and inferences made about cause and effects more generally. In selecting the Nyandarua County as a case study, broader debates around development can be seen, as the mandate of the Nyandarua County goes to the heart of questions about the eradication of poverty, rescue the vulnerable, the reduction of inequality and the overall improvement in the quality of life of citizens in the county. If Nyandarua County executes its mandate well, and demonstrates good governance, it can be model for how other counties can be effective in promoting performance of road projects through monitoring and evaluation. In terms of the good management of a project, which this study sets out as M&E factors, the strongest impact, and hence most seriously taken M&E comes from the participation from every department in the county. What is important to note is that civic M&E is that a true test of public value of an organization comes from citizens themselves, either through holding organization accountable through social/community structures or assessing the value of services offered. The way the factors, as sub-sets of M&E in general, work in practice in promoting project performance as evidenced from the Nyandarua County remains the key research question.

1.7 Assumptions of the Study

Assumptions are statements of what the researcher believes to be facts but cannot be verified (Mugenda, 2005). The study made the following assumptions: that, respondents had the information that the researcher was seeking; that, respondents were honest and they would be willing to give truthful responses.

1.8 Delimitations of the Study

Mwiria and Wamahiu (1995) argue that delimitation involves a purposeful and conscious action that makes research manageable. They further state that the aspects of research that render themselves to delimitations include the topic area, the size of population and the geographical area where study is conducted. In the view of the definition above, the delimitations of this study included: my study would be carried out in Nyandarua County; It is also de-limited to roads infrastructural projects.

1.9 Limitations of the Study

Mwiria and Wamahiu (1995) define limitations as constraints, drawbacks or shortcomings that a researcher encounters and has no control over. The limitations in this study are; generalizing these findings to other parts of Kenya which needs to be done with a lot of caution; The study was carried out on road projects, therefore findings generated by this

study should be generalized to other development projects with a lot of caution. This is because other development projects could have other M&E determinants that influence their performance. Inadequate of finances and time to travel from one location to another is also a challenge.

1.10 Definitions of significant Terms used in the study

Monitoring and evaluation factors

These are issues that affect monitoring and evaluation process and which has the capability of influencing the M&E outcome.

Performance of road infrastructural performance

The progress of road infrastructural project in regard to scheduled time, cost and quality

Agency

Stakeholders (individuals and institutions) involved in monitoring and evaluation

1.11 Organization of the Study

The study was organized into five chapters. The first three include the introduction, literature review and research methodology which constituted the research proposal. Chapter four and five which include data analysis presentation and interpretation, and, summary of findings discussions, conclusions and recommendations were later done.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature guided by the objectives of the study. It covers M&E agency factor and project performance, M&E and budgetary allocation; MIS as an M&E factor and project performance and capacity building as a M&E factor and project performance. It also involves theoretical framework, conceptual frameworks and summary of literature review.

2.2 M&E agency factor and project performance

There are many agencies involved in M&E including the government agencies such as management boards and oversight authorities, civics such as Non-Governmental Organizations (NGOs) and Non Profit Making Organizations (NPOs), local government and the general public. According to OECD (2005), the performance of government depends on whether there is service delivery. The actors and institutions which exercise oversight through M&E, largely the mandatory institutions which ensure that the Public projects is directed to achieve quality service delivery. It means that they do not exist in their own right, but are there for a purpose of improving performance towards the attainment of program performance.

According to TFDK (2011) these actors and institutions comprise those bodies given oversight responsibility based on constitutional and legal imperatives, such as the Revenue Allocation Committee and those which execute specific mandates as prescribed by

regulation. With regards to financial compliance it is the Ethics and Anticorruption commission and the auditor general and the Revenue Allocation Committee and as far as public administration policy is concerned. These three institutions have a very direct relationship with government departments, all of which are obliged to adhere to different reporting requirements which they prescribe. Overall, they drive compliance, and exercise oversight through implementing their own M&E systems, or drawing from M&E data (Cloete, 2001).

Reichardt, & Rallis, (2004) argues that the translation of Constitutional Values and Principles into indicators and a comprehensive M&E system is based on the premise that by focusing on relevant indicators, the management of departments is obliged to focus on areas deemed important for program/project management. According to TFDK (2011) the Public Service M&E System has undergone much duplication since its inception in 2010 when the new constitution was ushered, and what one currently has is a centrally managed M&E system that periodically appraises departments on their compliance levels with the Constitutional Values and Principles.

According to Picciotto, (2008) interviews with the designers and managers of this system indicate that they show a strong belief in its ability to focus attention on the Constitutional Values and Principles. They also felt that it was taken seriously in that there had been improved levels of co-operation from departments, and the departments allowed to the request by the regulations to receive the report monitoring and evaluation reports at a management level (Rice and Sumberg, 1997). However, they Patton, (2004) argues that those agencies are not able to indicate whether the system is perceived as valuable from the managers of institutions where it is implemented, or whether one can conclude that it

improves the quality of a project. This is an important observation, and the inability of project/programme managers who drive the system to know whether it has an impact beyond highlight the value, and the fact that the system is not subject to any critical, externally review, is concerning (Pitman *et al* 2005). Parker, (2008) suggests that an uncritical application of a system without appreciating its value and of achieving compliance without recognizing the significance such a system could have for improving learning and reflection. Mayne and Zapico-Goni, (2007) noted that little effort was made to present and engage the results with the department, which is the critical learning moment. The emphasis has been on producing the report and returning thereafter to test compliance with adherence to the recommendations.

Civics help improve the citizen-government interface by bridging the communication and capacity gap that exists particularly in poor communities. Naidoo (2004) argues that their perspective on project performance is critical as it answers the outcome question, and relates to whether the quality of projects improve due to their contribution in M&E. It is a particularly important question politically, and a State is ultimately judged not only on the quality of regulatory compliance but on whether this leads to improved service delivery and improvements in the quality of project performance (Marra, 2000). Further Aukot et al (2010), argues that attributes such as gender, disability status and age balance are not clarified in the term 'community'

Globally, it is recognized that citizens must engage in the performance of government, and non-profits (defined herein as civics) provide this avenue (Mathison *et al*, 2008). As a category civics includes groupings that are outside of government, and which have the space to be critical and advocate for changes based on legitimacy and expertise of

monitoring and evaluation reports (Bhorat and Kanbur, 2006). Importantly, civics provide legal assistance to marginalized communities and are thus able to amplify and direct marginalized voices to decision-makers, thus bridging the gap between disempowered individuals, communities and government in assessment of project performance (Community Law Centre, 2002).

Apart from the county government engaging with civics which it contracts to perform research, or when they participate in civic led research, they also interact with civics (this being NGOs) through the registration process which they manage for the country (an administrative relationship), and through contracting civics to deliver services on behalf of the county governments - a contractual relationship (Mackay, 2006).

Omollo (2010) argues that, whilst all relationships are important, the most critical one in terms of whether civic oversight at the county government's projects improves governance and project performance relates to the research contribution made by civics. According to Levin, (2005b), it is important to also look at what the political and administrative commitments have been to demonstrating a commitment to civic engagement in M&E of project performance.

According to Omollo, (2010) the nature of the county governments is such that it must involve civics, and there has been engagement since the establishment of the counties in Kenya. This took place initially during the policy formulation process, when most civics were aligned to the democratic movement and were legitimate voices for communities. According to IEA (2010) some of the challenges faced by county government with regards to civics are how to engage with the sector in a manner that is not controlling, whilst ensuring that as government, through the registration and contracting processes, it is able to

expand private charitable support and carry out M&E more efficiently. However, Mungai (2009), found that the community participates in the identification of projects depends on how politicians shape the boundaries of engagement. In regard to community participation Mwangi (2005), explains the passivity of CDF project beneficiaries by saying they are not motivated to monitor how the fund is used in projects since the fund is seen to be free.

Fraser-Moleketi, (2005) argues that as a representative of the poor and marginalized, the role of civics in M&E cannot be viewed as an extension of government; which is a real danger when a contractual relationship replaces an advocacy one. This has serious implications for the propensity of such civics to exercise M&E. Jackson, &Kassam, (2008) argues that As a critical stakeholder of the development process, civics should possess the capacity and propensity to exercise M&E over the county governments, irrespective of whether the relationship has evolved over time, and whether now, due to economic reasons, many civics have become beholden to government for their sustainability Community Law Centre (2002). The civics has played a significant role in the transformation of the country through M&E of its development projects, as shown by (Farazmund and Pinkowski, 2006). In Kenya, most civic organizations are referred to as NPOs, which includes non-governmental, community based, faith based, civil society and public benefit organizations.

According to Kelly and Magongo (2004), AUSAID (2006), Gyorkos (2003) and McCoy et al (2005), there should be an individual who is directly in charge of the monitoring and as a main function and an identification of different personnel for the different activities of the monitoring and evaluation such as data collection, analysis, report writing, dissemination of the monitoring and evaluation findings.

According to Fox, (2002), the main characteristics of an NPO is that they should be voluntary (no laws force them to exist), and are independent. They generally work to improve the lives of people and society, and engage in research and innovation, public education, advocacy and lobbying and more importantly in monitoring and evaluation of the performance of governments' projects (Musumba et al, 2013). They operate in a domain where they can be critical of government, as they should be sufficiently detached and independent and can potentially be a strong oversight force. This is an ideal, however, and the research by OECD (2009) shows how the NGO sector changed with transition, and its role in M&E, found that whilst they were strong on advocacy, there was little M&E capacity developed, and it was not clear what their basis for advocacy was. The OECD (2005) points out those citizens are demanding greater accountability and transparency of their governments; this can only take place through M&E.

According to Chambers (1997) and Chitere (1994), stakeholder's participation means empowering development beneficiaries in terms of resources and needs identification, planning on the use of resources and the actual implementation of development initiatives.

2.2.3 M&E budgetary allocation and project performance

The project budget should provide a clear and adequate provision for monitoring and evaluation activities. A monitoring and evaluation budget can be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project management, Gyorkos, (2003): and McCoy, (2005). A monitoring and evaluation budget should be about 5 to 10 percent of the total budget, (Kelly and Magongo, 2004): (IFRC, 2001). Crawford and Bryce, (2003) how argue that

awareness of project budget allocation to the stakeholders is key to successful monitoring and evaluation

According to the Constituencies Development Act (2003), at the Constituency Level, a maximum of 3% of each constituency's annual allocation may be used for administration, 15% for an education bursary scheme, 2% for sports activities and 25% for environmental activities. Although CDF does not cover recurrent costs it allows 3% of the constituency's annual allocation to be used for recurrent expenses of vehicles, equipment and machinery since they constitute development projects under the CDF Act. It is important to note that only 2% may be allocated for Monitoring and Evaluation of ongoing projects and capacity building activities. According to Kelly and Magongo (2004), IFRC (2001), Mapesa and Kibua (2006) the monitoring and evaluation budget needs to be about 5 to 10 percent of the total budget.

2.2.5 MIS as M&E factor and project performance

Management Information system is a key element in M&E and so in assessing project performance. According to Lucas, (2010) a computer combines with a software program may constitute an information system, but only if the program is designed to produce information that helps an organization to achieve a specific goal in a project. Information system can be further defined as a set of interrelated components that collect or retrieve, process, store and distribute project's information to support decision making and control in an organization Awad and Gotterer, (2012). Information management systems can also help project managers and workers to analyze problems, visualize complex subjects and create new subjects. It may contain information about significant people, places and things

within the organization or in the environment surrounding it. According to Davis and Olson, (2014) in monitoring and evaluation, all information systems (IS) operate in the same basic fashion whether they include a computer or not. However, the computer provides a convenient means to execute the four main operations of an information system.

The four main activities are entering data into the IS (input), changing and manipulating the data in the IS (data processing), getting information out of the IS (output) and storing data and information (storage). Besides the four main operations, feedback is also needed to return the output to the appropriate people or activities in the organization to evaluate and refine the input Mason and Swanson (2011).

The environment of project management has changed from the traditional environment where management processes are treated as a face-to-face, personal art and not a far-flung, global coordination process (Awad, and Gotterer, 2012). Information itself was not treated as an important asset for a project. Today, most of the organization recognizes the importance of information in project performance. Meanwhile for projects, information systems are mostly needed to help in decision making and problem solving. Besides that, it is used to gather, store and manipulate information.

Martin, (2010) argues that for management level of an organization, two types of information systems involved, which is Management Information System (MIS) and Decision Support System (DSS) which are essential in M&E. Management Information Systems (MIS, information system at the management level of an organization that serve the functions of planning, controlling and decision making by providing routine summary and exception reports) serves the management level of the organization, provides managers

with reports and in some cases with on-line access to organization's current performance and historical records (Keen and Morton 2008). Most of the systems oriented almost exclusively to internal, not environmental or external events of a project. MIS primarily serve the functions of planning, controlling and decision making at the management level. MIS summarize and report on the basic operations of the organization. The basic data from TPS are compressed and are usually presented in long M&E reports that are produced on a regular schedule. According to Davis and Olson, (2014) a typical MIS transforms transactions level converts data from inventory, production and accounting into MIS files that are used to provide managers with M&E reports. Davis and Olson, (2014) further argue that there would be a big problem if manager would not utilize information management in their decision since they would miss important facts.

MIS usually serve project managers interested in weekly, monthly or yearly results ó not day-today activities in a project (Singh and Ramesh, 2013). MIS generally address structured questions that are known well in advance but the systems are not flexible and have little analytical capability. Most MIS uses simple routines such as summaries and comparisons as opposed to sophisticated mathematical models or statistical techniques in assessment of project performance (Keen and Morton, 2008).

Senior project managers use Executive Support System (ESS) to make decisions. ESS serve the strategic level of an organization and address unstructured decisions and create a generalized computing and communications environment rather than providing any fixed application or specific capability. In M&E, ESSs are designed to incorporate data about external events but they also draw summarized information from MIS and DSS. They filter, compress and track critical data, emphasizing the reduction of time and effort

required to obtain information useful to executives (Simon, 2007). According to McLeod (2005), ESSs employ the most advanced graphics software and can deliver graphs and data from many sources immediately to a senior executive's office or to a boardroom. Unlike other types of information systems, ESSs are not designed primarily to solve specific problems. Instead, ESSs provide a generalized computing and telecommunications capacity that can be applied to a changing array of problems Davis and Olson, (2014). While many DSS are designed to be highly analytical, ESS comes with less analytical capabilities. Since ESSs are designed to be used by senior project/program managers who often have little, if any, direct contact or experience with computer-based information systems, they incorporate easy-to-use graphic interfaces (Singh and Ramesh, 2013).

Imboden (2010) argues that ESS may consist of workstations with menus, interactive graphics and communication capabilities that can access historical and competitive data from internal corporate systems and external databases of the project. Information input for ESSs are aggregate data from external and internal sources. Processing for ESSs are graphics, simulations and interactive between user and the system whereby Information outputs for ESSs are projections, responses to queries (Russell, 2009). According to Keen and Morton, (2008) it is not only difficult to get ready information from the relevant employees in most public institutions but also project related documents easily due to poor management of records

2.2.8 Capacity building for M&E and project performance

The technical capacity of the organization in conducting evaluations, the value and participation of its human resources in the policymaking process, and their motivation to

impact decisions, can be huge determinants of how the evaluation's lessons are produced, communicated and perceived, Vanessa and Gala, (2011). Human resources on the project should be given clear job allocation and designation befitting their expertise, if they are inadequate then training for the requisite skills should be arranged. For projects with staff that are sent out in the field to carry out project activities on their where is need for constant and intensive on-site support to the outfield staff, Ramesh,(2002):and Reijer et al, (2002).

Pearce and Robinson, (2004) agree that in most poorly performing projects, monitoring and evaluation is not prioritized. One of the larger aspects of developing employee's skills and abilities is the actual organizational focus on the employee to become better, either as a person or as a contributor to the organization. The attention by the organization coupled with increased expectations following the opportunity can lead to a self-fulfilling prophecy of enhanced output by the employee, Pearce and Robinson, (2004).

It is essential to build capacity to stakeholder's carrying out M&E of any project. Good M&E is dependent on good planning. Evaluation must also be independent and relevant. Independence is achieved when it is carried out by entities and persons free of the control of those responsible for the design and implementation of the development intervention; OECD, (2002) and Gaarder and Briceno,

(2010). Research shows that it is vital to determine what methods are appropriate to the user's needs the given context and issues of data, baseline and indicators Hulme, (2000).

Despite the fact that the Constituencies Development Fund disbursement is growing at higher rate, the Fund commits 2% of its budget for capacity building into which Monitoring and Evaluation of CDF Projects is included. What is demanded of the Board

and by extension, the community level organs together with which it operates, cannot be met by the current capacity both in terms of human resources as well as available skills, (CDF Board, Strategic Plan, 2011).

If the capacity building in monitoring and evaluation is to be effective it is important to know what the purpose of capacity building is, who the providers and recipients of capacity building are, and whose perspectives is one interested in. According to World Bank (2008) a capacity building provider may carry out activities (such as training or mentoring) in order to support the capacity development of a partner. If this is designed to improve results in a specific project then it may be theoretically possible to measure the results in terms of improved outcomes/impact at beneficiary level within that project (Carroll, 2009). Other necessary skills including data collection skills such as conducting interviews, conducting focus group discussion, data analysis and report writing skills, Hughes dAteth, (2002): and Gibbs et al., (2002) are not there altogether.

Reichardt and Rallis, (2004) argues that If the capacity building is of a more general nature, seeking improvements in the invisible core areas of vision, values and culture, or if it is concerned with internal organizational systems such as planning, fundraising or human resources, then it was impossible to trace all the wider results (whether positive or negative) as they spread out in time and space. In these circumstances, the best that can be done is to record some of the changes that have occurred.

According to Wyngaard, (2003) both measurement and illustration can be effective for learning purposes. Illustrating change does not mean relying on sketchy evidence. For example a long-term change resulting from improved capacity could be thoroughly analyzed using appropriate research methodologies. This analysis might contribute

significantly to learning and improved practice. However, the recorded change will remain an illustration of wider changes. It might show a minimum change (i.e. 'we have achieved at least this much') but it will not enable an organization to comprehensively measure the wider results of any improved capacity.

Ultimately, different stakeholders need to come together to decide how far results should be measured, and where and when it is appropriate to seek illustrations of change. Parker (2008) argues that agreement may be harder to reach where there is a donor to consider, but it needs to happen nonetheless. Little was gained (and much potentially lost) if organizations pay lip service to the measurement of results in areas where it is technically and conceptually impossible. Foresti, (2007) argues this means not just training, but a whole suite of learning approaches: from secondments to research institutes and opportunities to work on impact evaluations within the organization or elsewhere, to time spent by programme staff in evaluation departments and equally time spent by evaluators in the field.

Chelimsky (2006) argues that, with all the emphasis on short- and long-term results it is important not to forget the process itself. Capacity building providers need to be honest and open enough to seriously monitor and evaluate their processes. This might involve regularly reviewing and analyzing the extent to which capacity building efforts are empowering or inclusive. At the very least it should involve enabling the recipients of capacity building support to say how well (or badly) they think that support was provided.

2.3 Theoretical Framework

A theoretical framework is a collection of interrelated concepts, like a theory but not necessarily so well worked-out. A theoretical framework guides your research, determining what things you will measure, and what statistical relationships you looked for (Frederic, 2010). Chen, (1990) described the term theory as a frame of reference that helps humans understand their world and how to function within it. New theories of evaluation practice, methods, and tools are being developed and refined to address a much broader and diverse range of evaluation practice challenges. This research study is guided by program theory.

Program Theory guides an evaluation by identifying key program elements and articulating how these elements are expected to relate to each other Donaldson (2001);Lipsey,(1990).

Data collection plans are then made within the framework in order to measure the extent and nature of each element's occurrence. Once collected, the data are analyzed within the framework. First, data

that have been collected by different methods or from different sources on the same program element are triangulated, Denzin, (1970); Greene, Caraceli, and Graham, (1989); Trochim, (1989); Yin, (1994). Stake (1967) presented a model that calls for describing the intended antecedents (whatever needs to be before a program is operational) transactions (activities and outputs), and outcomes of a program. The data on the program in operation are compared to what was intended and to what the standards are for that kind of program.

Another early proponent theory, Weiss (1972) recommended using path diagrams to model the sequences of steps between a program's intervention and the desired outcomes. This kind of casual model helps the evaluator identify the variable to include in the evaluation, discover where in the chain of events the sequence breaks down, and stay attuned to

changes in program implementation that may affect the pattern depicted in the model. Program theory is defined in evaluation practice today as the construction of a plausible and sensible model of how a program is supposed to work, Bickman, (1987) or a set of propositions regarding what goes on in the black box during the transformation of input to output, that is, how a bad situation is transformed into a better one through treatment inputs, (Lipsey, 1993).

It is also looked at as the process through which program components are presumed to affect outcomes. Rossi (2004) describes program theory as consisting of the organizational plan which deals with how to garner, configure, and deploy resources, and how to organize program activities so that the intended service system is developed and maintained. The theory also deals with the service utilization plan which looks at how the intended target population receives the intended amount of the intended intervention through interaction with the program's service delivery system. Finally, it looks at how the intended intervention for the specified target population brings about the desired social benefits (impacts).

Rogers, as cited by Uitto (2000) identifies advantages of the theory-based framework to monitoring and evaluation to include being able to attribute project outcomes to specific projects or activities and identify unanticipated and undesired programme or project consequences. Theory-based evaluations enable the evaluator to tell why and how the programme is working, Weiss, (2003); and Birkmayer and Weiss, (2000).

Monitoring and evaluation are intimately linked project management functions and as a result there is a lot of confusion in trying to make them work on projects Crawford and Bryce, (2003) Monitoring and Evaluation are distinct but complementary passia, (2004). Casley

and Kumar (1986) as quoted by Crawford and Bryce (2003) disprove the use the acronym M&E (Monitoring and evaluation) as it suggest that we are looking at a single function without making a clear distinction between the two.

Monitoring ensures that implementation is moving according to plans and if not, the project manager takes corrective action. Monitoring enhances project management decision making during the implementation thereby increasing the chances of good project performance Crawford and Bryce, (2003): and Gyorkos, (2003). It also facilitates transparency and accountability of the resources to the stakeholders including donors, project beneficiaries and the wider community in which the project is implemented. Monitoring tracks and documents resources use throughout the implementation of the project, (Passia, 2004)

Evaluation assesses project effectiveness in achieving its goals and in determining the relevance and sustainability of an ongoing project, McCoy, (2005). It compares the project impact with what was set to be achieved in the project plan, Shapiro (2004). Evaluations are mainly of two types depending on when they take place. These are formative and summative evaluations. Formative Evaluation is concerned more with efficient use of resources to produce outputs and focuses on strengths, weakness, and challenges of the project and whether the continued project plan was able to deliver the project objectives or it needs redesigning, Passia, (2004). Formative evaluations are sometimes called interim or midterm evaluations. Summative evaluations are carried out at the end of the project and aims at determining how the project progressed, what went right and wrong and capture any lessons learned Shapiro,(2004). Wellings and Macdowall, (2000) identify two types of

summative evaluation is geared towards guiding future projects by facilitating organizational learning by documenting good practices and mistakes.

Outcome evaluation is concerned with extent to which the set objectives were achieved and how we can attribute the role of project to the outcomes. In order to carry out monitoring evaluation effectively, there are some critical factors that must be taken into account. These include use of relevant skills, sound methods, adequate resources and transparency, in order to be a quality Jones et al, (2009). The resources here include skilled personnel and financial resources. Rogers (2008) suggests the use of multi-stakeholders' dialogs in data collection, hypothesis testing and in the intervention, in order to allow greater participation and recognize the differences that may arise. All these must be done within a supportive institutional framework while being cognizant of political influence.

This theory plays several important roles in evaluation practice. Such theory and prior research can be very informative for initial needs assessment and program design. A careful examination of available literature, including primary studies, may turn up knowledge about effective strategies for dealing with the problems of concern, lessons learned about what does not work which may save program designers and evaluators' time and resources.

2.4 Conceptual Framework

Independent variables

Dependent Variables

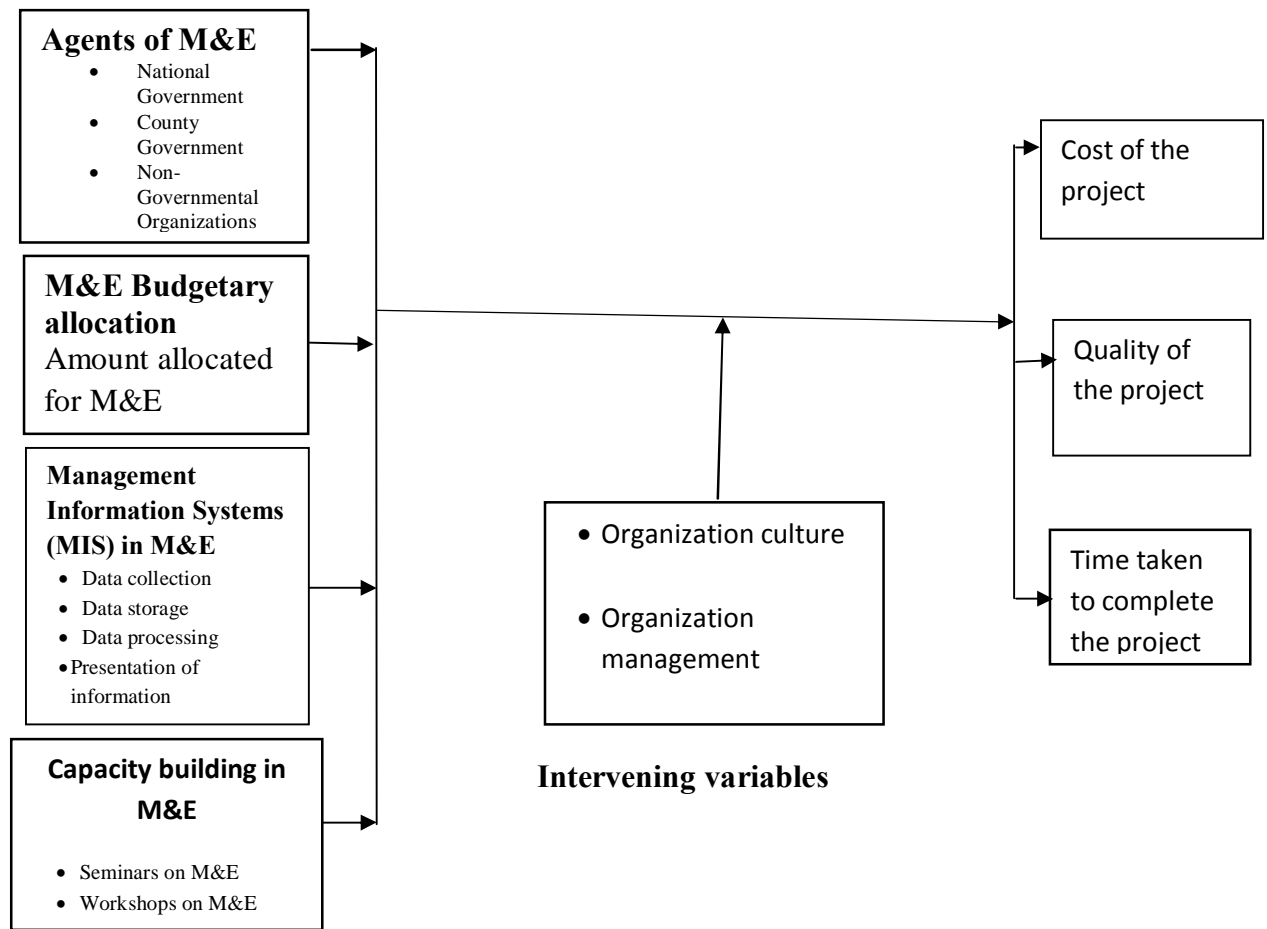


Figure 2.1 Conceptual diagram

2.6 Research gap

This research study generates knowledge in several areas. It provides insight into how M&E factors (agency factor, MIS, budgetary allocation and capacity building) affect road infrastructure projects performance at county level. The case study is situated within the context of an evolving county governments within which M&E is also developing. The contribution to knowledge is in respect of the field of project planning and management,

specifically good practices of M&E. Based on the empirical assessment of how M&E operates in Nyandarua County, the study is made on how to improve road project performance through M&E.

2.7 Summary of literature review

M&E practitioners need to think beyond the production of the report, and consider how they can influence decisions, and thus see the value of their work. In this context, it means that M&E practitioners should understand the organizational contexts within which they work, and customize their strategy for achieving influence according to this reality. This approach requires an appreciation of the decision-making context and the management interface, which is where decisions are made and carried through M&E functions and is used in a particular context.

Agencies comprise those bodies given oversight responsibility based on constitutional and legal imperatives, such as the Revenue Allocation Committee and those which execute specific mandates as prescribed by regulation. The civics has played a significant role in the transformation of the country through M&E of its development projects.

It is important to also look at what the political and administrative commitments have been to demonstrating a commitment to civic engagement in M&E of project performance. Government has a strong political bias, and the manner in which M&E takes place will always attract attention from several quarters, as a range of players/agents use evaluation results to make political, social and economic decisions.

For management level of an organization, two types of information systems involved, which is Management Information System (MIS) and Decision Support System (DSS) which are essential in M&E. In M&E, ESSs are designed to incorporate data about external events but they also draw summarized information from MIS and DSS. They filter, compress and track critical data, emphasizing the reduction of time and effort required to obtain information useful to executives.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the study design, target population, sampling procedure and sample size, research instruments, pretesting of research instruments, data collection procedures, data analysis and presentation, operational definition of variables and ethical considerations.

3.2 Research design

The research adopted a correlational and descriptive design to assess the influence of M&E factors on performance and the overall impact in project management. The research was thus designed to include overarching frameworks within which norms and standards were contained for testing the research claim in actual practice. The study ensured that the research design is explicit, objective- based and replicable to ensure that the roadmap for collecting, measuring and analyzing the data was appropriate (Cooper & Schindler, 2001). Descriptive survey combined with a correlational study approach was used for this study. Descriptive approach was used in this study since the study was gathering the facts and not manipulating the variables in investigating the influence of monitoring and evaluation factor on project performance.

3.3 Target Population

Target population as defined by Frederic (2010), is a universal set of the study of all members of real or hypothetical set of people, events or objects to which an investigator wishes to generalize the result. The target population included the employees of Nyandarua County. This included employees involved in monitoring and evaluation who include; 14 CDF sub county managers, 17 CDF and County finance managers, 8 Monitoring and Evaluation managers, 24 Sub county administrators and 28 Field officers who total up to 91 employees. Since the population was small a census was done; sampling was thus not carried out. The employees were categorized as follows in

Table 3.1 target population

Category	Target Population	Percentage
CDF sub county managers	14	14.7%
CDF and County finance managers	17	18%
Monitoring and Evaluation managers	8	8.4%
Sub county administrators	24	25.3 %
Field officers	28	29.5%
TOTAL	95	100%

Source: Nyandarua County (2014)

3.4 Methods of data collection

The study involved data collection through questionnaires and oral interview. The questionnaires were administered by the researcher and research assistants who were trained by the researcher prior to data collection. They explained the purpose and the significance of the study. The questionnaires were then checked to ascertain that they are

fully filled and if not, respondents were required to fill in the gaps. The researcher held interviews with the available employees. An interview guide were used to elicit information from the communities benefiting from various road projects Nyandarua County

3.5 Instrument Validity

Pretesting helped to improve face validity of the instruments. The validity of an instrument represents the degree to which a test measures what it purports to measure. The researcher removed any bias in the research instruments by constructing them in line with the objectives of the study.

3.6 Instrument Reliability

Reliability of measurement concerns the degree to which a particular procedure gives similar results over a number of repeated trials (Orodho, 2003). To ensure reliability in the study, the researcher employed the test-retest method. 5 respondents, who did not participate in the study, were selected at random and questionnaires distributed to respondents for completion. The questionnaires were scored manually. After a period of one week, the same questionnaires were administered to the same respondents, their responses scored and a comparison were made between the first and the second scores. The Pearson's Product Moment Correlation Coefficient Formula for the tests re-tests was employed to compute the coefficient in order to establish the extent to which the contents of the questionnaire were consistent in eliciting the same responses every time the questionnaire was administered. The correlation coefficient r ranges from -1 to +1, a

positive (+) correlation coefficient were acceptable for a strong relationship to judge the reliability.

3.7 Data collection procedures

The researcher followed the guidelines of Daite and Lightfoot (2004) in terms of how the views of interviewees were considered. Thus various interviews, to solicit different information, were undertaken and in each instance the details were recorded, either in the footnote or text. The researcher interviewed CDF sub county managers, CDF and County finance managers, Monitoring and Evaluation managers, Sub county administrators and Field officers of various projects done by Nyandarua County. Questionnaires also be administered to various employees both at county and sub county levels. Self-administration of questionnaires was used in case respondents are busy or not available for oral interview. Various views on the subject were obtained through engagement during the research period with different officers, where the researcher where the researcher interviewed them. The content of the interviews was categorized, depending on the information sought.

3.8 Data Analysis techniques

Before processing the responses, the completed questionnaires were edited for completeness and consistency. Descriptive analysis was used; this included the use of weighted means, relative frequencies and percentages. The Statistical Package for Social Sciences (SPSS) computer software was used for analysis to generate data array that was used for subsequent analysis of the data. SPSS has descriptive statistics features that assisted in variable response comparison and gave clear indications of response

frequencies. The data was coded to enable the responses to be grouped into various categories. Descriptive statistics was used to summarize the data. This included percentages and frequencies.

3.9 Logistical and Ethical Considerations

Permission was sought from the Ministry of Education Science and Technology to carry out the research. The researcher sought permission from the Nyandarua County authorities in OI Kalou. To ensure confidentiality, information was used only for the purpose of research. Names of the participants were omitted on the questionnaires to ensure anonymity.

3.9. Operationalization of variables

Table 3.9 Operationalization of variables

Objectives	Variables	Indicators	Measurements	Measurement scale	Study design	Type of analysis
1. To determine how M&E agency factor influences performance of road projects in Nyandarua County	<u>Independent</u> M&E agency factor <u>Dependent</u> performance of infrastructural projects	The role of agencies involved in M&E	The nature of roles of various agencies in M&E	Nominal	Descriptive	Descriptive statistics
2. To examine the extent to which M&E budgetary allocation influences performance of road projects	<u>Independent</u> M&E budgetary allocation	The size of the budget allocated for M&E	The proportion of the budget allocated for M&E	Ratio	Correlation	Measure of Central tendency; Mean
3. To identify how Management Information Systems used in M&E influences performance of road projects in Nyandarua County	<u>Independent</u> Management Information Systems used in M&E	The amount and types of work performed using MIS in M&E	Number of tasks in: Information storage; processing of information; presentation of information	Nominal	Descriptive	Measures of central tendency Median \
4. To assess the extent to which capacity building in M&E influences performance of road projects in Nyandarua County	<u>Independent</u> capacity building in M&E	The amount of training offered to those doing M&E	Number of workshops and seminars held	Ratio	Correlation	Measures of central tendency ; mode

CHAPTER FOUR

4.0 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the findings of the study and analysis from data collected from employees of Nyandarua County purposively selected due to their roles in road projects. The response rate and the demographic characteristics and the respondents were presented. The operational definition of variables in section three guided the formulation of the questionnaire items which subsequently addressed the study objectives. The four themes on the influence of M&E factors on road project performance were addressed by the study. These factors include M&E agency, management of information system (MIS), capacity building for M&E and M&E budgetary allocation. The analysis and discussion in this section focuses on these themes. After validation, the questionnaires were used for gathering data. Simple descriptive statistics such as frequencies, percentages, mean averages were used where appropriate for data analysis. The findings were presented in Tables.

4.2 Questionnaire Return Rate

A total of 95 self-administered questionnaires were sent to the employees of Nyandarua County involved in monitoring and evaluation. These respondents were purposively selected due to the roles they play in monitoring and evaluation of road projects. Of these, 87 were completely filled and returned enabling a return rate of 78.8%. Baruch (2004) analyzed 175 surveys as reported in academic journals and found an average response rate of 36.1% with a standard deviation of 13.1%. The questionnaire response rate was therefore acceptable.

4.3 Demographic Characteristics of Respondents

The study needed to establish the age, gender and educational level of respondents. This was necessary to determine whether the respondents had the right qualifications to benefit from any training in monitoring and evaluation or participate optimally in monitoring and evaluation of road projects. The gender characteristics would determine whether both genders would be

represented equitably in the monitoring and evaluation. The other analyses were done according to the themes based on the objectives of the study.

4.3.1 Age of respondents

The respondents were analyzed according to ages represented. This was important to provide indicators on whether all ages were included in monitoring and evaluation of road projects.

Table 4.1 Age of respondents

Age of respondents'	frequency	percentage
Below 30 year	0	0
30-49 year	59	67.8%
50 and above	38	42.2%
Total	87	100%

From Table 4.1 it is apparent there is no respondents were less than 30 years of age. All respondents were above 30 years most of which were between 30 and 49 years 59(67.9%). 42.2% of the respondents were more than 50 years old. Without the availability of the young people, it appears that there would be poor turnout even if training were to be availed for monitoring and evaluation. Conducting the training would be strenuous too, considering the majority of the employees were of advanced age. It also appears that most of the employees are not aware of the modern technologies in information management.

4.3.2 Gender of respondents

The respondents were then analyzed based on gender. This was necessary in order to find out whether there was enough representation for both genders in monitoring and evaluation of road projects.

Table 4.2 Gender of respondents

Gender	No. of respondents	Frequency	percentage
Male		54	61.9 %
Female		33	38.1 %
Total		87	100.0 %

According to Table 4.2, the male respondents were 54(62.2%) while female were 33(37.8%). It appears the opinions of women are not well represented in monitoring and evaluation of road projects.

4.3.3 Educational level of employees

In order to participate meaningfully in monitoring and evaluation process or project management altogether, the employees' level of education should enable this to be done easily. The respondents were asked to state their level of education according to Table 4.3.

Table 4.3 Educational level of employees

Qualification	No. of respondents	Frequency	percentage
Primary and other		0	0
O/A level education		11	12.9%
Diploma		43	49.5 %
Degree		27	31.4 %
Post graduate		6	7.6%
Total		87	100.0 %

The majority of the respondents had diploma 43(49.5%) and degree 27(31.4%) level education. Degree and Diploma holders combined were over 70(81%). The Degree holders were mainly the manager, head of departments, who participated in the study. It appears were capable of making gainful contribution to monitoring and evaluation of road projects as exhibited by the majority of the respondents. The O and A level certificate holders were only 11(12.9%). This percentage represented the some of the county administrators and field officers who participated in the study and who are likely to get those positions through political influence.

4.4 The influence of M&E agencies to the performance of the road projects

The study sought to identify various agencies involved in monitoring and evaluation of road projects in the county. The respondents were asked their views the extent of various agencies on road projects and results were analyzed as in Table 4.4

Table 4.4 The extent to which agencies get involved in M&E of road projects

	VERY LARGE EXTENT (%)	LARGE EXTENT (%)	LITTLE EXTENT (%)	VERY LITTLE EXTENT (%)	NOT AT ALL (%)
Auditors	52.9%	30.0%	10.3%	5.8%	0
The community	0	0	9.2%	11.5	79.3%
KRRA	0	2.3%	4.6%	16.1%	77.0%
KURA	0	10.3%	40.2%	6.9%	42.5%
KENHA	0	0	0	0	100
Ministry of Transport	10.3%	18.4%	6.3%	63.2%	18.4%

From Table 4.4, 46(52.9%) of the respondents indicated that auditors were involved in monitoring and evaluation to a very large extent while 27(30.0%) of the respondents indicated that auditors were involved to a large extent. few 5(5.8%) of the respondents indicated that auditors were involved to a very little extent. However, none of the respondents was of the view that auditors were not involved at all. The results thus show that more than 80% of the respondent indicated that auditors were largely involved in monitoring of project finances.

From the Table 4.4, none of the respondents indicated that the community was not involved in either very large or large extent. 8(9.2%) and 10(11.5) of the respondents indicated that the community was at a little extent and very little extent respectively. However, 69(79.3%) of the respondents indicated that the community was not involved in monitoring and evaluation at all.

In regard to the involvement of (Kenya Rural Roads Authority) KRRA none of the respondent indicated that KRRA was involved to a very large extent in monitoring and evaluation of road project performance, 2(2.3%), 4(4.6%), 14(16.1) of the respondents indicated that KRRA was

involved to a large extent, little extent and every little extent respectively in monitoring and evaluation of performance of road projects. In addition 67(77.0%) of the respondents indicated that KRRA is not involved at all in monitoring and evaluation of performance of road projects in Nyandarua County.

None of the respondent indicated that KURA was involved to a very large extent in monitoring and evaluation of road project performance. 9(10.3%), 35(40.2%), 6(6.9%) of the respondents indicated that KURA is involved at large extent, little extent and every little extent respectively in monitoring and evaluation of performance of road projects. However, majority 37(42.5%) of the respondents indicated that KURA was not involved at all in monitoring and evaluation of performance of road projects in Nyandarua County. All respondents indicated that (Kenya National Highway Authority) KENHA was not involved at all in monitoring and evaluation of performance of road projects in Nyandarua County.

The results further showed that 9(10.3%) of the respondents indicated that the ministry of transport was involved to a very large extent in monitoring and evaluation of road projects in the County. 16(18.4%) of the respondents that the ministry is involved to a large extent while 49(56.3%) and 55(63.2%) of the respondents indicated that the ministry is involved to a little and very little extent. 16(18.4%) of the respondent indicated that Ministry of transport in not involved in monitoring and evaluation of road projects at all.

The respondents indicated that the role of most agencies were advisory roles particularly during project conceptualization rather than monitoring and evaluation. Other identified agency was Kenya road Board whose role was mainly advisory and not monitoring and evaluation.

4.5 Effect of monitoring and evaluation budgetary allocation on project performance

The respondents were asked questions on their awareness of their project budget, the proportion of monitoring and evaluation budget as compared to the total project and whether their projects ended within budget. This was analyzed with regard to the second objective which is "To examine the extent to which M&E budgetary allocation factor influences performance of road projects". To begin with the study sought to find out whether the County employees were aware of the project budget as shown by Table 4.5.

Table 4.5 level of awareness of project budget by county employees

RESPONCE	Frequency	Percentage
YES	62	71.2%
NO	25	28.8%
Total	87	100%

In Table 4.5, the respondents were first asked whether they knew the budget of their project within the current financial year. From the Table above, 62 out of the total 87 respondents which represent 71.3% indicated YES, which means that they knew the total budgets for the road projects within that current financial year in the county. On the other hand, 25 (28.8%) of the total respondents indicated a NO which is showed that they are not aware of the total budgets for the road projects within that current financial year. Most of the employees who were not aware of the project budget were field officers. From the statistics in the Table 4.5 above, it shows that many employees in the county are aware of the budgets for the road projects with a given financial year. This awareness is necessary as it enhance a shared vision in monitoring and evaluation and in identification of parameter against which to measure the project performance.

Table 4.6 level of awareness of M&E budget by county employees

Response	Frequency	Percentage
YES	23	26.4%
NO	64	73.6%
Total	87	100%

From the Table 4.6 above, 23(26.4%) of the total respondents agreed that knew the monitoring and evaluation budgets for the road projects within the current financial year. 64(73.6%) out of the total respondents indicated NO. This means that they did not know the monitoring and evaluation budgets for the road projects within the current financial year. From the Table 4.6 above, it is found that almost three quarter of the county employees did not know about budgets allocated for the monitoring and evaluation for the road projects within the current financial year which is a key factor as far as the implementation of the budget is concerned. From the data above it therefore means that most the employees charged with management of road projects may not know various activities in monitoring and evaluation budgets.

Table 4.7 level of awareness of M&E budget

Response	Frequency	Percentage
YES	13	15.2%
NO	74	74.8%
Total	87	100%

The respondents were then asked whether they were aware of the composition of monitoring and evaluation section in the project budget as per Table 4.7. The respondents who did not know were 74(84.2%) while those who knew were only 13(15.8%). It appears therefore, that the most of the employees do not know the value of projects they are being asked to monitor or evaluate.

This indicates that employees are denied the access to budgetary information or did not care whether those contracted are doing their work or not.

The researcher further asked the respondents whether M&E budget is always adequate for M&E scheduled activities. This was to investigate whether the amount allocated was adequate for monitoring and evaluation scheduled activities. The results were summarized in Table 4.8.

Table 4.8 adequacy of M&E budget on M&E scheduled activities.

Response	Frequency	Percentage
STRONGLY AGREE	0	0%
AGREE	10	11.5%
DISAGREE	51	58.6%
STRONGLY DISAGREE	26	29.9%
TOTAL	87	100%

From the Table 4.8 above, none of the respondents strongly agreed that M&E budget is always adequate for M&E scheduled activities. 10 (11.5%) of the respondents agreed that M&E budget is always adequate for M&E scheduled activities. 51(58.6%) of the total respondents disagreed with the statement that M&E budget is always adequate for M&E scheduled activities, while 26(29.9%) of the total respondents strongly disagreed with the statement that M&E budget is always adequate for M&E scheduled activities. However, 20(76.9%) of respondents who strongly disagreed with the statement were field officers. From the data in Table 4.8 above, most of the respondents disagreed with that statement that M&E budget is always adequate for M&E scheduled activities, which indicates that there is need to make a clear connection of the M & E budget and the M&E scheduled activities. The people who allocate M&E budget are not the one

who carry out various activities that it involves hence there is likelihood for illogical allocation of money against the scheduled M&E activities. This could also be contributed by the unawareness of the amount allocate to the monitoring and evaluation which most prevalent among field officers.

Table 4.9 project completion within budget

Response	Frequency	Percentage
YES	13	15.2%
NO	74	62.1%
Total	87	100%

In Table 4.9 the respondents were then asked whether their project phases had completed within budget. The respondents who responded in the negative (NO) were 54(62.1%) which formed the majority. Only 33(37.9%) agreed that their projects were completed within budget. In addition, some respondents indicated that it is the contractors who knew the answer. Some of respondents who disagreed that projects are not completed within budgets gave unforeseen costs on land ownership and fluctuation of cost of materials as the main causes of extra costs.

The respondents were asked whether M&E budget allocation affects road project performance and the responses were as indicated by the Table 4.10.

Table 4.10M&E budget allocation affects road project performance

Response	Frequency	Percentage
YES	82	94.3%
NO	5	5.7%
Total	87	100%

The respondents were asked whether M&E budget allocation affect road project performance. From the Table 4.10 above 82 (94.3%) of the total respondents gave a positive response (YES) that they agreed that the M&E budget allocation affect road project performance. On the other hand, 5(5.7%) of the total respondents gave a negative answer, as a show that they did not agree that M&E budget allocation affect road project performance. From the Table 4.10 above M&E budget allocation has a great impact on the road project performance. Those who gave a positive answer indicated that if M&E allocated budget was inadequate, it would be difficult to carry out M&E scheduled activities efficiently hence may be difficult to determine the project performance in terms of the cost, quality as well as timing of various activities as some of the reasons.

4.6: The influence of management information system as an M&E factor on project performance

The study sought to identify the influence of management information system on monitoring and evaluation of road projects in the in Nyandarua County. The respondents were asked their views on various applications and usage of MIS and results were analyzed.

Table 4.11 significance of MIS in project monitoring and evaluation

Response	Frequency	Percentage
STRONGLY AGREE	80	92%
AGREE	7	8%
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	87	100%

According to Table 4.17 80(92%) of respondents strongly agreed while the rest 7(8%) just agreed that management information systems aid monitoring and evaluation activities in assessment of performance of road project. Also all respondents unanimously agreed that they manage their monitoring and evaluation data both manually (use of hard copies) and electronically.

Table 4.12 Contribution of MIS to promotion of project performance

	STRONGLY AGREE (%)	AGREE (%)	DISAGRE E (%)	STRONGLY DISAGREE (%)
Information management in the department contributes to promotion of project performance.	52.9%	47.1%	0	0
Managers make decisions purely based on the collected information	0	11.5%	50.6%	37.9%
The department sees M&E information as being essential for assessment of project performance	19.5%	27.6%	48.3%	4.6%
The department sees M&E information as being valuable for learning purposes	5.7%	25.3%	66.7%	2.3%
As a manager, I feel a part of the management processes and feel that I can contribute to the promotion of information management in monitoring of road projects	28.8%	42.5%	27.1%	0

From Table 4.12,46(52.9%) of the respondents strongly agreed that information management in the department contributes to promotion of project performance while 41(47.1%) simply agreed.

However, neither respondents disagreed nor strongly disagreed. Basically everybody in the department was in agreement that management of information is essential element in monitoring and evaluation.

The respondents were asked a question of whether managers make decisions purely based on the collected information; 10(11.5%) respondents agreed that managers make decisions purely based on the collected information while 44(50.6%) disagreed while 33(37.9%) strongly disagreed. In total, 77(88.5%) of the respondents disagreed that managers make decisions purely based on the collected information.

On the question of whether the department sees M&E information as being essential for assessment of project performance, 17(19.5%) respondents strongly agreed that the department sees M&E information as being essential for assessments of project performance while 24(27.6%) simply agreed, 42(48.3%) disagreed and 4(4.6%) strongly disagreed. A total of 41(47.1%) were in agreement that their respective departments sees M&E information as being essential for assessment of project performance while 46(52.9%) of the respondents disagreed.

Form the Table 4.12, on the question of whether the department sees M&E information as being valuable for learning purposes, 5(5.7%) respondents strongly agreed while 22(25.3%) simply agreed, 58(66.7%) disagreed and 2(2.3%) strongly disagreed. A total of 27(31%) were in agreement while the majority 60(69%) respondents disagreed. 17(28.8%) of the respondents strongly agreed that as a manager, they felt a part of the management processes and felt that they can contribute to the promotion of information management in monitoring of road projects while 25(42.5%) simply agreed and 16(27.1%) disagreed.

Table 4.13 Dissemination of M&E information through reports

Number of reports in three months	CDF /sub county managers (in %)	CDF and County finance managers (in %)	Sub county administrators (in %)	Field officers (in %)	Average
None	0	0	0	39.3	9.825
one	71.4	70.5	87.5	39.3	67.5
Two	28.6	29.5	12.6	21.4	23
More than two	0	0	0	0	0
Total	100	100	100	100	100

The respondents were then asked according to Table 4.13 how often they disseminated information through reports in the previous three. In total, 11(39.3%) had not prepared any reports; all of whom were field officers. In average, 59(67.2%) had prepared one while 20(23%) had prepared two reports in the last three months. None of the respondent had submitted more than three summative written project reports in the previous three months.

Table 4.14 Dissemination of M&E information through meetings

Number of meetings in three months	CDF /sub county managers	CDF and County finance managers	Sub county administrators	Field officers	Average
None	0	0	0	91	22.75
one	70	73	87	9	57.5
Two	30	27	13	0	17.2
Three and more	0	0	0	0	0
Total	100	100	100	100	100

In Table 4.14, the employees were asked how often they disseminated project information to the stakeholders through meetings. The majority 50 (57.5%) of the respondents had disseminated information on project performance once in three. Only 15(17.2%) had done meetings twice in the past month. It appears that it is not only difficult to get ready information from the relevant employees but also project related documents easily.

The study further sought how monitoring and evaluation data was stored and result analyzed in Table 4.15

Table 4.15 means of M&E data storage

Means of data storage	Frequency	Percentage (%)
Compact Disc (CD)/DVD	0	0
COMPUTER HARD DISK	72	82.9%
FLASH DISK	15	17.1%
SERVERS	0	0
MICROCHIP	0	0
Online storage eg cloud technology	0	0
Total	87	100%

From Table 4.15, 72(82.9%) of respondents used computer (hard disk) for data storage, further, 55(76.4%) of those who used computers indicated that the hard drive was readily available while the rest 17(17.1%) indicated that the hard disk were not easily available. 9(10.3%) of the total respondents used flash disks for data storage, however they all indicated flash disks were not easily available in their work. None of the respondent was using compact disk, servers, microchip or online storage to store monitoring and evaluation data.

Table 4.16 means M&E data processing

Means of data processing	Frequency	Response (%)
Electronic calculators	55	63.2%
Excel (spread sheet)	69	79.3%
Access	0	0
SPSS	0	0
Quick Books	0	0
SAGE Line	0	0

From Table 4.16, 55(63.2%) of the respondents used electronic calculators for data processing, further, they all indicated that the calculators were easily available. 69(79.3%) respondents used excel (spreadsheet) for data processing, of those, 53(77%) indicated that the excel program was readily available while a few 16(23%) indicated that they did have easy access to the excel program. None of the respondent used either access, SPSS, quick books or sage line in processing monitoring and evaluation data.

Table 4.17 Means of M&E data presentation

Means of data presentation	Frequency	Response (%)
Power point	0	0
Web-based (online)	00	0
Video conferencing		0
Word documents	87	100%
Excel	29	33.33%

Table 4.17 shows that all respondents indicated that used word documents in hard copies for their data presentation. Only 29(33%) of the respondents used Excel in their data presentation and all of whom stated the easy availability of the excel program in monitoring and evaluation.

None of the respondent used either power point, video conferencing or other web based programs in data presentation

Table 4.18 means of M&E data Dissemination

Means of communication	Frequency	Response in (%)
Emailing	69	79.3%
Web-based (online)	0	0
Video conferencing	0	0
Teleconferencing	0	0
Website (Online)	0	0
Phone calling	87	100%

From Table 4.18, all the respondents used phone calling as their means of dissemination of M&E information while 69(79.3%) of respondents used emails in dissemination of M&E information. None of the respondent used video conferencing, teleconferencing, website to disseminate monitoring or evaluation information.

The respondents were then asked what they were the main challenges relating to incorporation of MIS in M&E of road projects. Table 4.19, indicates the response given.

Table 4.19 MIS Challenges related to monitoring and evaluation

MIS Challenges related to monitoring and evaluation	Frequency	Response in (%)
Inadequate human resource capacity/ people who trained in MIS	49	56.3%
Lack of funding/ resources for MIS	78	89.7%
MIS not viewed as a priority by senior organization M&E officials	20	23%
M&E technology/ system to collect information easily and systematically not in place	16	18.4%
Inappropriate M&E implementation strategies	71	81.6%
Lack of/inadequate training in M&E	66	75.9%
Lack of an effective communication strategy to convey information on M&E reports	57	65.5%
Outdated facilities (eg typewriters)	63	72.4%

The respondents were asked main challenges relating to incorporation of management of information systems in M&E of road projects 78(89.7%) of the respondents indicated that it was lack of funding for MIS, 71(81.6%) said it was inappropriate M&E implementation strategies, 66(75.9%) of the respondents indicated that it was the lack of inadequate training in M&E, 57(65.5%) of the respondents indicated that it was the lack of an effective communication strategy to convey information on M&E reports, 49(56.3%) of the respondents indicated that it was inadequate human resource capacity/ people who trained in MIS, 20(23%) of the respondents indicated that it was that MIS not viewed as a priority by senior organization M&E officials, 16(18.4%) of the respondents indicated that M&E technology i.e. system to collect information easily and systematically not in place, while 63(72.4%) of the respondents indicated

that it was outdated facilities. In addition, some of the respondents indicated that poor planning for management information system in M&E was the major challenge.

4.7 Level of capacity building as a contributing factor of monitoring and evaluation

This analysis was done based on the fourth objectives of study: To assess the extent to capacity building in M&E influences performance of infrastructural projects in Nyandarua County. These Tables were then set accordingly to help analyze the relationships.

Table 4.4 shows the frequency of the number of employees trained as distributed across the county.

Table 4.20 Distribution of training in project management

Respondents	Frequency	YES (Percentage)	Frequency	NO (%)
CDF /sub county managers	7	50%	7	50%
CDF and County finance managers	0	0%	17	100%
Sub county administrators	0	0%	24	100%
Field officers	9	35.7%	19	64.3%
Average	16	24.6%	71	75.4%

The number of those trained in Table 4.20 shows that the majority of the county employees 63(75.4%) are not trained in any way concerning project management and specifically monitoring and evaluation of projects. Those trained are also found among CDF managers 7(50%), and 10(24.6%) among field officers. It appears training of employees has not been part of the CDF and county program. Sub county administrators form the largest number of employees (24) but no training has taken place according to the results.

Training falls under capacity building. Those trained indicated that the training included baseline survey, logical framework analysis and monitoring and evaluation planning. 50% of the project manager have not received any training yet they are in charge of projects; some of which involve millions of shillings. The study sought find out the level of training prevalent among employees. The study further examines the level of training in monitoring and evaluation of projects among those trained in project management. Only one CDF manager had certificate training in monitoring and evaluation whereas the other six had only attended workshops and seminars. Among the trained employees from the study it appears therefore that the most common mode of training was through workshops and seminars (85.7%). The seminars and workshops were organized by the different government bodies including ministry of transport and CDF office. It became necessary to find out how many times the training had taken place in the past year since these projects were in progress. Table 4.21 shows the number of times the employees were trained in the past year.

Table 4.21 Number of trainings within the past year

No. of trainings	Frequency	Percentage (%)
Trained once	75	85.7%
Trained twice	13	14.3%
Trained thrice	0	0%
More than thrice	0	0%
Total	87	100%

From Table 4.6 it appears only 75(85.7%) of the respondents had only been trained only been trained once in a calendar year. Considering that projects operate in conceptualization, feasibility, implementation and evaluation cycles, it is not possible to tell which of the cycles

was targeted for training. It appears therefore, that all those who got the training may have not trained in monitoring and evaluation wholly. Only 13(14.3%) of the trained respondents had been trained twice. None of the respondents had been trained more than two times.

When data from the project managers was examined, only one had training in monitoring valuation. However his roles were more of supervisory by ensuring that the activities were taking place on the ground. It appears that the monitoring and evaluation of County projects has been left to the county itself and thus the subsequent training of employees is not taken care of. There is no clear picture on how these county and the line ministry and engage in facilitation of training on monitoring and evaluation of road projects.

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section represents the summary of the findings of the data collected, discussions, conclusions and proposed recommendations. They were based on the four objectives of the study which include: To determine how M&E agency factor influences performance of road projects in Nyandarua County; To examine the extent to which M&E budgetary allocation factor influences performance of road projects; To assess how Management Information Systems used in M&E influences performance of road projects in Nyandarua County; and, To assess the extent to capacity building in M&E influences performance of infrastructural projects in Nyandarua County.

5.2 Summary of Findings

The findings of the study managed to address both the research questions and objectives. The study had set out to establish monitoring and evaluation factors affecting the performance of road projects in Nyandarua County.

The study found that more than 80% of the respondent indicated that auditors were largely involved in monitoring of project finances. However, 69(79.3%) of the respondents indicated that the community was not involved in monitoring and evaluation at all. In total, 67(77.0%) of the respondents indicated that Kenya Rural Roads Authority(KRRA) is not involved at all in monitoring and evaluation of performance of road projects in Nyandarua County while those that

indicated that it was involved, gave it minimal involvement in monitoring and evaluation of performance of road projects in Nyandarua County.

None of the respondent indicated that KURA was involved to a very large extent in monitoring and evaluation of road project performance. 9(10.3%), 35(40.2%), 6(6.9%) of the respondents indicated that KURA is involved at large extent, little extent and every little extent respectively in monitoring and evaluation of performance of road projects. However, majority 37(42.5%) of the respondents indicated that KURA was not involved at all in monitoring and evaluation of performance of road projects in Nyandarua County. All respondents indicated that (Kenya National Highway Authority) KENHA was not involved at all in monitoring and evaluation of performance of road projects in Nyandarua County.

However, the ministry of transport was rated second after the auditors in monitoring and evaluation of road projects. On the same, 16(18.4%) of the respondents that the ministry is involved to a large extent while 49(56.3%) and 55(63.2%) of the respondents indicated that the ministry is involved to a little and very little extent. 16(18.4%) of the respondent indicated that Ministry of transport in not involved in monitoring and evaluation of road projects at all.

The study found that 71.3% of the respondents indicated YES, which means that they knew the total budgets for the road projects within that current financial year in the county. On the other hand, 25 (28.8%) of the total respondents indicated a NO which is showed that they are not aware of the total budgets for the road projects within that current financial year. 23 (26.4%) of the total respondents agreed that knew the monitoring and evaluation budgets for the road projects within the current financial year. 64(73.6%) out of the total respondents indicated NO.

This means that they did not know the monitoring and evaluation budgets for the road projects within the current financial year.

The respondents were then asked whether they were aware of the composition of monitoring and evaluation section in the project budget as per the study. The respondents who did not know were 74(84.8%) while those who knew were only 13(15.2%).the respondents were then asked whether their project phases had completed within budget. The respondents who responded in the negative (NO) were 54(62.1%) which formed the majority. Only 33(37.9%) agreed that their projects were completed within budget. Mapesa and Kibua(2006) fault the utilization of the fund on grounds of poor management and low community involvement.

The majority 50 (57.5%) of the employees disseminated information on project performance in a county formally in any forum. Only 15(17.2%) had done meetings twice in the past month. It appears that it is not only difficult to get ready information from the relevant employees but also project related documents easily. In total, 11(39.3%) had not prepared any reports; all of whom were field officers. 54(62%) of the respondents had prepared one while 18(20.4%) of the respondents had prepared two reports in the last three months. Basically everybody was in agreement that management of information is essential element in monitoring and evaluation.

A total of 41(47.1%) were in agreement that their respective departments sees M&E information as being essential for assessment of project performance while 46(52.9%) of the respondents disagreed. The study further found that 78(89.7%) of the respondents indicated that it was lack of funding for MIS, 71(81.6%) said it was inappropriate M&E implementation strategies, 66(75.9%) of the respondents indicated that it was the lack of inadequate training in M&E, 57(65.5%) of the respondents indicated that it was the lack of an effective communication

strategy to convey information on M&E reports, 49(56.3%) of the respondents indicated that it was inadequate human resource capacity/ people who trained in MIS. None of the respondent used either access, SPSS, quick books or sage line in processing monitoring and evaluation data. None of the respondent used either power point, video conferencing or other web based programs in data presentation

On the effect of level of capacity building, the study found there was low level of training of employees charged with monitoring and evaluation of the road projects in Nyandarua County. Those not trained were 63(75.4%) of the total respondents. Besides, those trained had only attended workshops and seminars (85.7%). Only 2(14.3%) of the trained respondents had been trained twice. None of the respondents had been trained more than two times. This makes efficiency in the projects difficult since efficiency is primarily determined by the degree of involvement by local communities and also the capacity for the beneficiaries to hold politicians and those in charge of implementation accountable, (Mwangi, 2005).

5.3 Discussions

This study indicated that participation of different agencies, M&E budgetary allocation, management of information systems and capacity building is very significant monitoring and evaluation factors affecting the performance of road projects in Nyandarua County.

5.3.1 The influence of agency as an M&E factor in project performance

The study sought to find out the influence of M&E agencies on the performance of road projects. The study found that there was no individual within the county that is directly responsible for monitoring and Evaluation of road projects. According to Kelly and Magongo (2004), AUSAID

(2006), Gyorkos (2003) and McCoy et al (2005), there should be an individual who is directly in charge of the monitoring and as a main function and an identification of different personnel for the different activities of the monitoring and evaluation such as data collection, analysis, report writing, dissemination of the monitoring and evaluation findings.

The District Development Officers' involvement in the management of all devolved funds is wanting since the district line ministry (office of the president) officials are not directly answerable to the county government. According to the study, stakeholders for road projects are largely used during project conceptualization. After this, they basically play no any role.

According to Chambers (1997) and Chitere (1994), stakeholders' participation means empowering development beneficiaries in terms of resources and needs identification, planning on the use of resources and the actual implementation of development initiatives. This is not done with regard to these road projects in Nyandarua County. The findings agree with Mungai (2009), who found that the community participates in the identification of projects depending on how politicians shape the boundaries of engagement.

There are those who will be invited and those who will not be invited in the identification of road projects in the constituency, or sub-county. The project identified by those close to those in power are said to be passed as having been identified by the community.

In regard to community participation Mwangi (2005), explains the passivity of CDF project beneficiaries by saying they are not motivated to monitor how the fund is used in projects since the fund is seen to be free. The stakeholders are equally not entirely representative with 61.9% being male and 38.9% female. These findings agree with Aukot et al (2010), who say that

attributes such as gender, disability status and age balance are not clarified in the term "community"

5.3.2 Budgetary allocation as M&E factor in project performance

The study sought to find out the influence of M&E budgetary allocation on the performance of road projects. It found that Most of the employees who were not aware of the project budget were field officers. From the study, it shows that many employees in the county are aware of the budgets for the road projects with a given financial year. This awareness is necessary as it enhance a shared vision in monitoring and evaluation and in identification of parameter against which to measure the project performance. This is in agreement of Crawford and Bryce, (2003) how argue that awareness of project budget allocation to the stakeholders is key to successful monitoring and evaluation. High awareness of the project budget helps to the county government to have the projected state of the roads in the county and enables it assess whether the budget is implemented as per the project plans. The study indicates that most of the field officers 64% were not in a position to calculate the budget variances since they couldn't tell budget levels. When asked whether they knew how long the project phases were to last, the results resembled the ones above. This therefore means it is not possible for most of field officers to calculate schedule variances or monitor project activities to ensure they are within scope, quality and cost. At regular intervals actual schedule of activities done is compared with the planned schedule to determine whether the project is within schedule or over schedule, Crawford and Bryce, (2003). This practice is entirely not being followed on the ground and some projects are not completed in time or within budget. There is no clear structured institutional framework of budgetary allocation for monitoring and evaluation according to the findings.

From the study, it is found that almost three quarter of the county employees did not know about budgets allocated for the monitoring and evaluation for the road projects within the current financial year which is a key factor as far as the implementation of the budget is concerned. From the data above it therefore means that most the employees charged with management of road projects may not know various activities in monitoring and evaluation budgets.

Form the data above, most of the respondents disagreed with that statement that M&E budget is always adequate for M&E scheduled activities, which indicates that there is need to make a clear connection of the M &E budget and the M&E scheduled activities. The people who allocate M&E budget are not the one who carry out various activities that it involves hence there is likelihood for illogical allocation of money against the scheduled M&E activities. This could also be contributed by the unawareness of the amount allocate to the monitoring and evaluation which most prevalent among field officers.

Although the fund managers are supposed to be politically independent, in some cases, interference from area MPs and Members of County Assemblies (MCA) continues with subsequent transfer of fund managers,.The monitoring and evaluation budget, although stated by the CDF board at 2%, (2011): CDF Act, (2003), is not reflected in the CDF projects on the ground.

These findings concur with those of Aukot et al (2010), who see M&E budgetary allocation as a very essential factor of monitoring and evaluation and which greatly affects project performance. However for those how gave a negative answer indicated that even if the budget was adequate, that money would not be spent for the intended monitoring purposes.

According to Kelly and Magongo (2004), IFRC (2001), the monitoring and evaluation budget needs to be about 5 to 10 percent of the total budget. Nyandarua county budget has assigned only 2.8% of its budget to both capacity building and monitoring and evaluation (Nyandarua County offices). Besides, financial resources should be tracked with a project budget. The project activities should have costs attached to them, and a comparison made of what has been spent on project activities with what should have been spent as per planned expenditure in the budget, Crawford and Bryce, (2003). Without proper records in the projects, this is not being achieved in road projects in Nyandarua County.

5.3.3 MIS as an M&E factor in project performance

One of the major pillars of monitoring and evaluation is the availability of disseminated information in order to make informed decisions. The study sought to find out the influence of management of monitoring and evaluation information systems on the performance of road projects. After the respondents indicated they disseminated project information through meetings and reports, the study indicated that the employees were asked how frequent often they disseminated project information to the stakeholders through meetings. The majority 57.5% of the respondents had disseminated information on project performance once in previous three. Only 17.2% had done meetings twice in the past month. According to Keen and Morton, (2008) it is not only difficult to get ready information from the relevant employees in most public institutions but also project related documents easily due to poor management of records. Nyandarua County also takes the same course.

In total, 39.3% had not prepared any reports; all of whom were field officers. 62% had prepared one while 20.4% had prepared two reports in the last three months. None of the respondent had submitted more than three summative written project reports in the previous three months.

According to Simon, (2007); Singh and Ramesh, (2013), reports can help in detecting whether the project is proceeding towards the intended goals or whether the right materials are being used. This would help stakeholders make timely decisions. It is therefore not surprising to find some projects stalling due to lack of information which could not be corrected in time due to unavailability of timely information through reports McLeod (2005). Only 10.3% of the total respondents used flash disks for data storage, however they all indicated flash disks were not easily available in their work. None of the respondent was using compact disk, servers, microchip or online storage to store monitoring and evaluation data.

The study further indicated that 52.9% of the respondents strongly agreed that information management in the department contributes to promotion of project performance while 47.1% simply agreed. However, neither respondents disagreed nor strongly disagreed. Basically everybody in the department was in agreement that management of information is essential element in monitoring and evaluation which was in agreement with Awad, and Gotterer, (2012) who explain the need for information management in M&E.

The respondents were asked a question of whether managers make decisions purely based on the collected information; 11.5% respondents agreed that managers make decisions purely based on the collected information while 50.6% disagreed while 37.9% strongly disagreed. In total, 88.5% of the respondents disagreed that managers make decisions purely based on the collected information. Davis and Olson, (2014) further that there would be a big problem if manager

would not utilize information management in their decision since they would miss important facts.

On the question of whether the department sees M&E information as being essential for assessment of project performance, 19.5% respondents strongly agreed that the department sees M&E information as being essential for assessments of project performance while 27.6% simply agreed, 48.3% disagreed and 4.6% strongly disagreed. Those who disagreed that M&E information was not importance in project management gave the reason that even if manager would have information they would not base their decisions on it but in a way that favors their interests. In accordance with the argument of Keen and Morton, (2008), it is not surprising that less than half of the employees were in agreement that their respective departments sees M&E information as being essential for assessment of project performance.

On the question of whether the department sees M&E information as being valuable for learning purposes, very few respondents strongly agreed, most of them 66.7% disagreed. This indicates that M&E information is not use for learning purposes in the county as argued by Martin, (2010). In Nyandarua County, only a few of the respondents were in agreement while the majority 69% respondents disagreed on the need of M&E information on learning. Relatively a quarter of the respondents strongly agreed that as a manager, they felt a part of the management processes and felt that they can contribute to the promotion of information management in monitoring of road projects while majority disagreed.

5.3.4 Capacity building as an M&E factor in project performance

In assessment of the influence of capacity building on performance of road project, the study shown that the level of training is largely inadequate and majority of the employees charged with monitoring and evaluation of road projects since they are not trained on how to do it. The budgetary allocation for monitoring and evaluation appears on paper but no effected on the projects. Most of the employees with the responsibility of carrying out monitoring and evaluation are not aware of how much money has been allocated to monitoring and evaluation.

Pearce and Robinson (2004) argue that in most poorly performing projects training for monitoring and evaluation is not prioritized. The study indicates that M&E capacity and training remain challenges at county level. In Nyandarua County, there is a view that M&E is not viewed as a priority, and this may be suggestive of the fact that despite various M&E agencies involved in development of road projects, there is no clear strategy to carry out training on monitoring and evaluation of road projects. Form the study, the poor collaboration mainly is a result of the fact that devolution is still young (two and half years) and so to Nyandarua county government. However, the research found that the county is in the process of formulating strategies to carry out capacity building on monitoring and evaluation of various development projects.

The results from the employees reflect poor capacity building on M&E, and probably reflect the county's undeveloped strategies to carry out training on monitoring and evaluation of road projects. The priority question is probably also analytical of the fact that apart from the periodic political pronouncements that M&E is a key priority of government Pearce and Robinson, (2004), this is not experienced at a practical level within counties themselves. The much publicized need for monitoring and evaluation was supposed to deliver much, but has not and has

not been reflected by the county government M&E framework, which as yet needs to be effectively communicated to show results at the departmental level. Capacity building on M&E thus remains critical a challenge for M&E in Nyandarua County, most of which are rooted in the fact there is no common vision for M&E in the county, and the fact that M&E is not as yet seen as a priority in management of road projects.

The research study found that even though monitoring and evaluation ought to be done by the local communities and projects implementation committees as argued out by Parker (2008), they were neither trained on how to do nor involved in M&E process. The study found that essential skills for monitoring and evaluation lack even within the County personnel and therefore training needs to be done. Foresti, (2007) argues this means not just training, but a whole suite of learning approaches: from secondments to research institutes and opportunities to work on impact evaluations within the organization or elsewhere, to time spent by programme staff in evaluation departments and equally time spent by evaluators in the field.

Monitoring and evaluation expertise such as design skills particularly Log Frame design, indicator setting: both qualitative and quantitative, design of data collecting instruments including questionnaires, focus discussion guides are nonexistent. Other necessary skills including data collection skills such as conducting interviews, conducting focus group discussion, data analysis and report writing skills, Hughes dAteth, (2002): and Gibbs et al., (2002) are not there altogether.

5.4 Conclusion

The study found that the employees in the county were not trained on monitoring and evaluation of projects. This is because a few of them did needs assessment before initiating projects, however, no planning was done for monitoring and evaluation, there was no monitoring of project schedules and expenditure, no dissemination of information or documentation of lessons learnt.

The study found that the most of the employees charged with management of road projects and more so monitoring and evaluation were not aware of the budgetary allocation for monitoring and evaluation or what proportion it was of the total project budget. Surprisingly, they could not tell the current budgets for their projects, too.

The study found out that there is very poor management of monitoring and evaluation information. The inadequacy of the management of information system was characterized by poor means of monitoring and evaluation data storage, poor data processing, poor means of dissemination of monitoring and evaluation information.

The results showed that primary beneficiaries (the community) of the projects generally did not participate in monitoring and evaluation of road projects. The study found that the participation of the community was heavily influenced by politics.

Basically the practice of monitoring and evaluation of road projects in Nyandarua County is not adequate to assess the performance of road projects. This is due to factors such as low or no participation of relevant monitoring and evaluation agents, poor allocation monitoring and evaluation budgets, poor capacity building on monitoring and evaluation.

5.5 Recommendations

It is evident that several factors affect monitoring and evaluation of road project in Nyandarua County. The county has numerous weaknesses, which if not redressed will seriously undermine the success of the road projects. These include low levels of stakeholder participation in the monitoring and evaluation of road projects. Lack of transparency and accountability especially in the monitoring of project expenditure; lack of access and improper management of monitoring and evaluation information which hampers evidence based decision making in management of the projects; and poor feedback mechanisms between the different committees and government organs in the monitoring and evaluation process.

The researcher has the following recommendations to make with regard to monitoring and evaluation of performance of road projects in Nyandarua County.

1. Stakeholder Participation. The community and all other relevant agencies need to be included monitoring and evaluation of road projects to enhance their performance. Currently the participation is very poor or not there at all. The community should play an active role since it is the consumers of the projects. The community should be adequately be represented.
2. Budgetary Allocation. The county government must clearly define what percentage of project cost would go to monitoring and evaluation. For the sake of accountability and transparency all agencies should be made aware of the various monitoring and evaluation activities.
3. Improving information management systems;the county should improve various information related issues, such an information technology, better reporting mechanisms, and training in data collection and analysis as being necessary to improve effectiveness

4. Training. The findings found a critical lack of expertise in monitoring and evaluation of road projects implemented by the County. The respondents indicated that 75.4% were not trained in monitoring and evaluation. The county together with the ministry of transport and other relevant monitoring agencies should institute programmes to impact road projects monitoring and evaluation skills amongst the various relevant employees and the community. The county should further work on issues of the lack of coordinated training and develop monitoring and evaluation frameworks, procedures and manuals to ensure that staffs know how to work and what to do. Mandatory monitoring and evaluation (MME) training should be provided

5. Correctly locating the M&E function; M&E is often misplaced, and needs to be in a strategic location in the structure of the county government, so that it got the authority to perform its work.

6. Suggestions for further research; further research needs to be carried out to establish how other county projects in other sectors such as health and water are being monitored and evaluated. Other researchers could also look at how to strengthen stakeholder's participation and management of information systems in monitoring and evaluation of projects in counties.

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ANNEXURE I: QUESTIONNAIRE

CONFIDENTIAL QUESTIONNAIRE SURVEY ON M&E

PURPOSE

The purpose of this questionnaire is to assess your reactions to a series of statements on monitoring and evaluation (M&E). All answers count ie (there is no right or wrong answer), and what is required is for the researcher to get a sense of how you (respondent) see issues from where you carry out duties (either in the office or in the field). These questions provided insights into how M&E is perceived and what its role is in promotion of accountability in project management. The questionnaire involves in most cases use of a TICK() in the boxes provided.

It is estimated to take around 30-45 minutes to fill in the questionnaire. You may also call me in case you require any clarity on the questions, at +254 0714480977. Kindly feel free to provide answers to any of the questions in details as much as possible.

ANNEXURE 1(a)

SECTION 1: BACKGROUND INFORMATION

1. 1Sex Male () Female ()

2. Age in years. Below 30 (), 30-40 (), 40-50 (), Over 50 ()

3. 1.2 Number of years in current position

< 2 yrs	2 ó 4 yrs	5 ó 6 yrs	7 ó 8 yrs	9 -10 yrs	> 10 yrs (specify)

1.2 Which management committee/forum do you sit on? (you may choose more than one)

Nyandarua county management committee	
National management committee (Ministry of transport)	
Departmental committee	
Any other (specify)	

(6.d) Did the training improve the quality of M&E of road project in your county/Sub-county?
 YES () NO ()

If yes, explain how _____.

1. _____.

_____.

2. _____.

_____.

3. _____.

_____.

4. _____.

_____.

_____.

(6.f) Do Monitoring and Evaluation team equipped with necessary facilities YES () NO ()

(6.g) What extent does the availability of facilities and equipment affect the Monitoring and evaluation process and the results given by the M&E team

category	Very large extent	Large extent	Little extent	Very little extent	Not at all

ANNEXURE 1(b)

I THANK YOU FOR YOUR VALUABLE TIME AND INSIGHTS.

SAMUEL MWANGI (Researcher)

Any other comments in regard for the above answered questions you may have, kindly include them here