INFLUENCE OF MONITORING AND EVALUATION STRATEGY ON THE IMPLEMENTATION OF RURAL ELECTRIFICATION AUTHORITY PROJECTS IN THARAKA NITHI COUNTY KENYA.

BY

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DECLARATION

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

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

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DEDICATION

I am grateful to my supervisor, Dr. Stephen Luketero for his untiring encouragement, guidance, corrections and useful suggestions he offered to me from the start to completion of my master's Thesis. I sincerely owe an appreciation to my family especially my parents Sibia Oinde and my lovely wife Rael Mong'ina who gave me moral support. Thanks to my classmates for the moral support and encouragement. Special thanks goes to all my course lecturers for their support and encouragement, and more so for adding value to me at University of Nairobi.

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ABBREVIATIONS AND ACRONYMS

CDD- Community Driven Development

CDF- Constituency Development Fund

CEO- Chief Executive Officer

ERB- Engineers Registration Board

REF-Rural Electrification Fund

REA- Rural Electrification Authority

MPs- Member of Parliaments

KWh- Kilowatt hour

KV- Kilovolt

KPLC- Kenya Power and Lighting Company

KP- Kenya Power

ZESCO- Zambia Electricity Supply Corporation

ABSTRACT

The main purpose of this study was to assess the influence of monitoring and evaluation process on the Implementation of Rural Electrification Projects in Tharaka Nithi County Region. The study was guided by the following objectives; to determine how strength of monitoring and evaluation team influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya; to establish how management support influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya; to examine how clarity of scope in monitoring and evaluation influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya and to determine how frequency of meetings with stake holders influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya. The research employed descriptive research design in the collection of data for the proposed study and targeted 120 REA staff and beneficiaries from the three selected constituencies in Tharaka Nithi County. The study used a sample size of 92 which was calculated using Yamane 1967 formula assuming a 95% confidence level and P = 0.5. Questionnaires were used to collect data from the respondents and 87 questionnaires were returned. At the end of the study the findings were that 46% of the respondents felt that the strength of the M&E team is to a great extent influential to the implementation of REA. In addition, the results at the end of the study revealed that 35% of the respondents felt that management support influenced the implementation of REA projects. A further 24% of the respondents indicated management support influenced implementation of REA projects to a very great extent. It is imperative that management support the M&E team so as to achieve the desired goals. A clear scope of work makes planning easy and provides a clear guideline for the M&E team. 34% of the respondents stated that a clear scope of work influences the implementation of REA projects to a very great extent. Another 34% indicated that it influences by a great extent. Finally, the majority of respondents attested to the fact that frequency of meetings with stakeholders influences the implementation of REA project by a very great extent. The study recommended; there is need to include all stakeholders in project M & E in each stage as they play an active role since they are the consumers of the project for the sake of sustainability. Cooperation of stakeholders should also be encouraged. All the stakeholders need to be clearly identified and their requirements documented. Each of the stakeholders' requirements needs to be prioritized and focus placed on those that are most critical to success and Adequate funding needs to be devoted to implementation of M&E practices for its potential to be realized in a project because insufficient financing is a major factor in poor maintenance which, in turn, is often cited as a reason for project failure.

CHAPTER ONE
INTRODUCTION

1.1 Background of the study

According to Boyden, Jo. (2000) monitoring can be defined as a continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results while evaluation is the systematic and objective assessment of an on-going or completed project, program, or policy, and its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact, and sustainability. According to Simon (2001), Project monitoring is the continuous assessment of Project implementation in relation to design schedules, and of the use of inputs, infrastructure, and services by project beneficiaries.

Simon further observes that project evaluation is the periodic assessment of a project's relevance, performance, efficiency, and impact both expected and unexpected in relation to stated objectives. WBG, (1998), advices that there is need for effective Monitoring and Evaluation (M&E) which is increasingly being recognized as an indispensable tool of both project and portfolio management. This is because M&E provide a basis for accountability in the use of development resources. Further M&E can be applied to strengthen the project design and implementation and stimulate partnership with project stakeholders.

Due to the foregoing, different countries have adopted aspects of this approach. For example, Ghana came up with a commission the National Development Planning Commission (NDPC) as a regulatory policy to assimilate the principle of M&E operations. NDPC adapted the Results Based Monitoring and Evaluation System (RBMES) and Results Based Budgeting (RBB) in the M&E process. This was purposely to ensure cost effectiveness, institutional capacity strengthening, promotion of good governance and accountability as well as credibility to the partners and government.

REA is an example of what is generally referred to as Community Driven Development (CDD) initiatives that empower local communities by providing fungible funds (often from the central government but sometimes from donor sources that is World Bank. There are

several rules that govern the utilization of the REA Funds to ensure transparency and accountability, but decisions over the utilization of the funds are primarily by each constituent. Unlike other development funds that filter from the central government through larger and more layers of administrative organs and bureaucracies, the funds under this program go directly to electrifying local project levels. In essence, the REA provides individuals at the rural grassroots the opportunity to make expenditure choices that maximize their welfare in line with their needs and preferences. To the extent that the local population is better informed about their priorities, the choices made can be expected to be more aligned to their problems and circumstances.

In Kenya according to Ministry of Energy, the Rural Electrification Authority, was established under Section 66 of the Energy Act, 2006 (No 12 of 2006) as a body corporate. It was created in order to accelerate the pace of rural electrification in the country, a function which was previously undertaken by the Ministry of Energy through Kenya Power and Lighting Company now Kenya Power. The Authority became operational in July 2007 with the appointment of Board Members. According to Session Paper 4 on Energy 2004, the rural electrification programme was started in 1973 as part of the basic infrastructure to stimulate socio-economic growth, stem rural-urban migration through creation of social amenities and employment opportunities at close proximities to the rural population and thus uplift the quality of life in the rural areas. However, the rate of penetration has been slow with only 91,069 directly metered consumers having benefited from the programme by January 2004. The low penetration level is attributed to past mismanagement of financial resources, high cost of network extension, low consumer densities and the scattered nature of the human settlements in rural Kenya. In 2003, it cost more than KShs.1.2 million on average to construct a kilometre of an 11kV or a 33kV line. Thus, the average cost of supplying a rural consumer was KShs.180, 000, which is about seven times the national per capita income in 2002.

Rural electrification schemes also incur higher operating costs per unit sold than the KP system sales. For example, over the period 1997/98 to 2001/02 the average cost of selling one unit of electricity under the rural electrification programme was KShs.12.4 per kWh

for the interconnected system as opposed to KShs.7.78 per kWh for KPLC now KP, while for the isolated programme schemes the cost was KShs.32.0 per kWh. The funded projects target all constituencies, particularly those aiming to combat poverty at the grassroots. As per Section 68 and 70 of the Energy Act, 2006, REA has a board of members, CEO who is appointed by the Cabinet Secretary on recommendation of the Board, Officers and Staff appointed by the authority in discharging its mandate. According to the Energy Act, 2006 (No 12 of 2006), projects will be funded depending on the funds allocated by the government through the ministry of energy and the donor funds which must be equitably shared among the beneficiary constituencies.

Each constituency is also provide matching funds in order to add to already allocated funds in order to facilitate electrification of major public facilities not factored in the current financial year allocation. Matching fund is when for example Maara CDF gives REA a given amount to implement urgent projects in the constituency not factored in the ongoing financial budget. If for example Maara gives REA 4.5million shillings then REA will match the funds with other 4.5million shillings to make a sum total of 9.0million shillings. The CDF is not to be used to support political bodies/activities or personal award projects. This sometimes gives power some MPs to give matching funds only to oversee electrification of their choice which in turn may not be necessarily a public facility. The penalty for misappropriation of the funds is a prison term of up to 5 years, a Kshs. 200,000 fine or both. In spite of the foregoing, the influence of M&E tools on completion of the projects is not accorded significance in CDF projects. In the current system where there is no harmonized M&E in many projects, there is a possibility that this may impact negatively on the level of completion of such projects. This creates formidable challenge in both institutions and in the community at large hence the gap that requires to be investigated.

1.2 Statement of the Problem

Communities have questioned the various processes in identification and implementation of the REA projects, as well as the monitoring and evaluation of projects and funds, and have expressed concerns about accountability and transparency (Mestrum, 2002). REA

was meant to benefit the un-electrified rural community. However, with the doubt cast about its implementation, there is need to assess its monitoring and evaluation process with the aim of establishing its effectiveness. REA also has some direct political implications. Political leaders may view REA as an investment in their political careers with returns spread over the electoral cycles. Simply, a politician would prefer projects that maximize political returns while voters would prefer projects that maximize welfare. These two objectives may be in concert but there are many cases where the constituency characteristics might result in divergence such that political maximization is not equivalent to welfare maximization to the extent that members of Parliament have a key role in the identification and implementation of the projects, we do expect choices to be influenced by political maximization. This study thus seeks to assess the influence of monitoring and evaluation strategy on implementation of REA projects in Tharaka Nithi County.

1.3 Purpose of the Study

The main purpose of this study was to assess the influence of monitoring and evaluation strategy on the Implementation of REA Projects in Tharaka Nithi County.

1.4 Objectives of the Study

The study was guided by the following objectives:

i. To determine how strength of monitoring and evaluation team influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya.
ii. To establish how management support influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya.
iii. To examine how clarity of scope in monitoring and evaluation influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya.
iv. To determine how frequency of meeting with stake holders influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya.

1.5 Research Questions

The study responded to the following research questions;

i. To what extent does strength of monitoring and evaluation team influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya?
ii. How does management support influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya?
iii. To what extent does clarity of scope in monitoring and evaluation influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya?
iv. Does frequency of meeting with stake holders influence implementation of rural electrification authority projects in Tharaka Nithi county Kenya?

1.6 Significance of the Study

The findings of the study may assist the REA, stakeholders understand the significance of monitoring and evaluation of REA projects. Secondly, the study may be used as a basis for new researchers who may want to research in the same area. Third, the study may be of great help to the government through Ministry of Energy, because it may provide information on how well to improve the performance of REA projects by formulating policies and laws will make REA projects more effective. Finally, the findings may contribute to the existing body of knowledge.

1.7 Basic assumptions of the study

The study assumed that all the respondents answered all the questions as asked and honestly. It is also assumed that the relevant concerned authorities gave their full cooperation and that the gaps and challenges to be highlighted may be a cause for review on plans and policies as well as the implementation process.

1.8. Limitations of the Study

Some respondents may not be willing to freely offer information required for this study. This was delimited by assuring the informants of the confidentiality of their responses.

1.9 Delimitation of the study

This study was delimited to the assessment of M&E of REA projects in Tharaka Nithi County. Other factors affecting project implementation was not covered. The study targeted 3 constituencies of Tharaka Nithi County. Since the scope was limited because of time and financial constraints, this will be addressed by confining the study to a sample instead of the whole population. Though this may affect generalizations of the study to the whole nation, nevertheless, some of the recommendations may be beneficial as they may assist in policy formulation and planning by the government through Ministry of Energy as far as Monitoring and Evaluation of REA Projects is concerned.

1.10 Definitions of Terms

A stakeholder analysis: is the means for identifying who the organizations internal and external stakeholders are, what their expectations are from the organization, how they influence and evaluate the organization, what the organization needs from them, and how important they are to the success of the organization.

Evaluation: Involves assessing the strength and weakness of projects, policies and personnel Products and organizations to improve their effectiveness. (By American evaluation association)

Monitoring: Intermittent regular or irregular series of observations in time, carried out to show the extent of compliance with a formulated standard or degree of deviation from expected norm

Strategic plan: Is a document used to communicate with the organization goals, the actions needed to achieve those goals and the other critical elements developed during the Planning exercise (Balanced score card institute).

Strategic planning: It is collective under taking among stakeholders in a group or an organization that seeks to establish as the precisely as possible, the desired goals.

Stakeholder: Any person or company involved in a particular project or system especially if they have invested money in it for example, stakeholder economy invested by Government or any organization.

Tool: Implement especially one held in the land, used to carry out a particular function.

1.11 Organization of the study

The study consist of five chapters. Chapter One covers the background of the study, statement of the problem and purpose of the study. This is followed by the research objectives, research questions, justification of the study, limitations of the study, delimitations of the study, significance of the study, definition of significant terms and concludes with the organization of the study.

Chapter Two covers the literature review from various sources to establish work done by other researchers, their findings, conclusions and identification of knowledge gaps which forms the basis of setting objectives and research questions of the study. The theoretical and conceptual frameworks are also explained.

Chapter Three covers the research design, target population of the study, sample size and sampling procedures. This is followed by data collection procedures, data collection instruments, validity of the instruments, reliability of instruments, data analysis techniques, ethical considerations and concludes with operational definition of variables.

Chapter four covers the findings form data analysis, presentation of findings and interpretation of findings. It will be concluded with the summary of the chapter.

Chapter five covers the summary of findings, discussions, conclusions and recommendations of the study. It concluded with suggested areas for further research and contribution to the body of knowledge.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter deals with the main review, conceptual framework and summary of the literature review. Among other things, it will dwell on profile of REA, corruption allegations in REA and need of monitoring and evaluation.

2.2 Global review of Rural Electrification

According to the World Bank estimated in 2006 that $860 billion would be needed to connect 600 million additional households to achieve universal access by 2030.These figures are far above the current levels of investment. There is, therefore, a large financing gap that will be very difficult to be closed. It may not be realistic to expect that such a large amount would be mobilized during the next two decades, particularly in low-income countries where the electrification effort competes with other pressing social and infrastructure needs.

Bringing electricity to rural communities can increase opportunities for local entrepreneurs to generate income by modernizing production methods and raising the value of production. Common examples in Peru are the installation of electric motors to grind grains and to process coffee in agricultural activities or the use of electric pumps to irrigate the land and improve growing conditions and yields. Promotion of productive uses also contributes to the financial viability of the electricity infrastructure in rural areas. Promotion of productive uses, in advance of or together with rural electrification programs, can make rural electricity distribution investments more attractive and reduce the amounts of subsidies needed. In the absence of sufficient increases in economic activity and electricity demand, the financial sustainability of the infrastructure in isolated areas becomes uncertain and the contributions of the electrification investments to rural well-being are limited (Agumena, D. 2013).

In general, contrary to the use of electricity for lighting and domestic appliances, its adoption for production does not happen on its own or rapidly. This reality makes it important to include activities in rural electrification projects that address barriers to and encourage the adoption of electricity for income generation activities. This report tells the story of the early implementation of a pilot program to promote productive uses of

electricity carried out by the Directorate General of Rural Electrification (DGER) in the Ministry of Energy and Mines (MEM) in Peru, through the World Bank and GEF-assisted Rural Energy Project.

Peru, located in the west central portion of South America'sPacific coast, is the third largest country in the region after Brazil and Argentina. It has a total population of 28 million people, of which an estimated 7 million people live in rural areas. With a GDP per capita of US$9200 in 2010, Peru has one of the best performing economies of Latin America (GDP growth averaged 7.2 per cent from 2006 to 2010). The poverty rate was estimated at 35 per cent nationally in 2009. The 2007 Census showed that 30 per cent of rural households had access to electricity, one of the lowest averages of rural coverage in Latin America. In recent years, the Government of Peru has made a strong effort to increase rural access and electricity coverage, introducing the Rural Electrification Law of2006 and providing more than US$100 million per year for investment in rural electrification.

The National Plan for Rural Electrification for 2011-2020 proposes the ambitious target of increasing the rural electrification coverage from 55 per cent in 2010 to 65 per cent by 2011 and 88 per cent by 2020. It estimated that reaching these goals will require mobilization of US$2.2 billion over ten years. As part of this effort, the World Bank and GEF-supported the Rural Electrification (RE) Project(US$144 million total, including US$50 million IBRD and US$10 million GEF), under implementation by the Directorate of Competitive Funds of the DGER of MEM since mid-2006, is contributing significantly to meeting the Government's rural electrification goals. The Project's objective is to increase access to efficient and sustainable electricity services in rural areas of Peru. This is being done through: investment in subprojects co-financed and carried out by electricity service providers, using both conventional grid extension and renewable energy sources; demonstration of a model that attracts investment from private and public sector electricity providers, as well as from local governments; and, the subject of this document ad finally a pilot program to increase productive uses of electricity in rural areas (Cabraal. 2009)

The program is being carried out through a series of activities, each one in a specific geographical area that was selected based on its potential for increased use of electricity in productive areas and the willingness of the distribution company to participate. For each activity, the DFC-DGER first signed a memorandum of understanding with the distribution company that defined the responsibilities and commitments of the distribution company to serve rural productive users. The DGER, on behalf of the RE Project, then signed a contract with a competitively selected non-governmental organization (NGO) to assess the market and carry out promotion activities to increase productive uses of electricity, in collaboration with the distribution company and other development efforts in the local area.

Achieving universal access to modern energy services is one of the three complementary objectives of the Sustainable Energy for All (SE4ALL) initiative. Formally launched in the UN General Assembly in September 2012 and co-chaired by the president of the World Bank Group and the UN Secretary-General, SE4ALL calls on governments, businesses, and civil society to address urgent energy challenges, including universal access, by 2030 (SE4ALL 2012).

Despite significant challenges in its power sector, Bangladesh has succeeded in developing the largest and most dynamic national off-grid electrification program in the world, yielding lessons that may be applicable to other countries considering off-grid solutions to improve access to electricity. Since its inception in 2003, Bangladesh's solar home system (SHS) program has installed household electrification systems in three million rural households, two-thirds of them in the last three years. In the same time period, the country's rural electricity cooperatives have extended access to the national electrical grid to about 1.3 million households. Currently, the SHS program is providing electricity to about 50,000 new households each month, making it the most dynamic off-grid electrification program in the world. Solar home systems are small, household-level electrical systems powered by solar energy. They consist basically of a solar panel, inverter, and battery. Depending on their size, they can power various domestic appliances, including lights, radios, TVs, fans, and refrigerators.

The Bangladeshi programme benefitted from a strong pre-existing network of competitive microfinance institutions (MFIs) with deep reach in rural areas, including the world-known Grameen Shakti MFI. Other factors contributing to the program's success were: The high density of Bangladesh's rural population, which fostered competition and economies of scale; rising rural incomes and remittances from abroad, which stimulated demand for the off-grid solar systems and the existence of entities interested in doing business with rural customers and the country's entrepreneurial culture. Bangladesh's experience also conveys many lessons that are applicable to any off-grid electrification initiative. Among those lessons: The presence of a competent and passionate local champion with a strong capacity to promote and manage an off grid electrification program; technical and financing solutions that match the target population's ability to pay; the quality of the solar home system and consumers' awareness of its availability; the patience to allow the program to evolve over time to reflect new technologies and market trends.

2.3 Rural Electrification in the Africa

According to the Mid-term Review and Evaluation of the Swedish and Dutch Support to the Rural Electrification Programme in Zambia was undertaken in the month of September 2011. Its objective was to assess progress and advise if there is any need for adjustment in the on-going cooperation between Sweden, the Netherlands and Zambia in the implementation of the latter's rural electrification programme, specifically Swedish and Dutch support to Zambia's Rural Electrification Agency (REA) and the Rural Electrification Fund (REF).

At the policy and institutional levels, with regard to its overall procedures and coordination mechanisms, key issues identified with corresponding observations included: The Rural Electrification Master Plan was not an implementable plan in its current form, given REA's capacity and resources. While it gave a comprehensive view of the ideal progress and resources required to achieve a rural electrification rate of 50.6% by 2030, its role is to serve as a guide, which needed to be adapted according to the situation on the ground; In addition, the current monitoring and reporting capacity of REA was weak. At the same time it is noted that REA is making efforts to improve this through recruitment of dedicated monitoring and evaluation staff. REA is also finalising a list of an updated version of its

key performance indicators, which are broader than those agreed upon with Sweden/Netherlands and also those contained in its 2009–2013 Strategic Plan. While financial recordkeeping is sound, a project information database had been developed by the Sida-funded TA and had never been used.

Zambia's energy policy broadly supports rural electrification, and there is good coherence among the government's planning documents and with the Sida support programme to REA through the Specific Agreement. The laws governing the electricity sector provide an adequate framework for rural electrification in Zambia. However, at this stage, there is little experience with off-grid systems, and the relevant laws and the new regulatory framework that the ERB developed in 2010 are largely untested. REA is only performing some of the activities it is tasked to undertake under the Rural Electrification Act. It needs to improve its capacity if it wants to expand its current activities to include designing and offering of smart subsidies for capital costs, recommending policies for enhancement of access to electricity, facilitating the formation of appropriate institutions to generate, distribute or supply electricity, and providing technical guidance and consultancy services. One reason for the alarmingly low level of rural connections is the low level of ZESCO involvement during implementation. This results in rural households lacking information about how much connection charges are and ignorance about the recently initiated deferred payment scheme.

According to the Postgraduate Studies on International Cooperation (SLE Publication Series – S 245)The Governments of Uganda and Germany were cooperating to improve the energy sector in Uganda. Within that sector, emphasis was placed on establishing a reliable and efficient electricity supply in West Nile, a rural region in northern Uganda.
The overall aim was to promote environmentally friendly socio-economic development in the region. To monitor and evaluate the results of the electrification programme, a German development bank, was commissioned the present study. It enabled KFW and their partners to establish a sound, robust, state-of- heart monitoring and evaluation system, and it was also to offer useful suggestions to other development agencies active in the field of rural electrification.

Through German development cooperation was investing in the construction of small hydropower plants and the extension of the electricity grid. About 40 trading centres and towns were to be electrified, permitting additional connections for about 6,000 households, 250 businesses, 60 schools, and 30 health centres. In an electrified area the entire population could potentially benefit from the supply of electricity, for instance through the availability of refrigeration for vaccine storage in hospitals. However, at the individual level, the degree of access and benefit varied significantly. The on-going debate on access to energy services thus proposes both qualitative and quantitative approaches to describe the extent of that access. However, these were difficult to adopt for an M&E framework.

The development of this M&E framework faced a threefold challenge: Firstly, the conceptual challenge of providing a simple and practicable definition for access to energy services, defining beneficiaries whose access can be observed, and indicators by which access and its impacts can be measured; next the methodological challenge of defining suitable units of analysis, capable of being sampled in a region with a population of 2.3 million spread over some 10,000 square kilometres, and against the background of very weak statistical base data; finally, the implementation challenge of keeping the developed framework lean, manageable, and cost-efficient.

Tracking the mid-term and long-term results of rural electrification was challenging and required a sound conceptual and methodological framework and a quantitative approach was developed. This focused on access to electricity-based services, using the three access dimensions of availability, affordability and reliability. A set of indicators was developed that described all three dimensions of access in terms of the programme's outcome for the connected and not connected households, businesses, schools, and health centres. These were prioritised as the main beneficiary groups.

The four beneficiary groups were also selected as units of analysis. Except for transportation businesses all types of businesses were included in the monitoring and also no restrictions were put onto households. For methodological reasons, and also in order to keep the framework practicable, only secondary schools were selected for results-based

monitoring. For the health centres, the lowest level establishments were excluded, as their number was very large, while their potential use of electricity was limited. For best result attribution, the double-difference approach was applied predominantly. Health centres and secondary schools were surveyed by using 'not connected' institutions for comparison. Households and businesses were surveyed in connected and unconnected trading centres, while for six towns in West Nile a simple before after comparison proved to be the only feasible option.

A full population survey was proposed for monitoring connected health centres and secondary schools, while unconnected ones will be sampled and monitored as a panel. However, the number of households and businesses was much larger, and no sampling frame was available. Therefore multi-stage sampling was adopted, using trading centres and towns as preselected clusters from which households and businesses was randomly selected.

The study proposes a two-year M&E cycle, starting with the baseline survey in 2013, followed by three consecutive M&E cycles in 2015, 2017 and 2019. This will be completed by an evaluation, which will mainly use quantitative monitoring results and complement them with qualitative investigations. Each cycle includes a field survey, in which standardised interviews are conducted with 900 households, 825 businesses, and up to 170 secondary schools and 95 health centres. To complement this, an extensive data survey collects information from the electricity supplier in West Nile and from local and national authorities. In order to implement each M&E cycle, a consultant is required to supervise five survey teams, each consisting of a Ugandan coordinator and ten enumerators. A team of ten is also required for data entry.

2.4 Rural Electrification in the Kenya

There are indications that REA is helping provide services to communities that for many years did not benefit substantially from Kenya Power services. In particular, the poor have in the past experienced serious problems accessing electrification services from Kenya Power that are now made available through REA. Nevertheless, there are increasing

concerns about the utilization of REA which suggest that the funds are not being utilized optimally. Given the importance of this program, an in-depth analysis of both institutional, design and implementation factors that impact on the efficiency of the use of REA funds is necessary. At this early stage in the implementation of REA, it is strongly recommended that an in depth objective analysis of REA be undertaken with a view to unearthing the potential sources of weaknesses. This concept note outlines a framework for analyzing the efficiency and efficacy of the REA Funds. According to Sessional Paper 4 on Energy 2004, the rural electrification programme was started in 1973 as part of the basic infrastructure to stimulate socio-economic growth, stem rural-urban migration through creation of social amenities and employment opportunities at close proximities to the rural population and thus uplift the quality of life in the rural areas. However, the rate of penetration has been slow with only 91,069 directly metered consumers having benefited from the programme by January 2004.

he low penetration level is attributed to past mismanagement of financial resources, high cost of network extension, low consumer densities and the scattered nature of the human settlements in rural Kenya. In 2003, it cost more than KShs.1.2 million on average to construct a kilometre of an 11kV or a 33kV line. Thus, the average cost of supplying a rural consumer was KShs.180, 000, which is about seven times the national per capita income in 2002. Rural electrification schemes also incur higher operating costs per unit sold than the KPLC system sales. For example, over the period 1997/98 to 2001/02 the average cost of selling one unit of electricity under the rural electrification programme was KShs.12.4 per kWh for the interconnected system as opposed to KShs.7.78 per kWh for KPLC, while for the isolated programme schemes the cost was KShs.32.0 per kWh. The funded projects target all constituencies, particularly those aiming to combat poverty at the grassroots.

As per Section 68 and 70 of the Energy Act, 2006, REA has a board of members, CEO who is appointed by the Cabinet Secretary on recommendation of the Board, Officers and Staff appointed by the authority in discharging its mandate. Currently every County has a REA County Representative to oversee the implementation of the REA projects, initiate new projects and collaborate with the Counties in electrification of the Counties. They also

assist in Identification of projects jointly with counties, Planning and design of projects, Confirmation of Funds of projects, Coordinate Acquisition of way-leaves, Confirmation of complete project design, Coordination of Contract awards and signing by L & T contractors, Supervision of L & T contractors (Hole preparation, Pole erection and stringing, Transformer, installation and LV network, Cable installation , Customers to be connected and Liaising with KPLC for joint inspections and commissioning of projects in the County.

Currently REA is working on the 29 Billion shilling programme of electrifying of all primary schools either in Grid supply or on solar supply in readiness for the Laptop project for standard one pupil that has failed to kick off in various occasions due to political interference. The projects were expected to be completed by 30th December 2015, but up to date they are in progress and they are even not expected to be completed in the next six months' time due to poor monitoring and evaluation schemes. According to the REA Section 79 of the Energy Act, 2006 the Ministry shall establish a fund to be known as the Rural Electrification Programme Fund to support the electrification of rural areas and other areas, considered economically unviable for electrification by licensees.

All disbursement from the fund shall be approved for disbursement from the Ministry of Energy. Beneficiaries also should be involved or rather participate in the projects. In trying to find out whether this is the case in Kenya; Tolo, 2006 conducted a study on community participation in the selection of projects in Rongo constituency. Its main objective was to establish the rate at which the principal beneficiaries were involved. He used semi - structured interview schedule and questionnaires to 139 community members. The study revealed that most residents were not involved in either suggesting projects for implementation or participating in the evaluation. He recommended an adoption of stakeholder participatory approach if it is to address the community self -defined needs and priorities.

According to Kimenyi, (2005) there are several countries that have had similar initiatives for some time now. There are also some restrictions such as limits on the share of funds that go to a particular type of project in a given constituency. Nevertheless, there are

increasing concerns about the utilization and allocation of REA funds which suggest that the funds are not being utilized well given the importance of this program in-depth analysis of both institutional design and implementation factors that impact on the efficiency of the use of funds is necessary. At this early stage in the implementation of REA, it is strongly recommended that an in-depth objective analysis of REA be undertaken with a view to unearthing the potential sources of weaknesses. This concept note outlines a framework for analyzing the efficiency and efficacy of the funded REA projects. Constituencies; with respect to the size of the land, mass population and population density, are characteristics are expected to influence the choice of REA projects and the mode of delivery (Kimenyi, 2005).

Mestrum,(2002) states that Kenya's seven operational decentralized funds face a number of challenges that have prevented them from reaching their full potential. Generally community awareness and involvement has been low, and the project funds are seen to have had little impact on the quality of life of the population, partly due to inadequate allocations. Communities have questioned the various processes in identification and implementation of REA projects, as well as the monitoring and evaluation of REA projects and funds, and have expressed concerns about accountability and transparency. There is a great deal of work to be done to educate communities on the role and of the various funded projects. There is need to provide general education and information about the funded projects and the procedures for application and use of the allocated funded projects.

There is need to train the managers/supervisors of the projects and community organizations on the procedures for utilization of the funded projects. New regulations and restructuring of the current funded projects are necessary to ensure that the projects meet the needs of the targeted rural beneficiaries. Development of a better legal and institutional framework is necessary for improved administration of the decentralized funded projects. In addition, there is a need to mitigate barriers to effective implementation of REA projects, such as the interruptions that may occur with changes in government or the 'privatization' of funded projects by certain project managers (Barongo, 2008).

2.5 Influence of Monitoring and Evaluation strategy on Implementation of Rural Electrification

Several studies have been carried out with an aim of determining the critical success factors (CSFs) which contribute to project success. Most of the studies link project success to M&E. Despite knowledge that effective M&E is a major contributor to project success, there are still project failures in Kenya. A study by Prabhakar (2008) pointed that Monitoring and Feedback was one of factors leading to project success. Likewise Papke-Shields et' al (2010) also noted that the probability of achieving project success seemed to be enhanced among other factors, by constantly monitoring the progress of the project. According to their study, monitoring and controlling was relevant in management of project scope, time, cost, quality, human resources, communication and risks. In agreement, Hwang and Lim (2013) also established that Monitoring and evaluating, budget performance, schedule performance and quality performance could lead to project success. Ika et' al (2012) carried out a regression analysis which shows that there was a statistically significant and positive relationship between each of the five Critical Success Factors and project success. The five critical success factors include monitoring, coordination, and design, training and Institutional environment.

He further explained that, consistent with theory and practice, the most prominent CSFs for project supervisors are design and monitoring. Hence Ikaet' al (2012) ranks M&E highly as one of the major project success factors. Once again Ika et' al (2010) accentuates that M&E is even more critical than planning in achievement of project success. Similarly one of the components of the project management methodology whose main aim is to achieve project success was monitoring project progress (Chin, 2012).There seems to be consensuses across the project management field of study in the statement that monitoring and evaluation is a major contributor to project success. To crown it all, PMBOK (2001) which is a book which presents asset of standard guidelines which are widely accepted and consistently applied, continually stresses the importance of monitoring and evaluation in achieving project success.

REA is expected to have major long lasting positive impact on development at the rural areas at grassroots and in addition to advancing the welfare of the people through electrification projects, REA has a salutary effect on participation which is itself pivotal to empowerment of electrified communities. This calls for intensive monitoring and evaluation of the REA projects. Because of the apparent positive evaluation by beneficiaries of REA, there is high probability that other developing countries will seek to emulate the Kenyan Rural Electrification programme concept. There are indications that a number of countries in the region are intended to study the Kenyan Rural Electrification of all primary schools model with the hope that they can legislate similar programs. As such, understanding the operations of REA, particularly the aspects that impact on efficiency is crucial. It is therefore recommended that a rigorous study to identify the main sources of concerns that are emerging be undertaken so as to avert major failures in the future so as to meet the deadlines. Such a study would offer concrete recommendations on reforms and also the type of information and data that should be required of all REA projects for effective monitoring and evaluation. Finally, a better understanding of REA can provide important information that should help in design of other decentralization schemes to the County levels that may be implemented.

2.5.1 Strength of the M&E team and its influence implementation of REA projects

Despite the large amount of investment made and a great number of projects already implemented, changes to address global alarming issues have been considered inconsistent or even wholly inefficient (Jepson 2005). As a result, major donors are pressuring Non-governmental organizations (NGO) to evidence their achievements and legitimate their cause. For instance, during international debates, such as the one promoted by the United Nations (2007), it has been alarming that NGO's reputation is falling along with the society trust on their work capability. There is a growing critique regarding the managerial competence of NGOs and it is increasing the claim to evidence their expertise on providing significant impacts. Indeed, it is apparent the call for accountability and professional management, which would assess work done; demonstrate its value and provide useful information for sponsors and general public (Sustainability 2003; Ebrahim, 2003; The Earth Watch Institute 2006).

Locating the right staff is strategically very important; it requires careful thought and a substantial time commitment. However, investing any less in the hiring process may result in a need to repeat the hiring process and a prolonged gap in M&E capacity in your team, both of which will ultimately inhibit progress towards achieving M&E objectives. The quality of the M&E program will ultimately improve based on thoughtful and thorough hiring efforts. To achieve success in the monitoring and evaluation endeavour, an effective team needs to be assembled, with the project relationships identified, documented and all roles and responsibilities assigned (Best J. W. and Khan J. V. (2003).

Monitoring and evaluation activities will require enough personnel to carry out all the activities involved, including, but not limited to program design and M&E plan development, design of M&E tools and surveys, evaluations, conducting baseline surveys, monitoring and surveillance systems and final evaluations. As such the M&E team needs to be adequately staffed and funded. Qualification criteria for M&E should cover the following; qualification in the field of the assignment, technical and managerial capabilities and the ability to work in REA. Lead staff should exhibit strong background in community organization and institutional capacity building experience with off-grid project development in a developing country, preferably in implementation of micro-hydro projects, excellent communication and organizational skills, knowledge of how to secure international consulting expertise in relevant areas and willingness to work with REA.

To provide results that will inevitably have an influence on the implementation of RE; it is imperative that the proper skills are employed and spread out in the monitoring and evaluation team. Among these should include; technological wit since data collection and analysis will ultimately require software use. Familiarity with standard sampling techniques, experience in qualitative data collection and analysis, experience in quantitative data collection and analysis, experience in participatory rural appraisal (PRA) methods, additional familiarity with standard indicators and M&E protocol for the energy sector, strong data interpretation skills, report writing, and presentation and communication skills.

The monitoring and evaluation team should be multidisciplinary, ensuring mix of professional skills and expertise. To cover both quantitative and qualitative aspects of monitoring and evaluation, it will be necessary to have two teams. One will be responsible for the participatory assessments and the other will oversee the socioeconomic impact survey. These teams, however, should coordinate and interact closely. Each team should include at least one representative of the other team. The participatory assessment team either can be made up of members of the project's monitoring and evaluation unit or can be contracted out to consultants with the relevant experience. In the latter case, however, it is critical to include members of the project's monitoring and evaluation unit in the team in order to build capacity and ownership within the unit. This will also ensure that participatory poverty- and gender-sensitive methodologies are employed throughout the project's lifecycle. The data collection and analysis is a participatory process. The aim is not to extract information but to generate discussions to facilitate community analysis and action planning. This requires considerable sensitivity and patience of the team members. Training the participatory sub team to help them assimilate the methodology and its application is critical. During the training, the sub team becomes familiar with the concepts and tools of the methodology and gains experience and confidence in its application. There is a basic understanding and spirit of cooperation among team members, and a motivation to produce deliverables within a limited time frame.

All stakeholders need to be brought on board. For instance end users are key stakeholders who can help identify priority needs and capacities as identified by themselves or communities. They can also provide softer kinds of information of importance to the project and project design, such as end-user perceptions, preferences, and opinions about the project. Finally, they can assist in organizing the communities to express their views of how to better implement the project, so that it is better able to meet their needs. Recent research suggests that community participation throughout the project cycle improves project quality. For example, an evaluation of 121 rural water projects offers strong evidence that increasing stakeholder participation improves project outcomes (Isham et al, 1995). When implementing agencies actively included beneficiaries, they had a 62 percent rate of positive economic returns. When they did not, the success rate was 10 percent. A

study of water projects in 88 communities also found that a “higher level of participation in establishing community-managed rural water supply services is significantly associated with better-sustained service” (Dayal et al.2000).

2.5.2 Management Support and implementation of REA projects

Barnard (1938) suggested the functions of a leader. He saidan executive had both managerial and emotional functions,which he called cognitive and cathectic, respectively: Cognitive functions include guiding, directing, and constraining choices and actions; Cathectic functions include emotional and motivationalaspects of goal-setting, and developing faith and commitmentto a larger moral purpose.This is similar to Aristotle’s view of pathos, ethos, andlogos, according to which a leader must:Build relationships with those who are led; advocate a moral vision and persuade by logic to manage actions.Through his work at Henley Management College,Turner (1999) identified seven traits of effective project managers: Problem-solving ability, results orientation, energy and initiative, self-confidence, perspective, communication and negotiating ability.

For monitoring and evaluation strategies to have any meaningful, positive influence on implementation of the Rural Electrification projects, top management needs to exhibit commitment to the effort, excellent guidance and leadership to project team, maintain clear lines of communication where all relevant information is properly conveyed, and in a timely manner and lastly, provide all the resources, authority and power for implementation to keep the teams motivated. Management should provide clearly defined goals and direction, training of competent personnel and all the relevant technology and expertise.

Commitment is the feeling of responsibility towards the mission of the organization. With a strong sense of commitment, important objectives fall into place automatically andcommitments will be met.The organizations with higher level of commitmentensure the on-time delivery of the projects to their clients. This enhances the trust of their clients and helps inestablishing the permanent relationship with them. Since these organizations are having a mechanism for monitoring commitments, the quality of their projects is up tothe mark. Projects that are guided by motivated teams often lead to greater quality output. Motivation is the set of forces that cause people to choose certain behaviours from among

the may alternatives open to them. Motivation is what energizes, mainatains and controls behaviour. The M&E team's performance will be influenced to a great extent, by their motivation. Motivation, being intangible, and that it is a significant determinant of performance is important. Management efforts to keep the M&E team in RE implementation motivated will result in more quality orieted output, working with higher productivity and essentialy better completion of tasks. This will inevitably have a positive influence on the implementation of the project (Crawford, L. H. 2001).

Communication is the imparting or exchanging of information, and it is what allows projects to function efficiently. Effective communication doesn't just convey facts. It makes people understand the role they play in the project. Done right, communication engages everyone who touches the project, from executives and end users to project managers and their teams. According to Bobbi Schroeppel VP Human Resources - NorthWestern Energy "If you want to achieve anything, you need to reach out to people. Tell them what you're doing, listen to what they need and adjust your goals as necessary." Communication calls for pro activeness, it requires significant time, energy and executive involvement to show the community that your organization is committed to the goals of the project, and to be effective, leadership must own this part of the project. Hence, management support for communication is invaluable. For M&E efforts to garner the required, desirable results and positively influence implementation of RE, communication with the community should be a priority part of the project plan.Regular project communiqués from the team help sponsors, leaders and clients stay abreast of progress and also help identify any potential problems. Project team do what they think stakeholders want, but without feedback from those stakeholders, they can't be sure. If management, as a key player at any level fail to deliver their end of the communication bargain, projects face unnecessary risks.

2.5.3 Clarity of scope of M&E and implementation of REA projects

According to Khan, M. A. (2000) scope definition is about developing a common understanding as to what is included in, or excluded from, a project. To successfully define scope there should be an agreement on the outcome. The outcome is the change that will

occur when the project is complete. Defining the scope is a neglected area in most projects. It is however the foundation on which the schedule, budget and resource plans are built. If the scope is not clear, or if the project gets it wrong, everything else will be wrong. Scope definition calls for stakeholder participation. The project team should take the time to workshop the scope with users. There should be a shared understanding. Unless you get the scope right, the project will never be under control.

The scope of evaluation will address the project's achievements according to Project Review criteria such as: Outcomes; whereby progress should be assessed towards attaining the project's environmental objectives and outcomes. This should include the extent to which the project is likely to contribute to issues not limited to; improved access to energy services for rural population, delivery of appropriate, reliable and accessible PV and efficient appliance-based technology packages, policy and institutional arrangements conducive to the integration and provision of off-grid electricity services, strengthened public and private sector working in the PV and renewable energy sector to provide a better quality of services to rural areas, improvement to quality of life and dissemination of experiences and lessons learned to promote rapid implementation throughout the country for rural electrification, based on renewable and low GHG technologies.(Baker, B. N., 2008)

Implementation approach is also a project review criteria whereby there should be a review the clarity of roles and responsibilities of the various individuals, agencies and institutions and the level of coordination between relevant players as well as an assessment of the level to which the Logical Framework Approach (LFA) and performance indicators were used as project management tools. An evaluation of any partnership arrangements established for implementation of the project with relevant stakeholders involved in the countries/region is key. A description and assessment of efforts of the ministry of energy in support of the implementing agencies, regional and national institutions. Finally recommendations should be made as to how to improve project performance in terms of effectiveness and efficiency in achieving impact on institutional and capacity development and the targeted conservation concerns.

In reviewing the co-financing criteria an assessment on whether the government and other partners have maintained financial commitments to the project and undertake a reconciliation of the co-financing pledged and realized. As well as the financial control systems, including reporting and planning, that allowed the project management to make informed decisions regarding the budget. This should also include a review of the extent to which the flow of funds had been in terms of timeliness both from UNDP and from the project management unit to the field. Lastly an evaluation of the extent of due diligence in the management of funds and financial audits plus an assessment of the extent to which the project has completed the planned activities and met or exceeded the expected outcomes according to schedule and as cost effectively as initially planned. Stakeholder Participation is also an important indicator, whereby there should be an assessment of the level of public involvement in the project and comments made as to whether the scope of public involvement has been appropriate given the broader goals and objectives of the project. In addition, a review and evaluation of the extent to which project benefits have or will reach the intended beneficiaries and how much they feel a sense of ownership to the project.

Lastly, project sustainability as an indicator assesses the likelihood of continuation of project outcomes/benefits after completion of GEF funding; and describes the key factors that will require attention in order to improve prospects for sustainability of project outcomes. Factors of sustainability that should be considered include; institutional capacity (systems, structures, staff, expertise, etc.) social sustainability, policy and regulatory frameworks that further the project objectives and financial sustainability. Finally, keeping in mind the replication of the project, describe the main lessons that have emerged in terms of: strengthening country ownership; application of adaptive management strategies; efforts to secure sustainability; knowledge transfer; and the role of M&E in project implementation. In describing all lessons learned, an explicit distinction needs to be made between those lessons applicable only to this project, and lessons that may be of value more broadly. Make recommendations on how the lessons and experience can be incorporated into the design of similar initiatives in the future.

2.5.4 Frequency of meetings with stakeholders and implementation of REA projects

According to Diechmann (2010) Stakeholders are persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively. The Project Management Institute, PMI guide identifies stakeholders as individuals, groups, or organizations who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio. Stakeholders may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, civil society organizations and groups with special interests, the academic community, or other businesses.

Engaging stakeholders does influence monitoring and evaluation strategies since those persons impacted by the change and consulting firms often have very different views of the success or failure of major change projects Engagement is vital, since for projects that are "installed" rather than "implemented," the result is that the potential benefits fail to be fully realized. For example, Gartner Research as cited by Miller (2002) released data that indicated that for major corporate systems investments, 80% were not used as intended or not at all six months after installation. Installed means that the solution (this can be the latest technology, new organizational structures, recent acquisitions or redesigned processes) is often in place, but the recipients of the change where recipients are defined as the people directly or indirectly impacted by the change haven't changed their behaviours and habits sufficiently for the change to achieve the forecasted benefit.

The process of identifying and engaging with stakeholders from the start of the project determines the degree to which stakeholders commit to the project objective. There are many actions that may need to be taken once this is complete, but there are also many under-performing projects where this work simply has not been carried out or was done poorly. Often stakeholder management processes rely on simply listing key players. These lists are usually made up of people with higher positional authority. There is then a set of actions built around a number of conversations with these players to assess commitment and a plan for remedial actions if they are not. Commitment is important in any relationship, it the value that galvanizes diverse entities so that all can work together to

achieve set objectives. Without it, there is no bond or common purpose. Stakeholder commitment is a force that drives the RE project forward, towards a mutually desirable goal that point to project success.

Frequent engagement with the various players in the project assures to some degree, positive progress towards achievement of project objectives management expert Stephen Covey states that, “Your organization is a complex ecosystem of multiple, interdependent parts both inside and outside its formal boundaries, and your stakeholders are its most important elements.”According to Barney & Hansen, 1994 firms which create and sustain stakeholder relationships based on mutual trust and cooperation will have a competitive advantage over other firms that do not act this way. Keeping stakeholders committed involves open lines of communication, and as Stephen Covey’s 360 degree feedback plan states; the key to developing total stakeholder commitment is to institute stakeholder information systems that provide regular feedback concerning the perceptions of all the primary constituents in all aspects.

Organizations are now beginning to engage with stakeholders at a much earlier stage of a project than in the past. This is especially true for larger, more complex or controversial projects, where companies are initiating engagement at the very early pre-feasibility or pre-exploration phases, signalling to communities and other local stakeholders that their views and well-being are considered important. Focusing additional energy on activities that both educate and expand the understanding of stakeholders strengthens their participation. This participation provides an opportunity for multiple views and opinions within the project to be understood and evaluated and encompasses a range of activities and approaches, and spans the entire life of a project. Many of the hallmarks of good relationships; trust, mutual respect and understanding are intangibles that develop and evolve over time (Best J. WV. 2003).

Meeting with stakeholders is aimed at maintaining already established good relationships that require a long-time-horizon. Project leads should invest in hiring and training community liaison staff and see the value of consistently following through on their

commitments to stakeholders. They invest in translating information about their project into languages and formats that make sense to the local population and do an ongoing basis. They make the effort to personalize relationships through informal and social interactions, and work through their employees to build links to local communities. They take grievances seriously and deal with them in a reliable and timely manner. They listen more and learn.

Also important is identifying stakeholder pressure points in a project, such as shortfalls in commitment, inadequate influence, lack of institutional power and poor communication. If a conflict or crisis does arise, the absence of established relationships and channels of communication puts the project at an immediate disadvantage in trying to manage the situation. Frequency of meetings is aimed at consideration of performance and compliance; whereby **i**nternal performance reporting/forecasting on both the public entity's operations and its financial statements; scheduled management presentations on all aspects of the public entity's activities; and stakeholder monitoring are done. On the other hand, **c**ompliance involves the ongoing monitoring of compliance and risk management matters. Board meetings are a fundamental governance process. They provide the main opportunity for directors to obtain and exchange information and to consider and make decisions. The board should allocate adequate time to board meetings so all business brought before the board can be properly considered. The board should develop clear procedures based on the governance principles of transparency, integrity, honesty and accountability.

This provides a framework to conduct meetings and record decisions. When making decisions, the board must consider all aspects of an issue and seek advice to help directors understand the full implications of the decisions they make. The board should ensure that the decisions it makes are legally valid, comply with government policy, and are ethically sound and fair. Directors attend regular meetings, committee meetings, retreats or planning days and annual general meetings. The frequency of project coordinators meetings depends on any specifications in the enabling legislation, any guidelines or policies from the portfolio department or the particular circumstances in which the public entity is operating

at any particular time. The dates for meetings should be set well in advance with the agreement of all directors and confirmed in writing directly to the director.

2.6 Theoretical Review

Logical framework approach (LFA) is a systematic planning procedure for complete project cycle management. It is a problem solving approach that takes in views of all stakeholders. It is a criteria for project success and lists the major assumptions. (Pradhan 2011) The logical frame work approach started in early 1960s in response to planning and monitoring of development projects (Pradhan, 2011). The first logical frame developed was for USAID at the end of 1960s and NORAD made a significant contribution in 1990s Pradhan, (2011). According to Milika (2011), the logical frame work helps to analyse an existing situation like, including the identification of stakeholders‟ needs and the definition of related objectives, establish a causal link between inputs, activities, results, purpose and overall objective; (vertical logic), define the assumptions on which the project logic builds; identify the potential risks for achieving objectives and purpose; establish a system for monitoring and evaluating a communication and learning process among the stakeholders; like clients or beneficiaries, planners, decision- makers and implementers. It also considers strength weaknesses, opportunities and threats (SWOT).

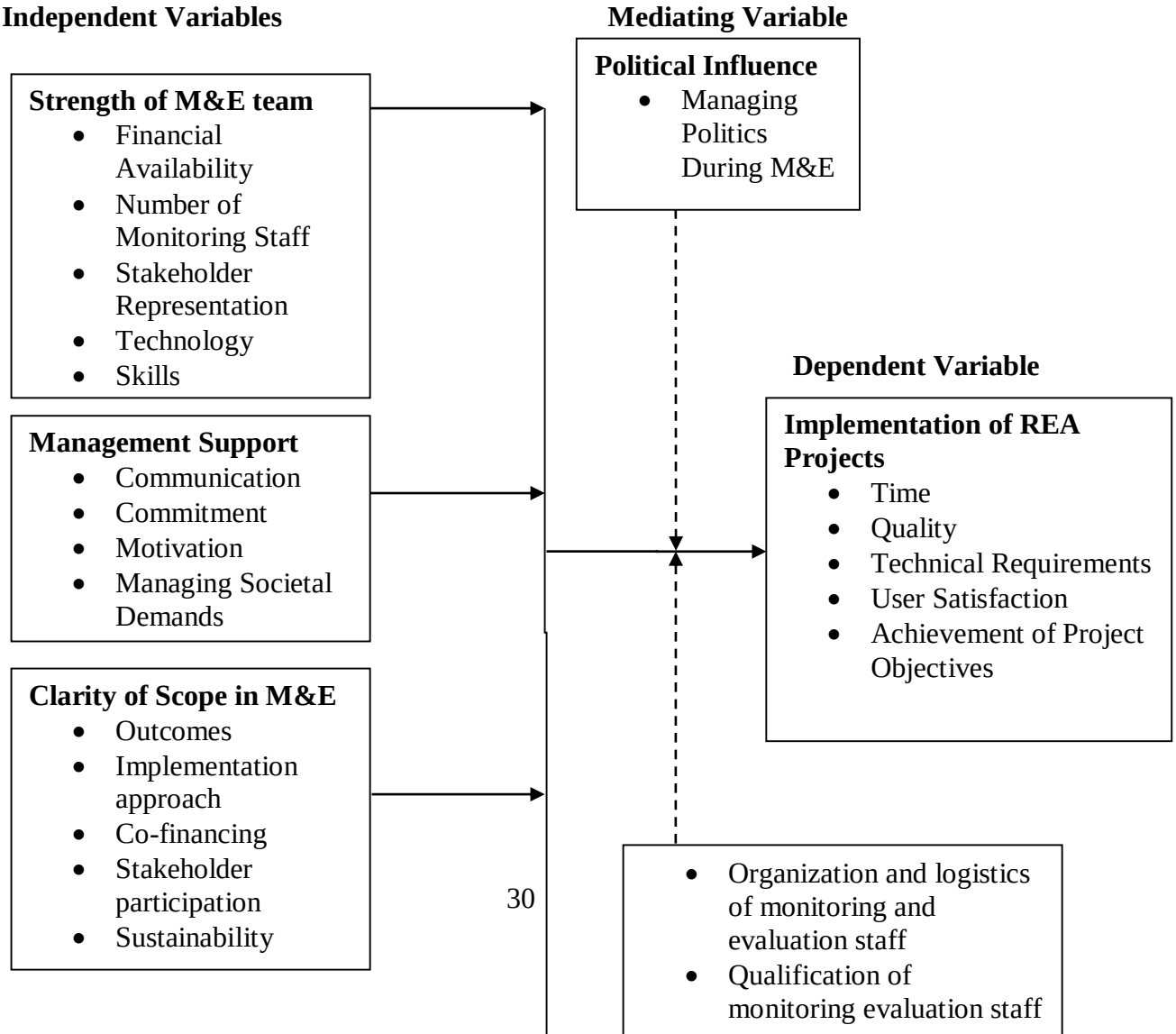
According to Milika (2011) LFA has several advantages like; it ensures that fundamental questions are asked and weaknesses are analysed, in order to provide decision makers with better and more relevant information; it guides systematic and logical analysis of the interrelated key elements which constitute a well-designed project; it improves planning by highlighting linkages between project elements and external factors; it provides a better basis for systematic monitoring and evaluation analysis of the effects of projects and; it facilitates common understanding and better communication between decision makers, managers and other parties involved in the project. Milka (2011) states that LFA ensures continuity of approach when original project staff is replaced.

According to Nyandemo (2010), logical framework is essential it is the first step in project planning and implementation Nyandemo further observes that logical framework requires under taking three main tasks; the objectives or goals clearly stated; the target group or

beneficiaries clearly stated, and the time frame showing when the costs and when benefits are likely to occur. It improves planning by highlighting linkages. There is need to incorporate the M& E system with clear indicators land targets consequently, the government should also consider allocation of adequate funds for an effective in M& E process in the implementation of projects, (Wabwire, 2010). In addition log frame and log frame matrix are formulated and adhered to, they can play a significant role in project planning and implementation hence its viability and completion in most cases project planners emphasize strategic plan without giving logical framework the weight it deserves.

2.7 Conceptual Framework

According Mugenda and Mugenda, (2008) Conceptual framework involves forming ideas about relationship between variables in the study and showing these relationships graphically or grammatically .Therefore it is used in research to outline possible courses of action or to present a preferred approach to an idea or thought. These variables and their relationships are illustrated in the following figure below:



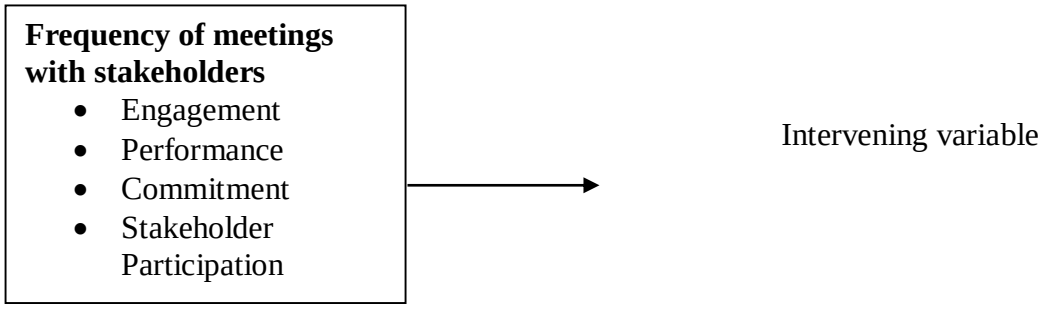


Figure 1 Conceptual Framework

2.7 Relationship between the independent and dependent variables

Project success in the implementation of REA Projects will be indicated by certain criteria, including increased customer awareness and competency plus an appreciation for the project. It is a variable that a researcher manipulates in order to determine its effect or influence on another variable called independent variables this case the independent variables are; Strength of M&E team, management Support, Clarity of Scope in M&E and frequency of meetings with stakeholders all predict the amount of variation that occurs in the dependent variable which is implementation of REA ProjectsCustomers and stakeholders will experience overall satisfaction with the REA programme.

Quality will have been delivered, with the target customers experiencing improved comfort through the availability of power, and convenience. Successful mapping of problems and offering/ delivery of a suitable solution too, indicates an achievement of project objectives. An efficient monitoring and evaluation strategy will achieve success in an affable enviroment, with a strong M&E team, high level of management support, clear scope of operations and proper engagement with all stakeholders, to get them all on board, to support change and ensure improvements are made. Quality and timely product or service

delivery coupled with a change in awareness and knowledge attitude indicates project success. All this is possible in a supportive political environment, where the goverments, both national and county governments fully embrace the project and support it fully from the onset.

2.8 Summary of the Literature Review

There is no doubt that REA Projects is a noble concept and one that is expected to have major positive impact on development especially lighting up rural areas at the grassroots. In addition to advancing the welfare of the people through the electrification projects, REA has a salutary effect on participation which is itself pivotal to empowerment of electrified communities. Because of the apparent positive evaluation by beneficiaries, the people through electrified community projects, REA has a salutary effect on participation which is itself pivotal to empowerment of communities.

Because of the apparent positive evaluation by beneficiaries of REA, there is high probability that other developing countries will seek to emulate the Kenyan concept. There are indications that a number of countries in the region are intended to study the Kenyan model with the hope that they can institute similar electrification programs. As such, understanding the operations of REA, particularly the aspects that impact on efficiency is crucial. It is therefore recommended that a rigorous study to identify the main sources of concerns that are emerging be undertaken so as to avert major failures in the future. Such a study would offer concrete recommendations on reforms and also the type of information and data that should be required of all REA projects for effective monitoring and evaluation.

Finally, a better understanding of REA can provide important information that should help in design of other decentralization schemes that may be implemented in the new constitution be adopted. REA's funds face a number of challenges that have prevented them from reaching their full potential. Generally community awareness and involvement has been low, and the funds are seen to have had little impact on the quality of life of the population, partly due to inadequate allocations. Communities have questioned the various

processes in identification and implementation of projects, as well as the monitoring and evaluation of projects and funds, and have expressed concerns about accountability and transparency.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This section discusses the research design, population of the study, sample selection procedure, instrumentation, pre-testing the instruments, data collection procedures and data analysis plan.

3.2. Research Design

This study investigated the influence of Monitoring and Evaluation strategy on the implementation of REA Projects in TharakaNithi County. Descriptive survey research design was used in this study. This design was chosen because it describes more appropriately the nature of the phenomenon and examines actions as they are or as they happen rather than manipulation of variables. According to Orodho (2005) descriptive survey research design enables the researcher to explain as well as explore the existing status of two or more variables of a phenomenon or population. It involves collecting data in order to test hypothesis or questions concerning the current status of subjects of the study. Kothari (2001) notes that descriptive survey design is concerned with describing, recording, analyzing and reporting conditions that exist or existed

3.3. Study Area

The study was carried out in the 3 Constituencies in Tharaka Nithi County. Being one of the 47 counties of Kenya, it is located in Kenya's Eastern part and borders Meru County to the North and North East, Kitui County to the East and South East and Embu County to the South and South West. It comprises of three constituencies, namely Tharaka, Chuka Igamba Ng'ombe and Maara. According to the 2009 Kenya Population and Housing Census, Tharaka Nithi County is home to a population of around 365,330 people, living on some 2,638.8 square kilometres. The County is the home to the Chuka, Muthambi, Mwimbi and Tharaka sections apart from Chuka, Chogoria Town with diverse ethnic communities such as the Kikuyus and others who have purchased properties in the Town.

3.4. Population of the Study

According to Kothari (1999) target population is a set of elements that the researcher focuses upon which the results obtained by testing the sample should be generalized. The study targeted 30 REA staff and 90 beneficiaries from the three selected constituencies in Tharaka Nithi County. The table 3.1 below shows the target population

Table 3.1 below shows the target population

Constituency	**No.REA staff and Beneficiaries**
Chuka Igambe Ng'ombe	40
Maara	30
Tharaka	50
Total	**120**

3.5. Sampling Procedure and Sample Size

A decision was made on the sampling method to be used. A simple random sampling design was used as the sample size was not so large, and it was homogenous. This type of sampling is also known as probability sampling where each member/item in the population stands an equal chance of being selected. In addition, the sampling method has the advantage of giving relative advantage of time and money. Sample size was 92 respondents of target population.

Calculation of Sample size; according to Yamane (1967:886) simplified formula for calculating small sample sizes have been used. This formula was used to calculate the sample size assuming a 95% confidence level and P = .5

$n = \frac{N}{1+N(e)^2} = \frac{120}{1+120\ (0.05)} 2$ = 92 total sample size

40/120*92 =31 Chuka Igambe Ng'ombe
30/120*92 = 23 Maara
50/120*92 = 38 Tharaka

3.2 Sample size

Constituency	**Population**	**Sample size** $\mathbf{n = \frac{N}{1+N(e)^2}}$
Chuka Igambe Ng'ombe	40	**31**
Maara	30	**23**
Tharaka	50	**38**
Total	**120**	**92**

3.6 Data Collection instruments and method

The study used both primary and secondary data source of data. Primary data was collected by means of self-administered questionnaires to the respondent to help come up with data required. Questionnaires were developed by the researcher based on the various study objectives. The questionnaires were used in this study because they offer considerable advantages in administration as they present an even stimulus to large samples simultaneously and provide the researcher with an easy but an economic accumulation of data (Gay1992). Kerlinger (1983) notes that a questionnaire is an appropriate data collection instrument as it gives the respondent time to give well thought out answers and it is effective when analysing the collected data especially specially using the computer coding. It is also free of bias.

3.6.1. Validity and reliability of Instruments

Gay (1992) defines validity as the degree to which the instrument accurately measures what it purports to measure. To test validity in the study the researcher used content-related validity this type of validity refers to the content and format of the instruments and the main thing the researcher considered was to ensure that there was validity by checking how appropriate was the content of the instrument to the purpose of the study, appropriate format of the instrument and how comprehensive was the content in measuring all the constructs of the variable being measured. The researcher used test-retest approach to test reliability this approach involved administrating the same instrument twice on the sample group of the subject at different times.

3.7 Data Collection Procedure

First the researcher was authorized (Research Permit) to collect data by District Development Officers being facilitated by a letter of introduction from the University. Then the researcher made a courtesy call at the REA offices to notify key officials of the intended study. The researcher proceeded to arrange to fulfil the other necessary pre-field work logistics such as carry out a pilot study. Finally, the researcher visited administration offices for introduction and creating a rapport with the REA staff and Beneficiaries. The researcher informed them the purpose of the intended study, their role and then asked their consent to participate in the study.

The researcher personally administered the instruments to the respondents after assuring them that the information they gave was to be kept private, confidential and anonymous. This was partly contributed to high response rates. In order to increase the return rate, the researcher had to wait to collect the filled questionnaires from the respondents who may be in a position to do so immediately. For the rest, they were given enough time to fill the questionnaires. The researcher requested them to response to the questions within one week after which the instruments were collected.

3.8 Data Analysis

Data analysis is the process of editing, coding, classification and tabulation of the collected data with the purpose of summarising data and organising it in a manner that they answer

the research questions as per the objectives of the study (Kothari, 2004). The researcher with the help of experts will validate and edit the instruments before coding the data. The data was analysed using both qualitative and quantitative techniques since both qualitative and quantitative data was collected. Qualitative data was subjected to content analysis involving the analysis of themes while critically establishing patterns of relationships among the responses. Quantitative data was analyzed using descriptive statistics

3.9 Ethical Considerations

The study took it into account all possible and potential ethical issues. The measures undertook to ensure compliance with ethical issues included keeping the identity of respondents confidential. According to Wimmer and Dominick (2001) identify the principle of confidentiality and respect as the most important ethical issues requiring compliance on the part of the researcher. The basic ethical requirements demand that the researcher respects the rights, values and decisions of respondents. In this study, the values of the respondents were given due respect.

3.10 Operational definitional of variables

Objectives	Type of Variables	Indicator(s)	Measure(s)	Level of scale	Approach of analysis	Level of analysis
To determine how strength of monitoring and evaluation team influences implementation of rural electrification authority projects in Tharaka Nithi country Kenya	Independent Strength of Monitoring and evaluation team	Financial availability	Amount of funds for that project	Ordinal	Qualitative and Quantitative	Descriptive
		Monitoring staff	Number of monitoring staff	Ordinal	Qualitative and Quantitative	Descriptive
		Stake holder representation	Number of stake holder available	Ordinal	Qualitative and Quantitative	Inferential
		Skills	Level of skills	Interval	Qualitative and Quantitative	Descriptive
		Technology	Type of technology used	Ordinal	Qualitative and Quantitative	Descriptive
To establish how management support influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya.	Independent Management support	Communication	Frequency of communication	Nominal	Qualitative and Quantitative	Descriptive
		Commitment	Level of commitment	Ordinal	Qualitative and Quantitative	Descriptive
		Motivation	Availability of motivation	Nominal	Qualitative and Quantitative	Descriptive

		Managing societal development	Availability of management	Nominal	Qualitative and Quantitative	Descriptive
To examine how clarity of scope in monitoring and evaluation influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya.	Independent Clarity of scope in Monitoring and evaluation	Outcomes	Outcome of the project	Ordinal	Qualitative and Quantitative	Descriptive
		Implementation approach	Method used for implementation	Ordinal	Qualitative and Quantitative	Descriptive
		Co financing	Availability of donors	Ordinal	Qualitative and Quantitative	Descriptive
		Stake holder participation	Frequency of stake holder participation	Interval	Qualitative and Quantitative	Descriptive
		Suitability	Level of sustainability	Nominal	Qualitative and Quantitative	Descriptive
To determine how frequency of meeting with stake holders influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya	Independent Frequency of meeting with stakeholders	Engagement	Level of engagement	Ordinal	Qualitative and Quantitative	Descriptive
		Performance	Level of performance	Ordinal	Qualitative and Quantitative	Descriptive
		Commitment	Level of commitment	Nominal	Qualitative and Quantitative	Descriptive

		Stake holders participation	Frequency of stake holders participation	Ordinal	Qualitative and Quantitative	Descriptive
	Dependent variable Implementation of REA projects	Time	Time taken to complete the project	Ordinal	Qualitative and Quantitative	Descriptive
		Quality	Level of quality	Nominal	Qualitative and Quantitative	Descriptive
		Technical requirement	Amount of technical requirement	Nominal	Qualitative and Quantitative	Descriptive
		User satisfaction	Level of user satisfaction	Interval	Qualitative and Quantitative	Inferential
		Project objectives	Achievement of the project objectives	Ordinal	Qualitative and Quantitative	Inferential

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents results arising from the analysis of data collected using questionnaires. The data collected was analyzed using descriptive and inferential statistical methods for each variable and the findings presented in tabular summaries, and their implications discussed.

4.2 Respondents Return Rates

The rate of return of questionnaires was as follows; Out of 92 respondents who were given the questionnaires, 87 returned completely filled questionnaires and 5 never returned. This gave a 95 % response rate, meaning that majority filled there questionnaires and the rate of return was appropriate for data analysis.

Table 4.1 shows the response rate of the questionnaires

Response rate	**Frequency rate**	**Percentage**	**Cumulative**
Returned	87	95%	95%
Not returned	5	5%	100%
Total	**92**	**100%**	

The high questionnaire response rate (95%) shown in Table 4.1 above resulted from the method of administration of the instrument, which was in this case researcher administered. This was acceptable according to Mugenda and Mugenda (2003). This method also ensured that the respondents' queries concerning clarity were addressed at the point of data collection; however, caution was exercised so as not to introduce bias in the process it also reduced the effects of language barrier, hence, ensuring a high instrument response and scoring rate.

4.3 Demographic Characteristics of the Respondents

The study sought to establish the demographic characteristics of the respondents based on the gender, education level, age and marital status.

4.3.1 Gender of the respondents

The issue of gender was important in the study as it would indicate whether there was gender balance in the responses given. On gender the analysis of the findings were as follows;

Table 4.2 Gender of the respondents

Gender	Frequency	Percentage
Male	50	57
Female	37	43
Total	**27**	**100**

Based on above analysis 57% of the respondents were males while 43% were female. This means that there was gender equality

4.3.2 Education level of the respondents

The respondents were asked to indicate their highest level of education and Table 4.4 shows the results

Table 4.3 Education level of the respondents

Education level	Frequency	Percentage
Certificate	6	7
Diploma	27	31
Bachelor Degree	36	41
Masters Degree	21	21
Total	**27**	**100**

Based on analysis table 4.3, 7% had attained certificate level, 31% diploma education, 41% bachelor degree and 21% had attained master's degree. According to Murphy and Myors (2004), education level determines the respondents' ability to comprehend the survey questions

4.3.3. Age of the respondents

On issues about the age the analysis of the findings were as follows

Table 4.4 Age of the respondents

Age	Frequency	Percentage
18-25	18	22
26-35	23	26
36-50	36	41
Above 50	10	11
Total	**27**	**100**

Based on the analysis in table 4.5 many of the respondents 41% were within the 36-50 years age bracket; 26% were within the age of 26-35, 22% were of the age 18-25,11% were of the age above 50 and 22% were of the age18-25.

4.3.4 Marital status of the respondents

The respondents were asked to indicate their marital status the analysis was as follows; 77% of the respondents were married while 23% were single.

Table 4.5 Marital status of the respondents

Age	Frequency	Percentage
18-25	18	22
26-35	23	26
36-50	36	41
Above 50	10	11
Total	**27**	**100**

4.4 Qualifications of the M & E staff

The researcher sought to establish from the respondents the minimum qualifications that one needs to part of the monitoring and evaluation staff and results were recorded in table 4.6.

Table 4. 6 Qualifications to be a part of the monitoring and evaluation staff

Desirable Qualifications	Frequency	Percentage	Cumulative percentage
Knowledge of Tharaka Nithi County	22	25	25
In depth understanding of political, social and economic issues in the region	25	29	54
Experience working in Rural Electrification projects	40	46	100
Total	**87**	**100%**	**100%**

Based on Table 4.3, it indicates that 25% of the respondents felt that knowledge of the study area was the key desirable qualification, while 29% felt that in-depth understanding of political, social and economic issues was the key desirable qualification. However, the majority of the respondents, 46%, felt that experience working in other rural electrification projects was the key desirable factor. This was explained to be due to the fact that success in other REA projects could be replicated to the current project.

4.4.1 Adherence to minimum qualification

The research sought to establish whether the minimum qualifications were strictly followed while selecting the M&E staff. Table 4.7 depicts that a majority of the key respondents felt that these minimum qualifications were strictly followed. The rest, 31%, felt that these were not necessarily followed, as some of the staff members did not meet the minimum selection criteria.

Table 4.7 Strictness in minimum qualification

Minimum Qualifications Strictly Followed	Frequency	Percentage	Cumulative percentage
Yes	60	69	69
No	27	31	100
Total	**87**	**100**	**100**

4.4.2 Staff experience towards effective monitoring and evaluation of the project

The research sought to establish whether the M&E staff had the relevant experience to carry out an effective M&E of the project. They were required to indicate either yes or no. The finding is shown in Table 4.8

Table 4.8 Staff relevance experience towards effective monitoring and evaluation of the project

Do the staff have relevant experience	Frequency	Percentage	Cumulative percentage
Yes	70	80	80
No	17	20	100
Total	**87**	**100**	**100**

Table 4.5 depicts that a majority of the key respondents, 80%, felt that the staff had all the necessary experience. This was attributed to their strong grasp of the REA issues. 20% however felt that the staff did not have the relevant experience. They attributed this to their perceived slow progress rate of the project.

4.4.3 All gender representation in Monitoring and evaluation team

The respondents were asked to indicate if there was monitoring and evaluation team the analysis were as follows;

Table4. 9 All gender representation in Monitoring and evaluation team

Adequate Gender Representation	Frequency	Percentage	Cumulative percentage
Yes	80	92%	92
No	7	8%	100
Total	**87**	**100**	**100**

From the table 4.6, key informants were asked whether there was adequate gender representation in the M&E team. From the findings, 92% of the respondents felt that there was adequate gender representation in the respective teams. 8% of the respondents however felt that the representation was not adequate. They felt that more women needed to be in the teams as they would have a greater understanding of the household needs which necessitated electricity supply.

4.4.4 Composition of the M&E too big or too small

The study sought to establish from the key respondents whether the composition of the M&E was too big or too small. This is noted in table 4.10 below.

Table 4.10 Composition of the M&E too big or too small.

Composition Of The M&E	Frequency	Percentage
Too big	10	11
Moderate	65	75
Too small	12	14

Total	**87**	**100**

From the findings, it was established that the composition of the M&E teams was moderate, hence adequate, at 75%, and neither too big nor too small, and the respondents stated that the job was satisfactorily done meant that the composition was adequate.

4.5 The influence of community member's involvement in the formulation of M&E strategy

4.5.1 Community member's involvement in the formulation of M&E strategy

The study sought to find out the community member's involvement in the formulation of M&E strategy.

This is shown in the below.

Table 4.11 Community member's involvement in the formulation of M&E strategy

Community members are very involved in the formulation of M&E strategy	**Frequency**	**Percentage**	**Cumulative Percentage**
I strongly disagree	0	0	0
Disagree	7	8	8
Neutral	15	17	25
I agree	30	35	60
I strongly agree	35	40	100
Total	**87**	**100**	

Out of the 87 respondents, 35 of them stated that community members were very involved in the formulation of M&E strategies. A further 30 respondents, 35%, of the respondents agreed that community members were involved in the formulation. 17% of the respondents were neutral on the issue while 8% of the respondents disagreed on the subject. The majority of the respondents who agreed on this stated that this is due to the fact that they were involved in the baseline surveys and formulation of the M&E objectives and other stages of the M&E process.

4.5.2 The monitoring and evaluation staff and training

The researcher also requested the respondents on their own opinion on whether or not the monitoring and evaluation staff is composed of very well trained personnel. The results were as shown in the table below.

Table 4.12 the monitoring and evaluation staff and training

The monitoring and evaluation staff is composed of very well trained personnel	**Frequency**	**Percentage**	**Cumulative Percentage**
I strongly disagree	0	0	0
Disagree	6	7	7
Neutral	6	7	14
I agree	55	63	77
I strongly agree	20	23	100
Total	**87**	**100**	

Out of the 87 respondents, 63% agreed that the M&E staffs were composed of very well trained personnel while 40% strongly agreed. 17% of the key respondents were neutral on the issue. Lastly, 8% of the respondents disagreed on the issue.

The importance of well trained M&E personnel is enormous and the efficiency of an M&E project can be achieved by staffing very well trained personnel.

4.5.3 The monitoring and evaluation staff knowledge of what they were doing

The extent to which the monitoring and evaluation staff knew what they were doing was observed. The table below shows the results.

Table 4.13 monitoring and evaluation staff Knowledge of what they were doing

The monitoring and evaluation staff know what they are doing	Frequency	Percentage	Cumulative Percentage
I strongly disagree	8	9	9
Disagree	7	8	17
Neutral	42	48	65
I agree	20	23	88
I strongly agree	10	12	100
Total	**87**	**100%**	

48% of the respondents, the majority, were neutral in the issue, citing that they did not have an idea of the finite details of the monitoring and evaluation requirements hence they could not adequately state whether or not they knew what they were doing.

23% and 12% of the respondents reported that they agreed and strongly agreed respectively

4.5.4 Monitoring and evaluation team coordination

The table below shows the respondents' thoughts on whether the M&E team was always thoroughly prepared and well coordinated as they did their job.

Table 4.14 Monitoring and evaluation team coordination

The monitoring and evaluation team is always properly prepared and well-coordinated	**Frequency**	**Percentage**	**Cumulative Percentage**
I strongly disagree	5	6	6
Disagree	0	0	6
Neutral	12	14	20
I agree	25	29	49
I strongly agree	45	5	10
Total	**87**	**100**	

The vast majority of the respondents, 51%, strongly agreed that the M&E team was very well prepared and well coordinated.

A further 29% of the respondents agreed to this. 14% were neutral on the issue. The frequent visits to the study area plus the coordinated efforts to ensure community participation were the key reasons as to why the respondents felt that the team was very well prepared and coordinated. The preparedness of the M&E teams has a positive influence on the implementation of the project.

4.5.5 The monitoring and evaluation team is well funded and carries out their work without any glitches

Table 4.15 The monitoring and evaluation team is well funded and carries out their work without any glitches

The monitoring and evaluation team is well funded and carries out their work without any glitches	Frequency	Percentage	Cumulative Percentage
I strongly disagree	1	1	1
Disagree	1	1	2
Neutral	5	6	8
I agree	25	29	37

I strongly agree	55	63	100
Total	**87**	**100**	

Limited resources will constraint the implementation of M&E practices hence resulting to failure and lack of sustainability in the long run. There is therefore the need for project financiers to plan with adequate funding. However, the M&E team in the study area was well funded as 63% of the respondents attested to. A further 29% agreed that the M&E team was very well funded and carried out their work without glitches.

4.6 Influence of Management Support in M&E of the rural electrification authority projects

In this sub-section, the research discusses how management support influences implementation of REA projects. The discussion is based on the communication, commitment, motivation and societal demands.The study sought to establish the extent to which the Management Support in M&E influence implementation of rural electrification authority projects in Tharaka Nithi county Kenya.

Table 4.16 Descriptive analysis of Management Support in M&E of the rural electrification authority projects

Statement	N	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total

Top management at the rural electrification authority fully support monitoring and evaluation efforts	87	21	59	11	6	3	100%
Top management at the rural electrification authority get involved in strategy formulation for monitoring and evaluation	87	76	16	8	0	0	100%
Monitoring and evaluation team well motivated	87	3	33	31	21	11	100%
Top management at the rural electrification authority communicate its expectations to the monitoring and evaluation team	87	86	40	0	0	0	100%

A majority of the respondents 59% agreed and felt that top management at the rural electrification authority fully support monitoring and evaluation efforts. This implies that providing support and strengthening of M & E team is a sign of good governance. Providing support and strengthening of M&E team will also play a key role in ensuring that the M & E team adds value to the organizations operations (Naidoo, 2011).

Majority of the respondents 76% strongly agreed top management at the rural electrification authority get involved in strategy formulation for monitoring and evaluation. On the statement about monitoring and evaluation team well motivated 33% of the majority of the respondents agreed monitoring and evaluation team is well motivated this implies that a motivated team usually achieves high performance that the more a team is strengthened, the better the performance and value addition to the organization. This also applies to the monitoring and evaluation teams in project management.

Based on the analysis below 86% of the respondents strongly agreed top management at the rural electrification authority communicate its expectations to the monitoring and evaluation team.

4.6.1 Involvement of participants in rural electrification authority projects

As shown in table 4.17 shows the involvement of participants in the rural electrification authority projects.

Table 4.17 Involvement of participants in rural electrification authority projects

	Frequency	Percentage	Cumulative
1-5 years	7	8%	**8**
5-10 years	36	41%	**49**
10-15 years	39	45%	**94**
15-20 years	5	6%	**100**
Total	**87**	**100%**	

(86%) of the respondents have been involved in rural electrification authority projects work for a period of 5-15 years, 8% have been involved for a period of 1-5 years while 6% had be involved for a period of 15-20 years. This indicates that these respondents have a very good experience that enables them to identify the influence of monitoring and evaluation strategy on the implementation of rural electrification authority projects in Tharaka Nithi county Kenya.

4.7 Influence of the clarity of Scope in Monitoring and Evaluation Efforts:

In this sub-section the study presents the clarity of scope of the findings on based co financing, stake holder participation

4.7.1 Extent to which project stakeholders understand the scope of M&E efforts.

The research sought to establish whether the respondents clearly understood the expected outcomes of the M&E efforts. A successful M&E effort would result in proper implementation of the REA projects. This would be indicated by user satisfaction and successful implementation of the project objectives.

The table below depicts that a majority of the key respondents felt that there was a clear understanding of the expected outcomes of the M&E efforts. The rest, 31%, felt that there was not a clear understanding of the expected outcomes.

Table 4.18 Involvement of participants in rural electrification authority projects

Clear understanding of the expected outcomes of the M&E efforts	**Frequency**	**Percentage**	**Cumulative percentage**
Yes	60	69	69
No	27	31	100
Total	**87**	**100%**	

4.7.2 Roles of M&E team

The researcher also requested the respondents on their own opinion on whether or not the team members understood their roles as part of the M&E team. The results indicated that a huge percentage, 89%, of the respondents clearly understood their roles and what part they had to play. 11% of the respondents however felt that they did not clearly understand their roles in the team. These findings as a whole indicate that the M&E team had a good cohesion that would ultimately result in team success.

Table 4.19 does everyone in the team clearly understand the roles they are supposed to play in the m&e team

Clear understanding of role as part of the M&E team	Frequency	Percentage	Cumulative percentage
Yes	77	89	89
No	10	11	100
Total	**87**	**100%**	

4.7.3 Information sharing among M&E group

The study sought to establish whether there was a free exchange of information between the various teams that constitute the M&E team.

Table 4.20 Exchange of information between the various teams that constitute the M&E group

Free exchange of information between M&E teams	Frequency	Percentage	Cumulative percentage
Yes	54	62	62
No	33	38	100
Total	**87**	**100**	

Table 4.20 above explains the findings, 62% of the respondents had it that there was a free exchange of information between the various M&E teams. They formed the majority; although 38% of the respondents felt that free exchange of information was not there. They attributed this to the timing of monitoring practices, which are carried out periodically, unlike the evaluations which are mid-term or end-term. They blamed the new information deducted from the monitoring practices as the reason they felt that there was no free exchange.

For any M&E effort to succeed there needs to be continuous and free exchange of information during the entire project lifetime.

4.7.4 Maintenance of Government and other partners on their financial commitments to the project

The researcher also requested the respondents on their own opinion on whether or not the government and other partners maintained their financial commitments to the project.

Table 4.21 maintenance of government and other partners on their financial commitments to the project

Maintained Their Financial Commitments	Frequency	Percentage	Cumulative percentage
Yes	65	75	75
No	22	25	100
Total	**87**	**100%**	

Table 4.21 above shows the results obtained. Majority of the results, 75%, responded that the government and other partners maintained their financial commitments. The others, 25% felt that the government and other partners did not meet their financial commitments. This, they attributed to delayed allowances, delays in getting material for conducting data collection exercises and other slight hitches in the course of their job.

Nevertheless, it is imperative that all partners maintain their financial commitments to ensure that all monitoring and evaluation efforts are conducted without hitches, and/or delays that would affect the projects.

4.7.5 Capacity of stake holder's involvement in the project

The stakeholders were asked to state their involvement in the project. The stakeholders in the REA projects included; the local community, local government authorities, national government authorities, politicians, religious leaders, the civil society, the academic community and the Rural Electrification Authority employees.

Table 4.22 Capacity of stake holder's involvement in the project

Capacity as a stakeholder	Frequency	Percentage	Cumulative percentage
Local Community	15	17	17
Local Government Authorities	10	11	28
National Government Authorities	5	6	34
Religious Leaders	6	7	41
Politicians	6	7	48
The Civil Society	5	6	54
Academic Community	10	11	65
Rural Electrification Authority Employees.	30	35	100
Total	**87**	**100%**	

The study showed that REA employees formed the bulk of the respondents. The local community is adequately represented at 17%, the local government authorities are at 11%, national government authorities at 6%, religious leaders at 7%, politicians at 7%, the civil society at 6% and finally the academic community was represented at 11%.

This depicts that the project has a diverse range of stakeholders who have to be kept constantly informed of the project's progress so as to maintain their support during their project lifetime.

4.7.6 Consideration of feedback in the implementation of this project

The respondents were asked to state whether they thought their feedback would be taken into consideration. The results were as shown below.

Table 4.23 Consideration of feedback in the implementation of this project

Thoughts on whether feedback you provide is taken into consideration	Frequency	Percentage	Cumulative percentage
Yes	55	63	63
No	20	23	86
Maybe	12	14	100
Total	**87**	**100%**	

The results depict that a majority of the respondents believed that their feedback would be taken into consideration, 63%, while 23% of the respondents felt that there was no chance their feedback would be taken into consideration. The other 14% felt that their feedback would or would not be taken into consideration.

4.7.7 Rural Electrification Authority team visit

The researcher sought to establish the frequency of REA team visits to the areas of residence of the respondents. Most of the respondents, 63%, reported that they had sighted the REA team at least monthly. 14% of the respondents reported weekly visits while a similar number reported that they had never had a glimpse of the REA team. Lastly, 9% reported once a year visits. This was attributed to the annual stakeholder meetings where project progress was discussed. Monitoring of projects is done periodically, unlike evaluations

Table 4.24 Rural Electrification authority team visit

Frequency of REA visits	Frequency	Percentage	Cumulative percentage

Once Per Year	8	9%	9
Monthly	55	63	72
Weekly	12	14	86
Never Ever	12	14	100
Total	**87**	**100%**	

4.8 Influence of Frequency of m/meetings with stakeholders

Among the many factors, the researcher also wished to determine how frequency of meetings with stakeholders influences implementation of REA projects. The findings are based on engagement, performance, commitment and frequency of stakeholder participation.

Table 4.25 Frequency of meetings with stakeholders and implementation of rural electrification authority projects

Frequency of meetings with stakeholders	**Frequency**	**Percentage**	**Cumulative percentage**
To a very low extent	0	0	0
To a low extent	2	2	2
To a moderate extent	10	12	14
To a great extent	25	28	42
To a very great extent	50	58	100
Total	**87**	**100**	

The majority of respondents attested to the fact that frequency of meetings with stakeholders influences the implementation of REA project by a very great extent. A further 28% supported this fact. Frequent meetings with stakeholders ensure that there is constant feedback about project progress. Adjustments are made on time, which prevents

repetition of work and assures that quality is maintained during the entire project lifetime. Rogers (2008) suggests the use of multi-stakeholders dialogues in data collection, hypothesis testing, in order to allow greater involvement and recognize the differences that may arise.

4.9 Extent which the following monitoring and evaluation strategy influence the implementation of rural electrification authority projects

Based on the objective and research questions of this study .In this section the reasearcher sought to establish the extent which Strength of M&E team; management support strategy ; Clarity of Scope in M&E and Frequency of meetings with stakeholders influence the implementation of rural electrification authority projects

4.9.1 Strength of M&E team and implementation of rural electrification authority projects

Table 4.26 Strength of M&E team and implementation of rural electrification authority projects

Strength of M&E team	Frequency	Percentage	Cumulative percentage
To a very low extent	0	0	0
To a low extent	2	2	2
To a moderate extent	15	17	19
To a great extent	40	46	65
To a very great extent	30	35	100
Total	**87**	**100**	

Based on the table 4.23 above 46% of the respondents indicated to a great extent that the strength of a M&E team is influential to the implementation of REA. A further 35% of the respondents indicated that it influences the implementation to a very great extent. Providing support and strengthening of M & E team is a sign of good governance. Providing support and strengthening of M&E team will also play a key role in ensuring that the M & E team

adds value to the organizations operations (Naidoo, 2011). A motivated team usually achieves high performance (Zaccaro et' al, 2002). This implies that the more a team is strengthened, the better the performance and value addition to the organization.

4.9.2 Management Support and implementation of rural electrification authority projects

Table 4.27 Management Support and implementation of rural electrification authority projects

Management Support	Frequency	Percentage	Cumulative percentage
To a very low extent	10	12	12
To a low extent	11	13	25
To a moderate extent	30	35	6
To a great extent	15	16	76
To a very great extent	21	24	100
Total	**87**	**100**	

The respondents were divided in their opinion on whether or not management support influences the implementation of REA projects. 35% said that it influences to a moderate extent, a further 24% indicated that they influenced to a very great extent. It is imperative that management support the M& team so as to achieve the desired goals. A motivated team usually achieves high performance (Zaccaro et' al, 2002).

4.9.3 Clarity of Scope in M&E and implementation of rural electrification authority projects

Table 4.28 Clarity of Scope in M&E and implementation of rural electrification authority projects

Clarity of Scope in M&E	Frequency	Percentage	Cumulative percentage
To a very low extent	2	2	2

To a low extent	5	6	8
To a moderate extent	10	12	20
To a great extent	30	34	54
To a very great extent	40	46	100
Total	**87**	**100%**	

Based on table 4.28 above A clear scope of work makes planning easy and provides a clear guideline for the M&E team. The respondents stated that a clear scope of work influences the implementation of REA projects to a very great extent. Another 34% indicated that it influences by a great extent. This implies that clarity of scope influences the REA projects.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of the main findings of the study giving conclusions, which attempted answers to the specific questions that were investigated. In addition recommendation for possible action and suggestions for further research is given

5.1 Summary of Findings

For the first objective that was to determine how determine how strength of monitoring and evaluation team influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya. 46% of the respondents indicated to a great extent that the strength of a M&E team is influential to the implementation of REA. A further 35% of the respondents indicated that it influences the implementation to a very great extent. This implies Strength of a monitoring team is indicated by the finances availed to it, the number of trained and competent staff in the team as well as the skills they possess in addition to the rapport they have with the various stakeholders. Trained staff is competent to handle M&E matters on the project hence strength of the team.

The summary of findings based on objective two which was to establish how management support influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya. The study showed that 59 % majority of the respondents said management support strategy influence implementations of REA projects. This shows it is imperative that management supports the M&E team so as to achieve the desired goals. A motivated team usually achieves high performance and providing support and strengthening of M&E team will also play a key role in ensuring that the M&E team adds value to the organizations operations

The summary of findings based on objective three which was to examine how clarity of scope in monitoring and evaluation influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya. The study showed that majority of the respondents 46% of the respondents stated that a clear scope of work influences the implementation of REA projects to a very great extent this At the project initiation, scope planning should be done so that the project is able to identify the key deliverables that it should provide. Assigning the deliverables allows the M&E team to focus more since the project does not appear too broad and there is more attention to detail. Having a clear scope also allows for change control in case of ant hitches. It allows for the changes to be kept in an orderly fashion

The summary of findings based on objective four which was to determine how clarity of scope in monitoring and evaluation influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya. The study showed that 58%, majority, of respondents attested to the fact that frequency of meetings with stakeholders influences the implementation of REA project by a very great extent. This implies that Communication with the stakeholders needs to be emphasized as being informative rather than a mere formality. Meeting with stakeholders should be about using their time, expertise and influence to help achieve project goals. Projects involve multiple stakeholders, who potentially have the ability to speed up, slow down or completely obstruct the project progress

5.2 Discussion of findings

The discussions of the findings are presented based on the four objectives of the study.

5.2.1 Influence of Strength of the monitoring and evaluation team on implementation of REA projects

The findings indicated that the respondents extremely agreed that the strength of the M&E team was a major influencing factor in the successful implementation of an M&E project. 46% of the respondents indicated to a great extent that the strength of a M&E team is influential to the implementation of REA. A further 35% of the respondents indicated that it influences the implementation to a very great extent. Strength of a monitoring team is indicated by the finances availed to it, the number of trained and competent staff in the team as well as the skills they possess in addition to the rapport they have with the various stakeholders. Trained staff is competent to handle M&E matters on the project hence strength of the team.

This is in line with observations by (Eggers, 1998) that the processes/activities of M&E require high levels of skills and competencies from both the project staff and the implementers, the focus on Capacity Building of the project staff ensures a workforce with appropriate skills to promote participatory and sustainable implementation of the project

this indirectly empowers the community to be more analytical about their situations, resources and develop appropriate interventions, to address their challenges. Borgmann, 2006), states that appropriate quality of technology is crucial to the success of any project, to promote sustainability the technology to be transferred must be selected on the basis of its appropriateness in terms of technical and financial criteria, plus social, gender and cultural acceptability, the quality of any asset or piece of infrastructure will have direct bearing on its economic life, the longer it lasts, the more sustainable the resulting benefits, however, the appropriate level of quality must be assessed against a number of criteria, considerations should include: user expectations and acceptance; costs and benefits.

5.2.2 Influence of Management Support on implementation of REA projects

The findings indicated that the respondents were divided in their opinion on whether or not management support influences the implementation of REA projects. 35% said that it influences to a moderate extent, a further 24% indicated that they influenced to a very great extent. It is imperative that management support the M&E team so as to achieve the desired goals. A motivated team usually achieves high performance (Zaccaro et' al, 2002)

Top management support and efforts to support and strengthen the M&E team is a sign of good governance. Providing support and strengthening of M&E team will also play a key role in ensuring that the M&E team adds value to the organizations operations (Naidoo, 2011). A motivated team usually achieves high performance (Zaccaro et' al, 2002).

Projects, such as the REA project need management support to clarify all the strategic objectives of the project so as make sure the project is executed and delivered in line with strategic objectives and serve the overall business purpose. Management is tasked with ensuring appropriate project funding as well as securing project resources, both of which are important in ensuring the success of the REA projects. Duignan (2007) had earlier indicated that the structure for governance, management and undertaking of evaluation activities needs to be clearly determined in monitoring and evaluation planning.

Jack and Samuel, 2006, state that adequate funding needs to be devoted to implementation of M&E practices for its potential to be realized in a project, insufficient financing is a

major factor in poor maintenance which, in turn, is often cited as a reason for project failure. This is backed up by Gasper, 1999, who says that the financing process, such as raising and maintaining adequate funds for project activities, is clearly of critical importance to the progress of a project

5.2.3 Influence of Clarity of scope in monitoring and evaluation on implementation of REA projects

A clear scope of work makes planning easy and provides a clear guideline for the M&E team. 46% of the respondents stated that a clear scope of work influences the implementation of REA projects to a very great extent. Another 34% indicated that it influences by a great extent. 12% responded that it influences to a moderate extent. At the project initiation, scope planning should be done so that the project is able to identify the key deliverables that it should provide. Assigning the deliverables allows the M&E team to focus more since the project does not appear too broad and there is more attention to detail. Having a clear scope also allows for change control in case of ant hitches. It allows for the changes to be kept in an orderly fashion. A clear scope in any project, as with the REA project, is maintained through effective stakeholder communication and proper documentation of project work.

5.2.4 Influence of Frequency of meetings with stakeholders on implementation of REA projects

58%, the majority, of respondents attested to the fact that frequency of meetings with stakeholders influences the implementation of REA project by a very great extent. A further 28% supported this fact. 12% responded that frequency of meetings with stakeholders had a moderate effect the implementation of REA projects.

Stakeholders need to be engaged, and the M&E team needs to ensure that they are a part of each phase-gate review and that all stakeholder feedback is well documented. Effective communication plans need to be set. Communication with the stakeholders needs to be emphasized as being informative rather than a mere formality. Meeting with stakeholders should be about using their time, expertise and influence to help achieve project goals.

Projects involve multiple stakeholders, who potentially have the ability to speed up, slow down or completely obstruct the project progress.

Meeting of the stakeholders is extremely useful to the successful implementation of the REA project since these stakeholders are useful advocated, sponsors and agents of change.

5.3 Conclusions

The findings of the study revealed that the influence of monitoring and evaluation strategy on the implementation of rural electrification authority projects in Tharaka nithi county Kenya.. Both have provided critical lessons for addressing M&E, performance and results as implementation of Monitoring and Evaluation of rural electrification authority projects. Based on the first objective which was to determine how strength of monitoring and evaluation team influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya the results showed majority of the respondents indicated that strength of monitoring and evaluation influences the implementation of rural electrification authority projects this is determined by the finances availed to it, the number of trained and competent staff in the team as well as the skills they possess in addition to the rapport they have with the various stakeholders.

Conclusion based on the second objective which was establish how management support influences implementation of rural electrification authority projects in Tharaka Nithi county Kenya the study concludes REA projects need management support to clarify all the strategic objectives of the project so as make sure the project is executed and delivered in line with strategic objectives and serve the overall business purpose.

Based on the third objective it can be concluded that clear scope of work influences the implementation of REA projects to a very great extent therefore clear scope in any project, as with the REA project, is maintained through effective stakeholder communication and proper documentation of project work. On the forth objective the study concludes that frequency of meetings with stakeholders influences the implementation of REA project by a very great extent and therefore REA Projects involve multiple stakeholders, who

potentially have the ability to speed up, slow down or completely obstruct the project progress

5.4 Recommendations

The following recommendations were made from the findings of the study.

i. There is need to include all stakeholders in project M & E in each stage as they play an active role since they are the consumers of the project for the sake of sustainability. Cooperation of stakeholders should also be encouraged.
ii. All the stakeholders need to be clearly identified and their requirements documented. Each of the stakeholders' requirements needs to be prioritized and focus placed on those that are most critical to success
iii. Adequate funding needs to be devoted to implementation of M&E practices for its potential to be realized in a project because insufficient financing is a major factor in poor maintenance which, in turn, is often cited as a reason for project failure.

5.5 Suggested areas for further research

The following areas are suggested for further studies from the results of this study;

i. Determining how to strengthen primary stakeholders' participation M & E of REA Projects particularly how to ensure the beneficiaries can participate effectively in monitoring and evaluating projects
ii. Establishing challenges facing monitoring and evaluation of REA Projects.
iii. Influence of information technology system on monitoring and evaluation on REA projects

5.6 Contribution to the body of knowledge.

Objective	Contribution of knowledge
To determine how strength of monitoring and evaluation team influences implementation of rural electrification authority projects	Strength of Monitoring and evaluation team influences at a very great extent the implementation of REA projects majority of the respondents 46% saying Strength

	of a monitoring team is indicated by the finances availed to it, the number of trained and competent staff in the team as well as the skills they possess in addition to the rapport they have with the various stakeholders
To establish how management support influences implementation of rural electrification authority projects	Management support influence implementation of REA projects as indicated by 35% of respondents who said management support influences to a moderate extent, a further 24% indicated that they influenced to a very great extent. It is imperative that management support the M&E team so as to achieve the desired goals.
To examine how clarity of scope in monitoring and evaluation influences implementation of rural electrification authority projects.	A clear scope of work influences the implementation of REA projects with 46% respondents stating that it influenced to a very great extent. At the project initiation, scope planning should be done so that the project is able to identify the key deliverables that it should provide. Assigning the deliverables allows the M&E team to focus more since the project does not appear too broad and there is more attention to detail.

To determine how frequency of meeting with stake holders influences implementation of rural electrification authority projects	Frequency of the meeting with stakeholders influences implementation of REA project by a very great extent. Meeting with stakeholders should be about using their time, expertise and influence to help achieve project goals. Projects involve multiple stakeholders, who potentially have the ability to speed up, slow down or completely obstruct the project progress

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

University of Nairobi,
P.O Box 30197,
Nairobi Kenya

Dear respondent,

RE: REQUEST FOR PERMISSION TO CARRY OUT RESEARCH STUDY.

Am a post graduate student of university of Nairobi pursuing a programme leading to Master of Arts degree in project planning and management. As part of the course I am expected to conduct a research on influence of monitoring and evaluation strategy on the implementation of rural electrification authority projects in Tharaka Nithi county Kenya. This is to request you to participate in the exercise as a respondent. The information provided for this research will be purely for academic purposes and the recommendation made will be important to your project and the country as a whole. The information provided will be treated with utmost confidentiality.

Yours faithfully;

Signature----------
NYAKINA EVANS NYAKOI
REG. NO: L50/77780/2015

APPENDIX II: QUESTIONNAIRES FOR PARTICIPANTS

The aim of this questionnaire is to study the influence of monitoring and evaluation processes on the implementation of rural electrification authority projects in Tharaka Nithi County Kenya. This questionnaire is required to be filled with exact relevant facts as much as possible. All data included in this questionnaire will be used only for academic research. After all questionnaires are collected and analysed, interested participants of this study will be given feedback on the overall research results

Part (A): general information: Please add (□) as appropriate:

Name of constituency ……

1. Please indicate your gender(a) Male [ ] (b) Female [ ]
2. Please indicate your age.

(a) Below 25 [ ] (b) 26 – 35 [ ] (c) 36 – 50 [ ] (e) above 50 [ ]

3. What is your marital status? (a) Married [ ] (b) Single [ ]
4. What is your highest level of education?

   a) Certificate holder [ ] b) Diploma Holder [ ] c) Higher Diploma Holder [ ]

   d) Bachelor Degree Holder [ ] e) Master's Degree Holder [ ] f) PhD Holder [
5. Number of projects executed in the last five years: 1 - 5[ ] 5 - 10 [ ] 10 – 15 [
6. For project personnel: What is your number of years of experience as a contractor.....
7. Have you ever been involved in any project of a similar nature in the county?

   a) Yes [ ] b) No [ ]
8. How long were you involved in that particular project?

   A) 1 - 5[ ] B) 5 - 10 [ ] C) 10 – 15 [ ] D) 15-20 [ ]

Part (B): Monitoring and Evaluation of the Project:

9. What are the minimum qualifications that one should have to be a part of the monitoring and evaluation staff?_____

ii) Are the minimum qualifications strictly followed?

Yes [ ] b) No [ ]

10. Do the staffs have relevant experience to carry out an effective monitoring and evaluation of the project?

Yes [ ] b) No [ ]

For the answer provided above, give reasons why

_____

_____

11. Are all gender represented? Yes [ ] b) No [ ]

12. In your view, is the composition of the M&E too big or too small? Yes [ ] b) No[ ]

13. Based on the following, classify according to their severity the following issues concerning the monitoring and evaluation process of the Rural Electrification project

0- I strongly disagree

1- Disagree

2- Neutral

3- I agree

4- I strongly agree

	Statements	0	1	2	3	4
a	Community members are very involved in the formulation of M&E strategy					
b	The monitoring and evaluation staff is composed of very well trained personnel					
c	The monitoring and evaluation staff know what they are doing					
d	The monitoring and evaluation team is always properly prepared and well-coordinated					
e	The monitoring and evaluation team is well funded and carries out their work without any glitches					

Part (c): Management Support in M&E of the rural electrification authority projects

14. Does top management at the rural electrification authority fully support monitoring and evaluation efforts? Yes [ ] b) No [ ]

15. Does top management at the rural electrification authority get involved in strategy formulation for monitoring and evaluation? Yes [ ] b) No [ ]

16. How effectively does top management at the rural electrification authority communicate its expectations to the monitoring and evaluation team? _____

17. Is the monitoring and evaluation team well motivated according to you?

Yes [ ] b) No [ ]

Part (c): Extent to which Project Stakeholders Understand The Scope of Monitoring and Evaluation Efforts:

18. Do you clearly understand the expected outcomes of the monitoring and evaluation efforts? Agree [ ] Disagree [ ]

19. Does everyone in the team clearly understand the roles they are supposed to play in the M&E team? Yes [ ] b) No [ ]

20. Is there free exchange of information between the various teams that constitute the M&E group? Yes [ ] b) No [ ]

21. In your opinion, have the government and other partners maintained their financial commitments to the project? Yes [ ] b) No [ ]

Part (D): Frequency of meetings with stakeholders:

22. In what capacity are you involved in the project? _____

23. Do you think the feedback you provide is taken into consideration in the implementation of this project? _____

24. How often does the Rural Electrification Authority team visit your locality?

Once Per Year [ ] Monthly [ ] Weekly [ ] Never Ever [ ]

25. What do you think the frequency of their visits?

Excellent [ ] Good [ ] Poor [ ]

26. Are these visits arranged for in advance? Yes [ ] b) No [ ]

27. In your own opinions which ways do you suggest will help in ensuring a high level of interaction between the stakeholders in this project?

Part E Extent which the following monitoring and evaluation strategy influence the implementation of rural electrification authority projects

28. To what extent do the following monitoring and evaluation strategy influence implementation of rural electrification authority projects in Tharaka Nithi county Kenya Use a scale of 1-5 where1= To a very low extent, 2= To a low extent, 3= To a moderate extent, 4= To a great extent and 5= To a very great extent Please tick the appropriate box).

	Monitoring and evaluation strategies	1	2	3	4	5
a	Strength of M&E team					
b	Management Support					
C	Clarity of Scope in M&E					
D	Frequency of meetings with stakeholders					

Thanks for your cooperation

APPENDIX III MAP OF THARAKA NITHI COUNTY