

**INFLUENCE OF MONITORING AND EVALUATION TOOLS ON THE
PERFORMANCE OF WOMEN EMPOWERMENT PROJECTS: A CASE OF
CHANGAMWE CONSTITUENCY, MOMBASA COUNTY.**

BY

VINCENT ALEX NDEGE

**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT
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NAIROBI**

2016

DECLARATION

This is to certify that this research report is my original work and has never been presented for a degree or any other academic award in this or any other university.

Signature.....

Date.....

VINCENT ALEX NDEGE

L50/77340/2015

The research project report has been submitted for examination with my approval as the University supervisor.

Signature.....

Date.....

MR. JOHNBOSCO KISIMBII

LECTURER;

DEPARTMENT OF EXTRA-MURAL STUDIES

UNIVERSITY OF NAIROBI

DEDICATION

This piece of work is dedicated to my wife Mariam Kadzo Menza and my daughter Sabreena Susan Akinyi Ndege for their inspiration, encouragement and overwhelming support. To my parents Mr Alex Oduor Ndege and Mrs. Susan Akinyi Oyugi, thank you for being there all the way.

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LIST OF ABBREVIATIONS AND ACRONYMS

AU	African Union
AWDF	African Women’s Development Fund
EDRI	Ethiopia Development Research Institute
FSD	Foundation for Sustainable Development
GFOA	Government Finance Officers Association
GOK	Government of Kenya
ICLEI	International Council for Local Environment Initiative
JMK	Jenna Marie Kusmierek
KNBS	Kenya National Bureau of Statistics
LEV	Lands foreningen – National Association Denmark
LFA	Logical Framework Approach
M& E	Monitoring and Evaluation
MDGs	Millennium Development Goals
NDPC	National Development Planning Commission
NIMES	National Integrated Monitoring and Evaluation System
NORAD	North American Aerospace Defense Command
RBB	Results Based Budgeting
RBMES	Results Based Monitoring and Evaluation System
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UN	United Nations
UNFPA	United Nation population Fund
UNICEF	United Nations Childrens’ Emergency Fund
WBG	World Bank Group
OECD	The organisation for Economic cooperation and development
DAC	Development Assistance Committees
NGEC	National Gender Equality Commission

WBS	Work Breakdown Structure
I-PRSP	Interim Poverty Reduction Strategy Paper
IMF	International Monetary Fund
TOR	Terms of reference
CBP	community based projects
UNOPS	United Nations Office for Project services
IFAD	International Fund for Agricultural development

ABSTRACT

The concept Women's economic empowerment is a prerequisite for sustainable development and pro-poor growth. Achieving women's economic empowerment requires sound public policies, a holistic approach and long-term commitment and gender-specific perspectives must be integrated at the design stage of policy and programming. Project managers are always looking forward to seeing public projects perform well. This involves finishing the project on time, within budget, meeting end product specifications, meeting customer needs and requirements and meeting management objectives. Despite the quest for project success, many poverty eradication projects in Kenya have continuously experienced time overrun, budget overrun, unmet end product specifications, unmet customer needs and requirements and unmet management objectives (Auditor general's report, 2008). The high failure rate in these projects could be due to failure to use M & E tools in project activities. The purpose of this study was to determine the influence of monitoring and evaluation tools on performance of women empowerment projects in Changanwe constituency, Mombasa County. The study was based on five research objective: Examine the extent to which the use of a budget influences the performance of women empowerment projects, establish the extent to which the use of a strategic plan influences the performance of women empowerment project, determine the influence of stakeholder analysis on performance of women empowerment projects, assess the extent to which the use of a logical framework influences performance of women empowerment projects, determine the extent to which the use of an indicator matrix influences the performance of women empowerment projects. The study was delimited to completed projects that are funded by the government. The study applied descriptive research design and used disproportionate stratified random sample to select the sample. The study targeted 350 respondents; questionnaires with structured and unstructured questions were used in data collection. Both qualitative and quantitative techniques were used to analyse the data obtained from the field. Statistical package for social sciences (SPSS) and MS Excel 2010; were used in data management and analysis. SPSS was used to compute spearman rank coefficient of correlation and it was found out that all the five M & E tools had strong positive correlation on performance of women empowerment projects in Changanwe constituency. It was also established that all the five independent variables had a significant relationship with the dependent variable. The study recommends that the use of M & E tools should be encouraged to ensure efficiency during operation of a project. The study also recommends that stakeholders involved in M & E activities should be trained on the necessary skills required to carry out these activities diligently and lastly stakeholders should be involved from the inception of the projects to its operation and management phase for it to be sustainable and also achieve its objectives.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Simon (1986) described project monitoring as 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. UNFPA (1990) further defines Project monitoring as a continuous and periodic review, and overseeing of the project to ensure that input deliveries, work schedules, target outputs and other required action proceed according to plan. Project evaluation can be viewed as the process of systematic collection, analysis and interpretation of project related data that can be used to understand how the project is functioning in relation to the project objectives. It is a process of ascertaining decision areas of concern selecting appropriate information and collecting and analysing information in order to report summary data useful to decision makers in selecting among alternatives (Alkin, 1969). Project evaluation is a necessary component that must be included in the project design (Njonje & Ndunge, 2010).

WBG (1998) advises 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. In addition M&E can be applied to strengthen the project design and implementation and stimulate partnership with project stakeholders. Barasa (2014) asserts that 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. Barasa further notes that the National Integrated Monitoring and Evaluation System (NIMES) was established in 2004 by the Kenyan government. NIMES was launched during the London investment summit 2012. The system is used to trace

development at both National and County government level in the current devolved system of governance. (GOK, 2013).

Porter and Sweetman (2005) define gender as the socially constructed roles of and relations between men and women. According to Otieno-Omutoko, L. &Wambugu, L. (2011) Gender Issues in Development they asserted that generally women are under-represented in almost every area recognized as a development activity. Even in areas where women are well represented at lower and medium levels for instance – they are under-represented at the higher levels of decision-making. They further pointed out that women’s employment is heavily concentrated in a few occupations that is; they work typically at home and as farm helpers, nurses, lower- school teachers, secretaries and so on. Compared to men with similar qualifications, tasks and responsibilities, women are over-represented in part-time employment or unemployment and in low-paid and insecure jobs.

It is for these reasons and others that in July 2010, the United Nations General Assembly created UN Women, the United Nations Entity for Gender Equality and the Empowerment of Women. In doing so, UN Member States took a historic step in accelerating the organization’s goals on gender equality and the empowerment of women. The creation of UN Women came about as part of the UN reform agenda, bringing together resources and mandates for greater impact. The UN Women merges and builds on the important work of four previously distinct parts of the UN system which focus exclusively on gender equality and women’s empowerment. These four distinct parts are; Division for the advancement of Women (DAW), International Research and training institute for the advancement of women (INSTRAW), Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI) and United Nations Development Fund for Women (UNIFEM)

The main roles of UN Women are; to support inter-governmental bodies, such as the Commission on the Status of Women, in their formulation of policies, global standards and norms, to help Member States to implement these standards, standing ready to provide suitable technical and financial support to those countries that request it and to forge effective partnerships with civil society and to hold the UN system accountable for its own commitments on gender equality, including regular monitoring of system-wide progress. (United Nations, 2010)

Over the years, African Governments, regional and sub-regional organizations have made significant commitments towards gender equality and women empowerment by adopting the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (2003) and the Solemn Declaration on Gender Equality in Africa (2004).

Notwithstanding; The African Women's Development Fund (AWDF) is a grant making foundation that supports local, national and regional women's organizations working towards the empowerment of African women and the promotion and realization of their rights. (Wednesday 8th April, 2015 the Guardian daily)

Regionally empowerment of women has been given much emphasis in order to reduce the dependency ratio on men. Platforms like the African women Economic summit has given women opportunities and voices to be heard in Africa. While governments across the continent recognise the need to give women equal access to opportunities and services, and to this end have adopted gender policies like the AU Protocol on Women's Rights, also known as the Maputo Protocol, alongside initiatives like the African Women's Decade, to create an environment that enables the empowerment of women. Sub-Saharan Africa still has the lowest proportion of countries with gender parity, according to UNICEF. (AU, 2005)

Kenya National Bureau of Statistics (KNBS), 2010 report on 2009 Kenya Population and Housing census. Kenya had a population estimate of about 38,610,097 persons. 19,417,639 were female and 19,192,458 were male. This means that females are about 50.29 percent of the total population. A recent survey by Foundation for Sustainable Development (FSD) indicated that Throughout Kenya's history; women have been subjugated to consistent rights abuses while shouldering an overwhelming amount of responsibilities. A prominent example of this relates to agriculture, which creates over 80 percent of Kenya's jobs and 60 percent of income. Currently, women in Kenya do the vast majority of agricultural work and produce/market the majority of food. Yet they earn only a fraction of the income generated and own a nominal percentage of assets. Only 29 percent of those earning a formal wage throughout the country are women, leaving a huge percentage of women to work in the informal sector without any government support. The effect is severe nearly 40 percent of households are run solely by women and, because of a lack of fair income, nearly all these homes suffer from poverty or extreme poverty. (Economic survey, 2015)

Women continue to be educated at an inferior rate to their counterparts, increasing their reliance upon men. They are also limited from owning, acquiring, and controlling property throughout Kenya, regardless of social class, religion, or ethnic group. If women attempt to assert property rights over men or in-laws, they are often ostracized by their families and communities. This practice of disinheritance seems to be on the rise, particularly in areas hit hard by poverty. Other grave women's rights abuses continue to be practiced throughout the country. Examples include wife inheritance, widows "inherited" by male relatives of the deceased husband; and ritual cleansing, the requirement of sex with a man of low social standing to "cleans" a widow of her dead husband's "evil spirits." These cultural practices maintain low self-esteem for women while completely ignoring the threat of HIV. (Mazrui, 2004)

In order to curb the economic gap that has been created by unequal access to economic empowerment between men and women, this has always been skewed in favour of men. International organisations have embarked on projects that are meant to empower women economically i.e. such organisations are actively involved in Human rights groups that advocate for representation of women in decision making processes, training women on entrepreneurial skills to give them an opportunity to be self-employed, they advocate for girl child education and condemn gender based violence e.g. domestic violence, Female genital mutilation, wife inheritance, early marriages etc. Non-governmental organisations such as the Foundation for Sustainable Development (FSD), Inua Dada, Women Empowerment Link (WEL), and Federation for women lawyers (FIDA) have been on the forefront to advocate for these rights. (The OECD DAC Network on Gender Equality (GENDERNET), 2012)

In order for Kenya to achieve Millennium Development Goals No.1 (eradicate extreme poverty and hunger) and 3 (promote gender equality and empower women). The government has enacted laws and policies that have enabled women access to finances to promote businesses and enterprises by operationalizing regulations such as Legal Notice No. 21 of the Public Finance Management Act, 2014, and published on 21st February, 2014 that established the Uwezo Fund and Legal notice No.114 of the public procurement & disposal (preferences and reservation) amendment regulations 2013 regulation 31(1) stipulates that a procuring entity shall allocate at least thirty percent of its procurement spend for the purposes of procuring goods, works and services from micro and small enterprises owned by youth, women and persons with disability.

The creation of National Gender Equality Commission (NGEC) which is a constitutional Commission established by an Act of Parliament in August 2011, as a successor commission to the Kenya National Human Rights and Equality Commission pursuant to Article 59 of the Constitution of Kenya 2010. NGEC derives its mandate from Articles 27, 43, and Chapter Fifteen of the Constitution; and section 8 of NGEC Act (Cap. 15) of 2011, with the objectives of promoting gender equality and freedom from discrimination.

The establishment of Women Enterprise Fund in August 2007 as a Semi-Autonomous Government Agency in the Ministry of Gender, Children and Social Development to champion Poverty Reduction, Gender Equality and Women Empowerment (1st & 3rd MDGs respectively) through enterprise development. The Fund is a flagship project in the Vision 2030 development road map (GOK 2007).

The constitution of Kenya 2010, article 97,98 and 177 enforces the a third general rule in the composition of membership of the National assembly, the Senate and the County assemblies in the devolved units giving women opportunities in the decision making bodies.

1.2 Statement of the Problem

Women make up slightly more than half the population of Kenya.(KNBS, 2010) They take up the lead role in raising children, playing a vital role in the economy and ensuring the family has enough money to put food on the table. Despite this enormous contribution, women suffer discrimination and hardship every day. They are often denied opportunity to realize their full potential as Kenyan citizens. Although the Kenyan women have sufficient protections under the new constitution, some of those protections are yet to be implemented.

Despite the heavy investments by Non-governmental organizations through advocating for women's rights and initiating development projects that are aimed at empowering women; Notwithstanding the Kenyan government is playing a key role in empowering women through allocation of funds specifically to facilitate women entrepreneurs e.g. Women Enterprise funds (WEF) and it also has enacted, adopted and ratified legislations that are creating opportunities for women economic empowerment. (GOK, 2007) Recent studies have shown that the dependence ratio of women on men is still high, despite the efforts by several organisations to empower women. (Economic survey, 2016) With several projects available which are geared towards empowering women, it is quite perplexing why majority

of women who are the beneficiaries to these projects have not been reached by them and hence have not felt the impact of these projects.

According to the Standish Group chaos report of 1994 that published about project failure and success rate, they divided projects into three distinct outcomes which they called resolutions: Resolution Type 1 is a “Project Success” – it completed on time and budget, with all features and functions as specified. Only 16.2% of projects fell in this category. Resolution Type 2 is “Project Challenged.” These were completed, but were over cost, over time, and/or lacking all of the features and functions that were originally specified. 52.7% of all studied projects fell into this Resolution Type 2 (Challenged) category. Resolution Type 3 is termed “Project Impaired/Failed.” These projects were abandoned or cancelled at some point and thus became total losses. A disturbing 31.1% of all studied projects fell into this category.

For the purposes of this study, we will use the three Standish Group measures of project outcome: A successful project must be completed on time, within the budget, and deliver quality (features and functions) as promised. Anything less will be either a failed project or a challenged project. The disturbing conclusion from this Standish report is that only 16.2 percent of projects were successful by all measures, and that of the 70 percent of projects that were not successful, Over 52 percent were partial failures and 31 percent were complete failures. This should certainly give project managers both food for thought and motivation to action. (University of Missouri St. Louis e-publication)

Recent studies by Kariuki (2008) and Nyika (2012) on project failures have established most of these failures were due to poor monitoring and evaluation systems and processes. This study sought to find out whether the use of proper monitoring and evaluation tools had influence on performance of women empowerment projects in Changanwe constituency, Mombasa County. The study also used the level of completion of projects as a moderating variable.

1.3 Purpose of the study

The main purpose of the study was to investigate the influence of monitoring and evaluation tools on the performance of women empowerment projects in Changanwe constituency, Mombasa County.

1.4 Objective of the study

The objectives of the study were:

- i. Examine the extent to which the use of a budget influences the performance of women empowerment projects .
- ii. Establish the extent to which the use of a strategic plan influences the performance of women empowerment projects.
- iii. Determine the influence of stakeholder analysis on performance of women empowerment projects.
- iv. Assess the extent to which the use of a logical framework influences performance of women empowerment projects.
- v. Determine the extent to which the use of an indicator matrix influences the performance of women empowerment projects.

1.5 Research Questions

The study answered the following questions:

- i. To what extent does the use of a budget influence performance of women empowerment projects?
- ii. How does the use of a project plan influence the performance of women empowerment projects?
- iii. To what extent does Stakeholder's analysis influence the performance of women empowerment projects?
- iv. How does using a logical framework influence the performance of women empowerment projects?
- v. What is the influence of using an indicator matrix on the performance of women empowerment projects?

1.6 Research Hypothesis

The study was guided by the following hypothesis tested at 95% level of significance:

H₀1: Adherence to the set budget does not have a significant influence on the performance of women empowerment projects.

H₁1: Adherence to the set budget has a significant influence on the performance of women empowerment projects.

H₀2: The use of a strategic plan does not have a significant influence on the performance of women empowerment projects.

H₁2: The use of a strategic plan has a significant influence on the performance of women empowerment projects.

H₀3: The application of the stakeholders' analysis does not have a significant influence on the performance of women empowerment projects.

H₁3: The application of the stakeholders' analysis has a significant influence on the performance of women empowerment projects.

H₀4: The use of a logical framework does not have a significant influence on the performance of women empowerment projects.

H₁4: The use of a logical framework has a significant influence on the performance of women empowerment projects.

H₀5: The use of indicator matrix has a significant influence on performance of women empowerment projects.

H₁5: The use of indicator matrix has a significant influence on performance of women empowerment projects.

1.7 Significance of study

The expected outcome shall be projects meeting their targets/objectives and even surpassing them. That will in turn have a significant impact on development and welfare of women in Changamwe constituency, Mombasa County. The output of this study shall help enforce the formulation of policies that will require all projects undertaken to emphasize on the use M&E systems in order to realise success achievements of its objectives during execution. A successful project is one that is completed within the allocated budget, the set time limits and achieves the set objectives. All these shall be realised when monitoring and evaluation tools are used; hence the output of this study will further result into better understanding of the influence of M&E tools and their impact on the performance of women empowerment projects; the outcome of the study shall provide assistance in formulation of policy in key areas of project planning, implementation and completion. This will further assist in tracking of progress during the execution phase. Finally it shall also contribute to scientific knowledge

base for academic purposes as well as project planning, project implementation and project sustainability for regional, national and international levels.

1.8 Basic assumptions of the study

A number of basic assumptions were made in this research project i.e.

- i) M&E tools that would influence the performance of projects;
- ii) Women empowerment projects implementers were utilizing M&E tools;
- iii) The respondents filled the questionnaires with honesty and integrity which shall enable collection of the data to be unbiased.

1.9 Limitation of the study

Financial constraints: The research required a good amount of money to ensure that all logistical issues are taken care of; such as provision of stationery in terms of questionnaires. Finances were required to facilitate the movement of the researcher to various projects which were sparsely located.

Time limitation: since the projects were many and due to the time factor limits, the researcher was compelled to use a sample of the projects instead of the whole population of the projects.

1.10 Delimitation of the study

The study was designed to investigate the influence of M&E tools on performance of women empowerment projects in Chagamwe constituency, Mombasa County. The study utilized the projects budget estimates, project plans and Work Break down Structure (WBS). Five M&E tools were considered that is: strategic Plan, Logical Frame work, Budget, Indicator matrix and Stakeholder analysis. The study was concerned with government-funded projects in Chagamwe constituency, Mombasa County.

1.11 Definition of significant terms used in the study.

Project performance: measuring project performance gives a clear indication of the project progress in relation to the project plan, budget and key performance indicators. Evaluation of the projects usually tracks the progress by comparing the baseline data and key aspects of project performance like project outcomes, impacts, return on investment (ROI), Cost benefit analysis and stakeholders satisfaction.

A stakeholder analysis: it 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.

Project budget: is similar to resource plans, it is a reflection of project work and the timing of that work. A comprehensive budget provides management with an understanding of how funds will be utilized and expended over time for projects or operations.

Logframe or logical framework: A logframe or logical framework shows the conceptual foundation upon which the project's M&E system is built. Basically, the logframe is a matrix that specifies what the project is intended to achieve (objectives) and how this achievement will be measured (indicators). It is essential to understand the differences between project inputs, outputs, outcomes, and impact, since the indicators to be measured under the M&E system reflect this hierarchy.

Indicator matrix: An indicator matrix is a critical tool for planning and managing data collection, analysis, and use. It expands the logframe to identify key information requirements for each indicator and summarizes the key M&E tasks for the project. While the names and formats of the indicator matrix may vary, (e.g., M&E plan, indicator planning matrix, or data collection plan), the overall function remains the same. Often, the project donor will have a required format.

Level of project completion: Refers to stages of completion of a project with reference to the project plan.

Project plan: a formal document designed to guide the control and execution of a project. A project plan is the key to a successful project and is the most important document that needs to be created when starting any project.

1.12 Organization of the study

The research project report is organized in five chapters including the preliminary pages which contain the title, declaration, dedication, abstract, acknowledgements, and table of contents, list of figures, and list of tables, abbreviations and acronyms. It also contains the references and the questionnaires at the end of it.

Chapter two covers empirical and theoretical literature on the concept of monitoring and evaluation system tools. The chapter provides a foundation upon which the findings of the study are discussed and conclusions drawn. The chapter finally identifies the knowledge gap from the literature studied.

Chapter three covers research methodology used in the study, research design, target population, sampling procedure, description of research instruments, validity and reliability

of research instruments, methods of data collection, procedures for data analysis, operational definition of variables and ethical considerations. Chapter has data analysis, presentation and interpretation. Chapter five contains the summary and discussion of findings, conclusion, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter outlines the theoretical concept of Monitoring & Evaluation; it highlights related studies done by other researcher with respect to M & E tools and systems. It also contains the conceptual framework on which this research is embedded on. This section further considers M&E tools relevant in the study which includes; strategic plan, Logical framework, Budget, indicator matrix and Stakeholders involvement in project planning, implementation, and operations. Knowledge gaps from other literatures are also identified in this chapter.

2.2 Concept of Monitoring and Evaluation

Historically, integrated M&E in Kenya spans less than a decade, although project and programme-based monitoring and evaluation have featured in Kenya since the 1980s. Early attempts at government-wide M&E are associated with the Interim Poverty Reduction Strategy Paper (I-PRSP) introduced by the IMF and World Bank in 2000. This was followed by the establishment of the National Integrated Monitoring and Evaluation System (NIMES), and the creation of the Monitoring and Evaluation Directorate. NIMES has three-tier institutional structure for generating M&E information. At the national level there is the Monitoring and Evaluation Directorate; the directorate provides leadership and coordination by ensuring that two vital sources of M&E information, namely Annual Progress Reports (APR) on the Medium Term Plan of Vision 2030 and the Annual Public Expenditure Review (PER) are produced satisfactorily and on time.

Kenya's M&E system has had some influence on the budget process. M&E information is drawn from Kenya's line ministries and synthesised into the Public Expenditure Review that is now an important input in achieving better value for the Kenyan public's taxes. These improvements are realised through extensive budget deliberations in which sector working groups and line ministries review proposals, consider trade-offs and bid for budget allocations. Despite the numerous achievements that have been made under NIMES, Kenya's M&E system still faces challenges in the implementation i.e. human capital, financial and infrastructural challenges.

Kenya's Constitution 2010 has fundamentally changed the central and devolved governance structures and provided an opportunity for strengthening the country's monitoring and evaluation system as well as posing a risk for its continued existence in that there is

uncertainty over political direction. (African monitoring and evaluation systems workshop report, 2013)

2.2.1 Relevance of M & E tools on performance of projects

According to WBG (1998), there is need for effective M&E of projects as this is increasingly recognized as an indispensable tool of both project and portfolio management. This acknowledged need to improve the performance of development assistance calls for close attention to the provision of management information, both to support the implementation of projects and programs and to feed back into the design of new initiatives. The WBG further affirms that M&E also provides a basis for accountability in the use of development resources. Given the greater transparency now expected of the development of community, governments and agencies assisting them need to respond to calls for more "success on the ground". Here, there should be examples of development projects with evidence that they have systems in place that support learning from experience. At all stages of the project cycle, M&E tools can help to strengthen project design and implementation and stimulate partnership with project stakeholders. This is because it can influence sector assistance strategy. Relevant analysis from project and policy evaluation can highlight the outcomes of previous interventions, and the strengths and weaknesses of their implementation. It can also improve project design and use of project design tools such as the logical framework results in systematic selection of indicators for monitoring project performance. The success of any program/project is heightened by constant monitoring and evaluation. We can only talk of successful projects after sustainability of the project has been accomplished. Sustainability is not easy to achieve because of various socio-economic and political challenges experienced especially in developing countries. To attain the required level of sustainability is not possible without first gaining an understanding of the principles of Monitoring and Evaluation which is an effective tool that facilitates the formulation and completion of successful projects.

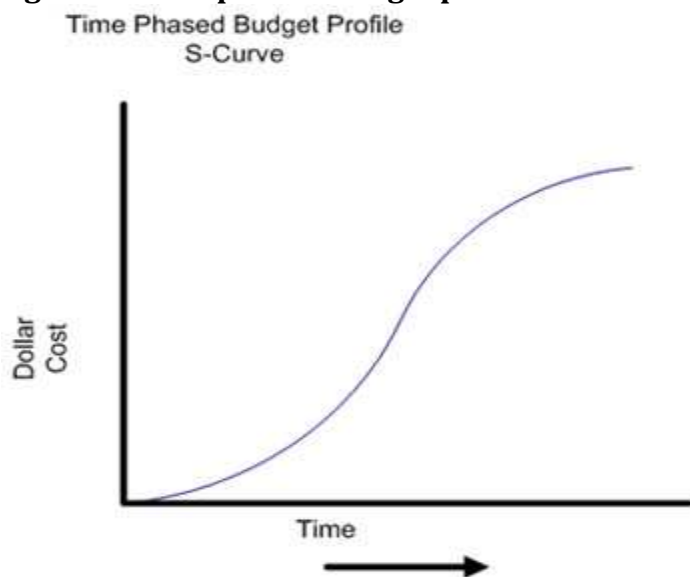
When a project is completed and has been in operation for some time, it is subjected to an intensive, independent evaluation, called ex-post evaluation, i.e. post-implementation review or impact evaluation, to identify the level of project success and note any lessons learned for future projects. This assessment is also called final evaluation. Key performance indicators are assessed against the planned indicators. The final evaluations serve a dual purpose: (i) the impacts of the project are recorded, analysed and compared with the costs incurred, thus establishing its strengths and weaknesses. This provides accountability for resources spent on the project. It also determines the project's sustainability. (ii) Additionally, sponsors would

want to learn from past projects and apply these lessons to future projects. Emphasis needs to be placed on truthful, fair and transparent evaluations. In this respect, an independent evaluator should perform final evaluations.

2.3 Influence of project budget on performance of empowerment projects

Project budgets, similar to resource plans, are a reflection of project work and the timing of that work. A comprehensive budget provides management with an understanding of how funds will be utilized and expended over time for projects or operations. The S-Curve displayed below shows the estimated cumulative expenditures of the project over time. In general, a project expends resources slowly, ramps up rather quickly as more resources are utilized and then tapers off as the project comes to completion. Most project expenditures follow this pattern, resulting in a graphical representation that resembles an "S". Knowing the timing of expenditures on a project will assist management in planning appropriately.

Figure 1: Time phased budget profile



Source:<http://www.projectinsight.net/project-management-basics/basic-prject-budget>

A comprehensive budget can only be developed as a result of the project schedule and resource plan. Therefore, the better you identify all the work of the project within your schedule and the types of resources necessary to complete the work effectively, the more accurate your budget will be. (projectinsight.net)

According to the GFOA (2006) as cited in Barasa (2014), sustainability is meeting the needs of present without comprising the ability of the future generations to meeting their own needs.

Project completion is the first step towards project sustainability. The ICLEI, (1990), identifies three interrelated bases of sustainability which encompass environment, social equity and economic factors. In project management, financial sustainability is the ability of the project to manage itself financially. Consequently completion goals should be fully integrated into the planning and budgeting process. Specific actions that should be undertaken include: The consideration of full lifecycle costs in making investment decisions. Full lifecycle costing considers the affordability of an investment over the short, medium, and long term, from initial acquisition to disposal. For example, a more efficient technology may cost more up-front, but have a better long-term impact according to ICLEI (1990).

Lifecycle costing should be applied to both capital and operating investments. The budgeting system should encourage decisions that prevent outcomes that negatively impact completion goals. To ensure the above, it is important to supplement budgeting with methods that systematically improves efficiency. The budget process is an ideal forum for systematically identifying efficiency opportunities. The finance manager can promote process improvement methods that take place outside budgeting, but that will ultimately have a positive impact on the budget. The Work Breakdown Structure (WBS) is the basis for any budget. The WBS includes all the work necessary to create the product of the project. The WBS is created through a decomposition process resulting in deliverables defined at the lowest level of the WBS—work package or what is called a 'task' in Project management. All of the efforts used in producing the deliverable of each task can be defined in terms of cost. Labour, materials, facilities, services and overhead are examples of costs that may be expended in producing the deliverable of the task. The sum of all tasks within the WBS constitutes the total budget of the project. Project managers perform bottom-up budgeting, which means that the tasks roll up into summary task totals, and the project total represents the sum of all tasks planned and actual costs. (Lewis, 2001)

Nyandemo (2010) observes that in order for the project budgeting to be meaningful and viable it must satisfy several conditions arising from overall corporate consideration that includes, consistence with long range plans of the project, be compatible with resources available, controllable and endorsed by executive management. In addition, the integration of resiliency into capital project evaluations is very desirable. Resilient systems reduce; the probabilities of failure; the consequences of failure such as deaths and injuries, physical damage, and negative economic and social effects; the time for recovery (Nyandemo, 2010). ICLEI further states that the objective of a capital planning system should be to maximize an

asset's resistance to extreme events and minimize the time required for recovery while, of balancing against costs. Resiliency complements completion because a resilient asset will be in a better position to serve future generations of constituents than a non-resilient one. ICLEI further emphasizes that regular update long-range financial plans and forecasts. Long-range financial plans and forecasts are an important tool for ensuring that a government's cost structure and service strategies are economically and financially sustainable and should be updated on a regular basis. It is imperative to draw a balance sheet of successful projects and failed projects and identify and categorize the failed projects. Malfunction of a single component of the project can affect the whole project, thus the need for tackling every component of the project as continuity and of sustainable strategy (ICELI 1990). This helps to charter project successfully and all must be expertly managed to deliver the on time and on budget results.

The chaos report (2009) Standish Group showed downward trend in project success rates with more project failures compared to previous years. The report showed a marked decrease in project success rates, with 32 percent of all projects succeeding which are delivered on time, on budget, with required features and functions, 44 percent were challenged which are late, over budget, and/or with less than the required features and functions and 24 percent failed which are cancelled prior to completion or delivered and never used. The figures also showed substantial increase in both cost and time overruns. Cost overruns increased from 47% in 2006 to 54% in 2008. Time overruns also have gone up, from 72% in 2006 to 79% in 2008. The high point in cost overruns was 2004 (84%). The cost overruns are mainly caused by under budgeting and lack of contingency plans/risk management plans. When budgeting, project managers should be very careful to avoid this kind of disaster. Understanding risk and compiling plans for dealing with it are critical components of project management. Poor risk management is a leading cause of project failure, with more than three in four project managers not dealing with risk consistently. Understandably, failing to assess what might happen and planning for the mitigation of negative impacts causes missed deadlines, budget overruns and, ultimately, failed projects.

A key function of planning for M&E is to estimate the costs, staffing, and other resources needed for M&E work. It is important for M&E specialists to weigh in on M&E budget needs at the project design stage so that funds are allocated specifically to M&E and are available to implement key M&E tasks. (Chaplowe, 2008)

2.4 Influence of Logical framework on performance of empowerment projects

A logframe or logical framework shows the conceptual foundation upon which the project's M&E system is built. Basically, the logframe is a matrix that specifies what the project is intended to achieve (objectives) and how this achievement will be measured (indicators). It is essential to understand the differences between project inputs, outputs, outcomes, and impact, since the indicators to be measured under the M&E system reflect this hierarchy. Table 2.3 defines the key terms and components of a classic 4 x 5 logframe matrix. It is important to note that various organizations in the development community use different formats and terms for the types of objectives in a logframe; Jim Rugh (2008) developed a useful guide to decipher these terms used by major development agencies.

A clear understanding of the log frame's hierarchy of objectives is essential for M&E planning. Ultimately, it will inform the key questions that will guide the evaluation of project processes and impacts:

Goal: To what extent has the project contributed towards its longer term goals? Why or why not? What unanticipated positive or negative consequences did the project have? Why did they arise?

Outcomes: What changes have occurred as a result of the outputs and to what extent are these likely to contribute towards the project purpose and desired impact? Has the project achieved the changes for which it can realistically be held accountable?

Outputs: What direct tangible products or services has the project delivered as a result of activities?

Activities: Have planned activities been completed on time and within the budget? What unplanned activities have been completed?

Inputs: Are the resources being used efficiently?

Similarly, it is also important to understand the logframe's hierarchy of indicators. For instance, it is usually easier to measure lower-level indicators such as the number of workshop participants, while the difficulty in precision and measurement complexity increases when attempting to measure changes in behaviour. The higher levels of the indicator hierarchy require more analysis and synthesis of different information types and sources. This affects the M&E data collection methods and analysis, which has implications for staffing, budgets, and timeframe. (Chaplowe, 2008)

Table 2.1 Logframe Definition Table

Project Objectives	Indicators	Means of Verification	Assumptions
<p>Goal Simple clear statement of the impact or results to achieve by the project</p>	<p>Impact Indicator Quantitative or qualitative means to measure achievement or to reflect the changes connected to stated goal</p>	<p>Measurement method, data source, and data collection frequency for stated indicator</p>	<p>External factors necessary to sustain the long-term impact, but beyond the control of the project</p>
<p>Outcomes Set of beneficiary and population-level changes needed to achieve the goal (usually knowledge, attitudes and practices, or KAP)</p>	<p>Outcome Indicator Quantitative or qualitative means to measure achievement or to reflect the changes connected to stated outcomes</p>	<p>Measurement method, data source, and data collection frequency for stated indicator</p>	<p>External conditions necessary if the outcomes are to contribute to achieving the goal</p>
<p>Outputs Products or services needed to achieve the outcomes</p>	<p>Output Indicator Quantitative or qualitative means to measure completion of stated outputs (measures the immediate product of an activity)</p>	<p>Measurement method, data source, and data collection frequency for stated indicator</p>	<p>Factors out of the project's control that could restrict or prevent the outputs from achieving the outcomes</p>
<p>Activities Regular efforts needed to produce the outputs</p>	<p>Process Indicator Quantitative or qualitative means to measure completion of stated activities, i.e., attendance at the activities</p>	<p>Measurement method, data source, and data collection frequency for stated indicator</p>	<p>Factors out of the project's control that could restrict or prevent the activities from achieving the outcomes</p>
<p>Inputs Resources used to implement activities (financial, materials, human)</p>	<p>Input Indicator Quantitative or qualitative means to measure utilization of stated inputs (resources used for activities)</p>	<p>Measurement method, data source, and data collection frequency for stated indicator</p>	<p>Factors out of the project's control that could restrict or prevent access to the inputs</p>

Source: Caldwell (2002, p. 139).

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 criterion for project success and lists the major assumptions. (Pradhan 2011) The logical framework approach started in early 1960s in response to planning and monitoring of development projects (Pradhan, 2011). The first logical framework 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 framework 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 strengths weaknesses, opportunities and threats (SWOT).

Milika (2011) noted that LFA has several advantages like; (i) it ensures that fundamental questions are asked and weaknesses are analysed, in order to provide decision makers with better and more relevant information, (ii) it guides systematic and logical analysis of the interrelated key elements which constitute a well-designed project, (iii) it improves planning by highlighting linkages between project elements and external factors, (iv) it provides a better basis for systematic monitoring and evaluation analysis of the effects of projects. (v) it facilitates common understanding and better communication between decision makers, managers and other parties involved in the project, (vi) ensures management and administration benefit from standardized procedures for collecting and assessing information. Milika (2011) further noted that LFA ensures continuity of approach when original project staffs are replaced.

According to Nyandemo (2010) as cited Barasa (2014), logical framework is essential, it is the first step in project planning and implementation Nyandemo further observes that logical framework requires undertaking three main tasks: (i) the objectives or goals clearly stated, (ii) the target group or beneficiaries clearly stated, and (iii) the time frame showing when the costs and when benefits are likely to occur. It improves planning by highlighting linkages. Attempts to utilize the LFA in the region have been observed in countries such as Ghana where JMK consultants were contracted by Denmark to assist the LFA workshop in Ghana. It sought to establish a consensus in Ghana and its member organizations about development

program with the LEV national association to enable Ghana build their capacity to handle its role as an advocacy organization. This would enable the country to design projects using logical framework planning approach with overall and immediate objectives, indicators, target groups analysis is undertaken (JMK, 2014). This was a huge step taken by Ghana in the implementation of projects.

In furtherance on the above approach Leuzzi (2013), indicates that a major component of logical frame is the formulation of a Logical Frame work Matrix based on goals, purpose and activities of the project that are itemized in the logical framework matrix while logical framework is a more elaborate presentation that explains all components of a project logical framework matrix in a table form that can be read at a glance by the relevant user.

The logframe is applied when planning, implementing and evaluating specific projects and programmes within an action plan. It is valuable for carrying out logical checks during project design as well as for monitoring progress and reviewing activities and output during project implementation (Philip et al. 2008).

Using LFA for project or program design imposes rigour in assessing what is to be achieved and the assumptions behind what interventions and activities will be required. Many international donors, such as the Asian Development Bank and the European Commission, require projects they fund to be designed according to an LFA (WAGENINGEN UR 2010).

The following are the advantages of using a logframe approach: (i) during initial stages, it can be used to test project ideas and concepts for relevance and usefulness; (ii) It guides systematic and logical analysis of the key interrelated elements that constitute a well-designed project (The World Bank 2000); (iii) It defines linkages between the project and external factors; (iv) During implementation, the logframe serves as the main reference for drawing up detailed work plans, terms of reference, budgets, etc (WAGENINGEN UR 2010); (v) a logframe provides indicators against which the project progress and achievements can be assessed (WAGENINGEN UR 2010); (vi) It provides a shared methodology and terminology among governments, donor agencies, contractors and clients (The World Bank,2000)

2.5 Influence of Indicator matrix on performance of empowerment projects

An indicator matrix is a critical tool for planning and managing data collection, analysis, and use. It expands the logframe to identify key information requirements for each indicator and summarizes the key M&E tasks for the project. While the names and formats of the indicator matrix may vary, (e.g., M&E plan, indicator planning matrix, or data collection plan), the overall function remains the same. Often, the project donor will have a required format. The

indicator matrix can be adapted to information requirements for project management. For example, separate columns can be created to identify data sources, collection methods and tools, information use and audience, or person(s) responsible for data collection and analysis. It may also be preferable to use separate matrices for M&E indicators.

It is critical that the indicator matrix be developed with the participation of those who will be using it. Completing the matrix requires detailed knowledge of the project and context provided by the local project team and partners. Their involvement contributes to data quality because it reinforces their understanding of what data they are to collect and how they will collect them. (USAID, 1996)

Gordon (2004) avers that at the end of certain years, a major evaluation should be carried out by community members, project teams, project managers and the donor agency. The evaluation indicators should be jointly agreed upon by major stakeholders (that is, representatives of the community, the donor agency and project team). These should be contained in the Terms of Reference (TOR) for the entire evaluation exercise. Altschuld and Kumar (2010) reported that some of the indicators to be included are: project objectives (how far were they pursued); current strength of the community based projects (CBP) in terms of membership participation in community affairs; frequency of meetings, and how such meetings were conducted (in a participatory manner or otherwise); level of women involvement in decision making; number of projects executed within the five years through communal efforts; and the impact of such projects in the community.

2.6 Influence of Stakeholders analysis on performance of empowerment projects

Guijt and Gaventa (1998) refer to stakeholder analysis as the starting point of most participatory work and social assessments. It is used to develop an understanding of the power relationships, influence, and interests of the various people involved in an activity and to determine who should participate, and when.

M&E planning should begin during or immediately after the project design stage. Early planning will inform the project design and allow for sufficient time to arrange for resources and personnel prior to project implementation. M&E planning should also involve those using the M&E system. Involvement of project staff and key stakeholders ensures feasibility, understanding, and ownership of the M&E system. (Chaplowe, 2008)

According to Milika, (2011) as cited in Barasa (2014), basic premise behind stakeholder analysis is that different groups have different concerns, capacities and interests and that these

need to be explicitly understood and recognized. This is done during the process of problem identification, objective setting and strategy selection, implementation and completion. The stakeholder analysis matrix and the SWOT analysis are widely used by donors.

Stakeholder engagement has become increasingly necessary as large and more complex projects are planned and implemented (Gray, 2001). Stakeholders can participate at various levels of which the lowest is information sharing, at a higher level is consultancy for decision making. At higher level the developer can collaborate with stakeholders in each aspect of decision making including the development of alternatives and the identification of the preferred solution and at highest level it can empower stakeholders to make final decision.

In line with the view of Mulwa, (2010) stakeholders are expected to take their own decisions. They should make their decisions that donors will abide with and are free to choose alteration. Regular consultations are seen to be healthy among partners, as stakeholder involvement is characterized by respect, trust and responsibility. According to Chambers (1993), new approach calls for a paradigm shift from conventional approaches to extensions that are fundamentally banking in nature imparting technical knowledge and skills to the local.

Robinson (2003) observed that Ethiopian government on its part wanted donors to commit funds directly to the budget support of sustainable development and poverty reduction program (SDPRP) without M&E. The aim of the project was to build local capacity such that models can be built and updated in the future. These projects were formally guided by high level national advisory committee composed of key stakeholders and potential consumers and beneficiaries of the project in the hope of achieving expected impact. It was subject to country wide view of stakeholders and beneficiaries. The project was further subjected to internal project evaluation and review schemes of both Ethiopia Development Research Institute (EDRI) and Institute of Development Studies (IDS) with aim of identifying indicators and milestones of achievements as project overall success. In this particular case emphasis was put on role of stakeholders be it at national, regional or community level. However stakeholders were considered separately from other tools of M&E. In line with the view, MDGs emphasize this as a very important step. One of the MDG's is environmental sustainability and a global partnership to development this can only be achieved by utilization of M&E tools in projects implementation and sustainability. Consequently, most nations have formulated their strategies to attain sustainability in their operations.

Kenya has put in place both institutional and legal framework to help drive the principles of sustainability. For example, Kenya's Vision 2030 is the country long term development blue

print which aims to create a globally competitive and prosperous country providing a high quality of life for all its citizens. It aspires to transform Kenya into a newly industrialized middle income country by 2030 and emphasizes sustainability. Towards this, the National Integrated Monitoring and Evaluation System (NIMES), has been mandated to track progress of the implementation of the vision. Kenya's constitution clearly stipulates how communities will be engaged in development through representation in the county government hence the devolved system of governance that is all inclusive. Stakeholder involvement is one strategy of involving community participation and it raises awareness, or knowledge, and helps to ensure prioritization of funded projects.

Over the years, development efforts aimed at reducing the poverty level have not included local people at the conception, implementation and monitoring stages of such programs (Gilbert, 1998). This has often resulted in non-sustainability of many development efforts like project. Altschuld and Kumar (2010) argued that the involvement of local people in conception, execution, monitoring and evaluation of development projects has become very central to attaining sustainable development. However, community participation in project monitoring and evaluation is a relatively new approach that many development agencies, including NGOs, are still learning. Community people know their problems very well. They also know their individual characters, and those who have the interest of the community. Similarly, community members are in a better position to monitor and guide their projects and assets, especially the ones they conceived and embarked upon (Kizlik, 2010).

Monitoring can only take place where there are projects to be monitored (Lee & Reeves, 2009). Therefore, the community should be guided to create action plan that will contain their development needs, and serve as a motivating tool for embarking on self –help projects. A local Management Information System (MIS) is needed to be set up within the Community that will enable them gather, analyse and interpret data concerning the project (Gilbert, 1998). This should be a continuous process throughout the project life cycle. Moreover, to achieve this, some local facilitators should be trained in simple methods of gathering information such as ORID (objective, reflective, interpretive and decisional) or discussion methods and workshop methods, so as to enable local facilitators along with taskforces to gather information through interviews, questioning, and site visits, hold group discussions, and build a consensus based upon the information generated.

Further monitoring and progress assessment should be made by executive members of the projects by way of site visits, information verification and writing of periodic reports (Kizlik,

2010). These reports should be made available to project team during their quarterly visits. During these visits, discussion sessions should be held with the community members to find out their difficulties and answer their questions. At the end of certain years, a major evaluation should be carried out by community members, project teams, project managers and the donor agency. The evaluation indicators should be jointly agreed upon by major stakeholders (that is, representatives of the community, the donor agency and project team) (Gordon, 2004). These should be contained in the Terms of Reference (TOR) for the entire evaluation exercise.

Altschuld and Kumar (2010) reported that some of the indicators to be included are: project objectives (how far were they pursued); current strength of the community based projects (CBP) in terms of membership participation in community affairs; frequency of meetings, and how such meetings were conducted (in a participatory manner or otherwise); level of women involvement in decision making; number of projects executed within the five years through communal efforts; and the impact of such projects in the community.

According to Gordon (2004) for community based monitoring and evaluation to achieve its purpose the following must be ensured: The local people must first be empowered on how to systematically envision, design, and implement a project; the methodology must be simple and flexible enough to enable the local people use and adapt it; the purpose or objectives of the M&E must be clearly explained to and understood by the local people; the implementing agency must also define their role and work closely with the local people, especially during the first year of the project life cycle; both positive and negative information and other data generated during the course of the project must be analysed and interpreted correctly; and there must be a way to document the results and learning that came out of the monitoring and evaluation exercise.

2.7 Influence of Project plan on performance of empowerment projects

According to Project management body of Knowledge (PMBOK), a project plan/strategic plan is a formal document designed to guide the control and execution of a project. A project plan is the key to a successful project and is the most important document that needs to be created when starting any project. A project plan is used for the following purposes: (i) to document and communicate stakeholder products and project expectations, (ii) to control schedule and delivery and (iii) to calculate and manage associated risks.

Bryson (1995) asserts that strategic planning is an organization management activity that is used to set priorities, focus energy and resources to strengthen operations. Strategic planning involves identification of most important options towards the realization of a practical vision (goal). A strategy is seen as the approach to be used step by step by an organization to most effectively accomplish its mission towards a practical vision. It is a set of procedures and tools designed to help leaders, managers and planners think and act strategically.

Various organisations structure their plans in different ways. However, all structures follow a hierarchical design of goals, objectives and activities. In the diagram below the broad goal is further defined and broken down into more specific objectives which are then broken down into detailed and focused activities. This shows the logical links between your activities, objectives and goals, i.e. if you conduct the activities you plan, you assume that you will achieve a specific objective and if you achieve all the objectives you have set it means that you will attain your goal. (SAMDI orientation manual)

Table 2.2: Goals and Objectives

An intervention’s goals, objectives and activities fit together into a hierarchy in the following way:

Strategic Goal

Measurable Objective 1	Measurable Objective 2	Measurable Objective 3
<ul style="list-style-type: none"> • Activity 1 • Activity 2 • Activity 3 	<ul style="list-style-type: none"> • Activity 1 • Activity 2 	<ul style="list-style-type: none"> • Activity 1 • Activity 2 • Activity 3 • Activity 4

Well-defined strategic goals and strategic objectives provide a basis from which to develop suitable programmes and projects, as well as appropriate indicators. A strategic goal is a general summary of the desired state that an intervention is working to achieve. Strategic goals should meet the following criteria; (i) forward looking-outlining the desired state toward which the project is working, (ii) relatively general .i.e. broadly defined to encompass all project activities and (iii) brief-Simple and succinct: so that all project participants can remember it. The strategic objectives, while still general in nature, helps break the large strategic goal down into smaller and more detailed parts. Strategic objectives specify the various steps that will be required to realise the strategic goal. (National Treasury RSA, 2007)

Barry (1997) as cited in Barasa (2014) sees strategic planning as a process not one off activity but ongoing or continuous process. It helps stakeholders in an organization or a project determine what they intend to accomplish in a specified period of time. This ensures that employees and other stakeholders; are working towards common goals and have established agreement around intended outcomes or results, assets and adjust the organizations direction in response to actions that shape and guide what an organization serves, what it does and why it does it, while focusing on the future (BSSI, 2014).

Strategic planning thus ensures project completion and sustainability. For example, UNOPS drives focus through its engagement acceptance process which is also a central component of the organization risk management system. The process assures that UNOPS only accepts projects that emphasize UNOPS strategic plan and relevant UN branches. Specifically this assessment checks that new projects offer effective contributions to National capacity development and incorporate the three dimensions of sustainability, these are; sustainable project management, sustainable infrastructure and sustainable procurement. A case in point is where they ensure that all projects are screened and approved using minimum sustainability standards with higher sustainability targets negotiated wherever possible. It should be noted that project sustainability is not given the weight it deserves as an important aspect for projects management (Paul, 2005).

In another study on sustainability in India, M & E rated the sustainability of the projects as moderately low primarily due to uncertainty regarding factors such as failure to get continuous funding. It is important to note that the details of the strategy must be based on the whole spectrum of environmental, social and political conditions. It was noted that completion strategy created during the design phase with its complement of completion indicators are more than the norm in development projects around the world (IFAD, 2006).

Schilder (1997) further notes that successful efforts involve stakeholders support. Strategic plan development requires consideration and articulation of values and priorities; the plan should reflect views expressed by all those involved in the process. States that have successfully designed and adopted plans included all those interested in the strategic planning process. For example, processes have been developed to involve program managers, providers, legislators, and the public in the articulation of visions. Some states have held public meetings; others have coupled meetings of policy makers with public opinion polls asking about the core values of citizens. Inclusion of key stakeholders can take many months and requires that resources be devoted to the activity. However, it is essential to the success and sustainability of the effort.

Strategic planning concerns itself with vision, mission, goals and values of the organization, which the organization will serve, organization's role in the community further concerned with resources needed – people, money expertise, relationships and facilities.(Mulwa, 2010), Bryson et al (1995) observed that strategic planning is a technical approach that is, the planning team should be hybrid so that there is some assurance that both political and technical concerns are addressed. It fuses planning and decision making.

2.8 Theoretical Framework

According to Kombo and Tromp (2006) theoretical framework is a collection of interrelated ideas based on theories. Theoretical framework accounts for and explains the phenomena attempting to clarify why things are the way they are, based on the theory.

2.8.1 Theory of change

It is difficult to trace precisely when the term “theory of change” was first used, but a hint at its origins can be found in the considerable body of theoretical and applied development in the evaluation field, especially among the work of people such as Huey Chen, Peter Rossi, Michael Quinn Patton, and Carol Weiss. These evaluation theorists and practitioners, along with a host of others, have been focused on how to apply program theories to evaluation for many decades. The stream of work leading to the use of theories of change in evaluation can be traced back to the late 1950s with Kirkpatrick's ‘Four Levels of Learning Evaluation Model’. Further progress and evolution has included Daniel Stufflebeam's CIPP (context, input, processes and products) and the widely used logical frameworks (Logframe) or logical models which set out causal chains usually consisting of inputs, activities, outputs and outcomes coupled to long-term goals.

Methods such as logframe were a significant advance, providing a framework through which the relationships between a program's components could be drawn out and articulated. However, US writers such as Weiss, Chen and Patton increasingly highlighted the challenges in evaluating complex social or community change programs when it was not clear precisely what the programs had set out to do or how and therefore difficult to evaluate whether or how they had achieved it (James, 2011)

Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or “filling in” what has been described as the “missing middle” between what a programs or change initiative does (its activities or interventions) and how these lead to desired goals being achieved. It does this by first identifying the desired long-term goals and

then works back from these to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur. These are all mapped out in an Outcomes Framework. The Outcomes Framework then provide the basis for identifying what type of activity or intervention will lead to the outcomes identified as preconditions for achieving the long-term goal. Through this approach the precise link between activities and the achievement of the long-term goals are more fully understood. This leads to better planning, in that activities are linked to a detailed understanding of how change actually happens. It also leads to better evaluation, as it is possible to measure progress towards the achievement of longer-term goals that goes beyond the identification of program outputs. (www.intrac.org)

This theory is applicable in this study as it puts more emphasis on the utilization of monitoring and evaluation tools to ensure that the project achieves its intended objectives and its impact is felt. In this case, the women empowerment projects should be of benefit to women in the county but according to the World Bank (2012), women in Kenyan coast are still sinking into poverty, 10 years down the line after the government led by Hon Kibaki has been preaching of projects it funds for women poverty eradication in order to align the Kenyan women with the millennium development goals requirements. The Kenyan coastal woman has been failing in business because of the cultural classification, the low levels of technological knowledge, lack of relevant education, competition in the market and many more. (Kamuka, 2015)

2.8.2. Identity Empowerment Theory

Hall (1992) has presented an identity empowerment theory which is a clinical sociological one that has been built on documented patterns and predictabilities in interpersonal, family and group behaviour. It is used as an integrated frame of reference regarding women and empowerment. The theory is grounded on the assumption that empowered women make meaningful commitments and undertakes effective, goal-oriented activities that they choose for themselves, can understand the strengths and weakness of their personal and collective past and present; and can cope with conflict in their relationships. The theory suggest that women's understanding of the strengths and weaknesses of their personal and collective past and present will increase their sense of purpose and direction for the future. Through examination of their values, women become more able to consciously determine life time goals in their own interests.

This theory is applicable to this study as women become aware of the problems they face and in a bid to address them; they commit themselves to undertaking activities with the main aim of generating income. The women choose to make changes in their lives so that they can accomplish dramatic shifts in their life course. (Mwangi, 2015)

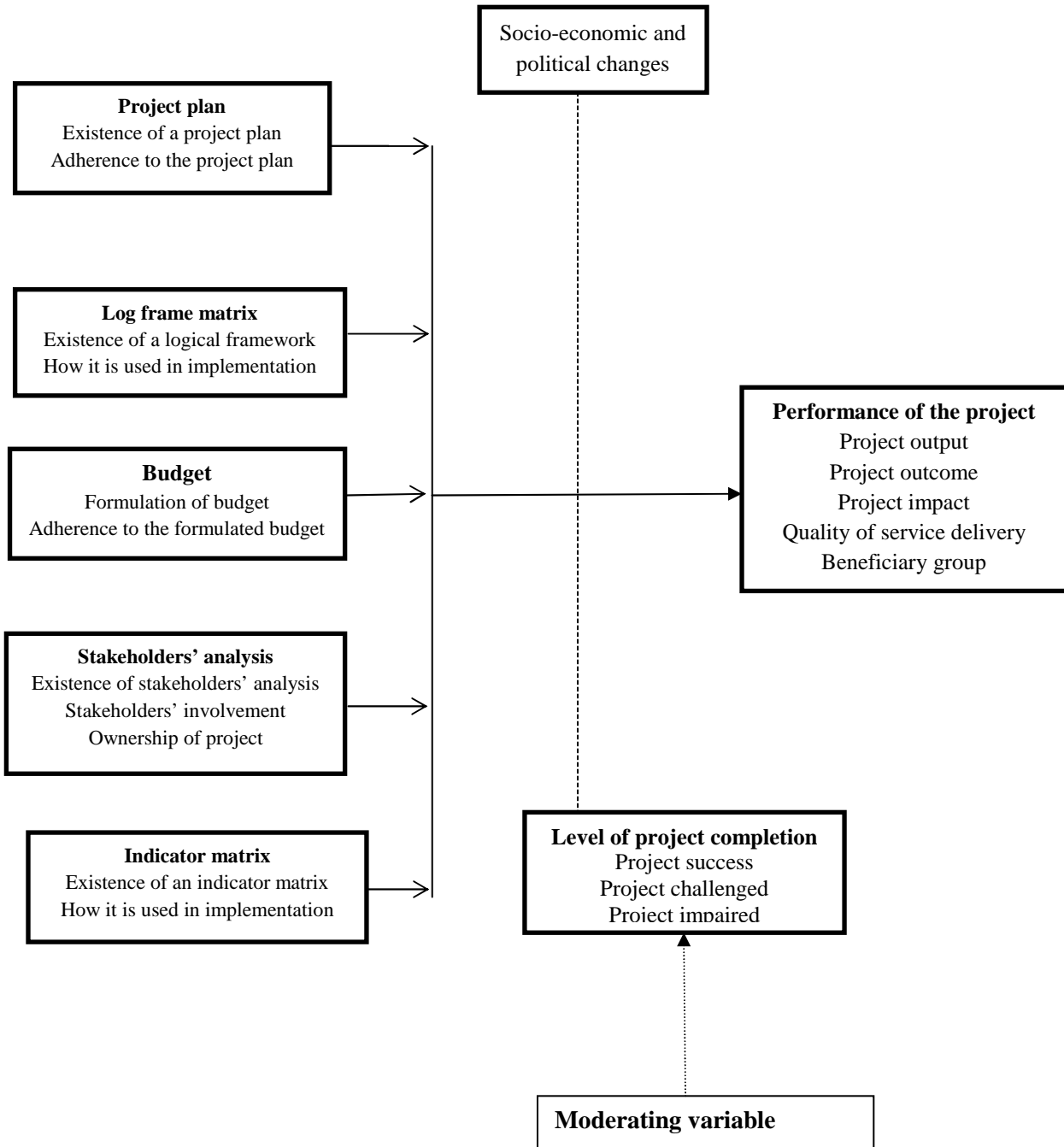
2.9 Conceptual framework

Figure 2: Conceptual frame work

Independent variables intervening variables Dependent variables

M&E tools

Performance



2.10 Knowledge gaps

Traditionally, project M&E has been used by donor and government agencies to hold beneficiaries and project managers accountable to agreed goals and performance targets. The mechanisms of accountability seek to measure performance, aiming to quantify or narrate it in annual reports, project reports, logical frameworks, and so on. However, the common problem about such accountability mechanisms is that they often reflect the interests of funders or donors, in that the metrics tend to be easily quantifiable and designed to be more useful to donors as part of their annual budget cycles (in showing that they have funded “success”) than they are of use to non-profit managers for purposes of strategic decision making (Ebrahim, 2006). Consequently, what is being evaluated is defined and how M&E shall be conducted is described. Monitoring and evaluation system has been used to contribute a great deal in revealing the financial accountability, measuring the success against objectives, funder requirements, quality assurance, and benchmarking measurement of customer satisfaction among others (Langi, 2008).

Several studies have been carried out to emphasis on the importance of monitoring and evaluation of projects to ensure effectiveness and accountability. A recent study by Mwinamo (2015) on the influence of the monitoring & evaluation report on project external audit plan: a case of international development association (IDA) funded projects in Mombasa County, Kenya. Mwinamo recommended that M&E exercise is very important and he emphasised on training of the people who are tasked with this exercise so that they can have the necessary skills needed and are able to use the right tools in their data collection.

In furtherance to the above, Barasa (2014) studied the influence of monitoring and evaluation tools on project completion in Kenya: a case of constituency development fund projects in Kakamega County, Kenya. In his studies, Barasa established that that the M&E tools have influence on project completion and also the study established that those charged with the responsibility of carrying out M&E, comprising officials from CDF management and Ministries were not empowered with appropriate skills and knowledge, consequently he recommended that they should be appropriately empowered with the necessary knowledge in order to have the grasp of how these tools are in order to utilize them.

The literature review confirmed that a lot has been done on women empowerment and the extent to which access to financial services, capacity building, marketing and business linkages influence women empowerment. It is evident that investing in the empowerment of women improves their wellbeing and livelihoods. The studies have not adequately looked at

why the women empowerment projects are not achieving their intended objectives and as result the intended impact is not realised i.e. reduction of the dependency ratio on me.

According to World Bank (2012), women in Kenyan coast are still sinking into poverty, 10 years down the line after the government led by Hon Kibaki has been preaching of projects it funds for women poverty eradication, in order to align the Kenyan women with the millennium development goals requirements. Wambua (2014) asserts that the Kenyan coastal woman has been languishing in poverty because of the cultural and religious beliefs, the low literacy levels and ignorance of opportunities that are available. Because of the proven effectiveness of monitoring and evaluation exercise, this study seeks the Influence of Monitoring and evaluation tools on performance on women empowerment project in Chagamwe constituency, Mombasa County. This gap is what this study endeavours to fill in order to enlighten donors, M&E experts, the project managers, the government and all other stakeholders.

2.11 Summary of Literature

Monitoring and evaluation ideas are not new – everyone applies monitoring and evaluation practices to some extent in their work and home lives. However, we are currently witnessing an increase in the amount of systematic attention and study being applied to the field of monitoring and evaluation (M&E) both internationally and within. In order to achieve the SDGs we need to incorporate monitoring and evaluation in every aspect of our development program and projects. Various researchers are generally in agreement that M&E is a project management tool for measuring project's impact, effectiveness, efficiency and accountability. M&E is also used for future lesson learning.

From the literature review it is quite evident that gender equality, the empowerment of women, women's full enjoyment of all human rights and the eradication of poverty are essential to economic and social development, including the achievement of all the Millennium Development Goals.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

The chapter contains the components of research methodology used in the study which include the research design, target population, sample size, sampling procedure, data collection method, data collection procedure, and data analysis method. The chapter also includes the validity and reliability check on the research instruments as well as ethical issue in the study. Data analysis involved categorization and tabulation of raw data to different forms for ease of interpretation. The study used questionnaires to collect appropriate information as required by the study.

3.2. Research Design

A research design is a scheme, an outline or a plan that is used to obtain answers to research problem (Orodho, 2003). According to Macharia (2013), a research design ensures that the study is relevant to the problem as the success of any study is highly dependent on the design employed by the researcher.

Descriptive research design was adopted in this study. A descriptive research design determines and reports the way things are and uses a pre-planned design for analysis (Mugenda and Mugenda, 2003). Cochran (2007) observes that a descriptive research design is used when data is collected to describe persons, organizations, settings, or phenomena. This design was used because the researcher collected the data through administering questionnaires hence the design was appropriate. The design also has enough provision for protection of bias and maximizes reliability of data (Kothari, 2008).

According to Kumar (2005), descriptive research design studies all the design information to obtain pertinent and precise information concerning the status of the phenomena and draws conclusions from the facts discovered. Using this design the researcher attempted to find answers to questions by analysing specific variables whereby in this case relates to the Influence of monitoring and evaluation tools on the performance of women empowerment projects. The design is appropriate since the researcher sought information without manipulating the variables.

3.3 Target population

Mugenda & Mugenda (2003) defines a population as an entire group of individuals, events or objects having common observable characteristics. The study was conducted in Changamwe

constituency, Mombasa County; it is comprised of five wards namely Chaani, Airport, Portreitz, Kipevu and Chagamwe. The target population for this study was the various government funded projects especially the ones that are financed by Women Enterprise Fund (WEF). The study basically targeted the management staffs of these women empowerment projects i.e. (project managers, project staff members) and the beneficiary of the projects (women registered as beneficiaries). There are 33 projects being carried out that are geared towards empowering 767 registered women beneficiaries. The number projects were spread per ward as follows; Airport ward-6, Portreitz-8, Chaani-7, Kipevu-5 and Chagamwe ward-7.

Table 3.1 Target population

Target population.	Airport Ward	Chaani Ward	Portreitz Ward	Kipevu ward	Chagamwe ward	Total
Project managers	6	7	8	5	7	33
Project Staffs	30	33	39	23	31	156
Registered Beneficiaries	134	92	153	182	206	767
Total	170	132	200	210	244	956

3.4 Sample and sampling procedure

According to Mugenda and Mugenda (2003) a sample is a smaller group derived from the accessible population. It is the few items selected for the study from the target population (Orodho, 2010). According to Warwick and Lininger (1975), the most important factor to consider while determining the sample size is to make sure that it is manageable. Resources and time are usually major constraints. Gay as cited in Mugenda and Mugenda (2003) argued that for descriptive studies, ten percent of the accessible population is sufficient.

The study used disproportional stratified sampling because the numbers of projects in each of the five wards were unequally distributed and the compositions of members in the projects were also different and unequal. The researcher studied five projects per ward and chose four staffs as respondents including the project managers. From each project, 10 beneficiaries were chosen at random as respondents.

Table 3.2 Sampling frame

Sample Size	Airport ward	Chaani Ward	Portreitz Ward	Kipevu Ward	Changamwe ward	Total
Project Manager	5	5	5	5	5	25
Project staffs	15	15	15	15	15	75
Registered beneficiaries	50	50	50	50	50	250
Total	70	70	70	70	70	350

3.5 Data collection instruments

Any device a researcher uses to collect data is called an “instrument”. The process of collecting data is called “Instrumentation”. This process involves the selection or design of the instruments and also setting the conditions under which the instruments will be administered. The study used both primary and secondary data collection. The primary data was collected from the project managers, project team members and women beneficiaries in the Changamwe constituency using a semi-structured questionnaire. The instrument was preferred by the researcher since it is effective in generating the required response. The closed ended questions are easier to administer as each item is followed by an alternative answers and it is also economical to use in terms of time and money.

On the other hand the open ended questions were appropriate in this study as they permitted a greater depth of response especially as the study evaluates perception which is attitudinal in nature and thus this type of questions allowed the respondents to give their feelings, background, hidden motivation, interests and decisions (Mugenda and Mugenda, 2003)

For the secondary data, the researcher critically analysed existing data provided by various journals, research papers, government reports, NGOs reports and United Nations reports. In addition, research findings and related literature were used to support the arguments. Internet was of utmost importance to get up to date information on the concerns of the study

3.6 Data collection procedure

Sources of information can be classified into primary and secondary types. Primary data comes from the original sources and are collected specifically to answer the research questions. Secondary sources of data come from other sources, for example, other studies conducted by other persons for other purposes.

Data was collected from the identified respondents using questionnaires that were distributed by the researcher. For those who could read, they were issued with the questionnaire which

the researcher later collected once they were completed and verified if all questions were answered. For those who couldn't read, the researcher asked the respondents the questions in the questionnaire in the order in which they were listed and recorded the replies in their questionnaire. To avoid interviewer bias when administering the questions to the respondents, the researcher treated the respondents as consultants giving them the benefit of doubt.

The study used both primary data and secondary data. Primary data was collected by using questionnaires. Questionnaires enabled the researcher to focus on areas of importance and which addressed the research directly (Leedy, et al., 2001). Open and closed ended questions were used in the questionnaires. Structured questions reduced data collection time while unstructured questions encourage the respondent to give in depth responses thereby enhancing quality of data collected (Cooper & Schindler, 2008). The questionnaires were preferred because of their ability to reach a large number of respondents within a short time and elicit personal ideas from the respondents due to openness of some questions. Also, questionnaires compared with other data collection techniques were less costly to administer as supervision or follow up of respondents was not necessary. Pre-testing of questionnaires in the field was used as a means of improving the quality of questions before the main study (Schindler, 2004). Some of the respondents were mailed their respective questionnaires.

3.7 Validity and Reliability of research instrument

This section illustrates how the validity and reliability of the data collection instrument was satisfied by this study.

3.7.1 Pilot test

The objective of conducting a pilot test is to detect weakness in design and instrumentation and to provide alternative data for selection of a probability sample (Kothari, 2008). According to Mugenda and Mugenda (2003), the purpose of pre-testing a tool is to ensure that items in the tool bear the same meaning to all respondents and to assess the average time that is required to administer the instrument. The Pilot testing of the research instruments was conducted in Likoni Constituency. 25 questionnaires were administered to 5 project managers, 5 project management staffs and 15 beneficiaries; who were chosen randomly from a similar target population. After two weeks the same participants were again requested to respond to the same questionnaires but without prior notification in order to ascertain any variation in responses of the first and the second test. After the filled pilot questionnaires were received together with the suggestions and comments by the respondents, the questionnaires were reviewed to find out the comprehension and suitability of the wordings

used the sequencing of the questions and the time taken to complete each questionnaire. The study of the completed pilot questionnaires gave an indication of the reliability of the instrument through the responses received.

3.7.2 Validity of research instrument

According to Mugenda and Mugenda (1999), validity is the accuracy and meaningfulness of inferences that are based on the research results. They further argue that validity is how accurately the data obtained in the study represents the variables of the study. The validity measure depends on how accurate the researcher collects the data. Validity refers to whether the research truly measures that which it was intended to measure or how truthful the research results are (Joppe, 2000). It is validity that ensures accuracy of information gathered. Validity of instruments is critical in all forms of researches and an acceptable level is largely dependent on logical reasoning, experience and professionalism of the researcher.

For this reason, the researcher formulated a questionnaire that was specifically tailored to obtain relevant and accurate response from the population. The research instrument was then be piloted with 25 respondents randomly selected from the target population. On the basis of their comments, changes were made to the questionnaire to clarify wordings and increase readability. The pre-testing procedure was important to establish content validity (Chwelos et al., 2001).

3.7.3 Reliability of research instrument

Orodho (2010) defines reliability as the degree to which a particular measuring procedure gives similar results over a number of repeated trials. Reliability is synonymous to consistency thus reliability is a measure of how consistent the results from the study are. Phelan (2005) further defines reliability as the degree to which an assessment tool produces stable and consistent results. It is defined as a characteristic of an instrument that reflects the degree to which the instrument provokes consistent responses (Reichardt and Cook, 1997).

To ascertain the reliability, the researcher used a test-retest method during the pilot survey. The coefficient of reliability was found to be 0.825 which is sufficient considering the required threshold is 0.8; implying that the instrument was reliable

3.8 Data analysis techniques

Orodho (2002) defines data analysis as the examination of what has been collected in a survey or experiment and making deductions and inferences from this data through

organizing the data, breaking it into manageable units, synthesizing it as well as searching for patterns.

The data collected was analyzed using both qualitative and quantitative methods of analysis. The returned questionnaires were checked for consistency, cleaned, and the useful ones coded and analyzed. The researcher analyzed the quantitative data using descriptive statistics by applying advanced MS Excel and SPSS then presented them through tables, percentages and frequencies. The use of structured questionnaires enabled the researcher to quantify qualitative data using the size, frequency distribution, and association of variables in the study population and answers to questions that could be counted and expressed numerically. The qualitative data was coded thematically and then analyzed statistically. Conceptual content analysis was used for data that is qualitative in nature or aspect of the data collected from the open ended questions. The information was displayed by use of tables and in prose-form.

3.9 Ethical issues

The respondents were informed that whatever they would say would only be used for research purpose. Research was carried without bias and with the confidentiality of information from respondents. The researcher also ensured confidentiality of the information given by the respondents. This was done by using the information without mentioning of the specific names of the people from whom the data was collected from.

3.10 Operationalization of variables

Research objective	Type of variable	Indicators	Measurement scale	Type of analysis
To examine the extent to which the use of a budget influences the performance of women empowerment project	Use of a budget (independent)	Presence of a budget Adherence to proposed budget	Ordinal	Chi-square test Spearman rank correlation
To establish the extent to which the use of a strategic/ project plan influences the performance of women empowerment projects	Use of strategic plan (independent)	Project goals available Project objectives available Process of achieving objectives	Ordinal	Chi-square test Spearman rank correlation
To assess the extent to which the use of a logical framework influences the performance of women empowerment projects	Use of logframe matrix (independent)	presence of a work breakdown structure milestones to be achieved task allocation to human resource	Ordinal	Chi-square test Spearman rank correlation
To determine the influence of stakeholder analysis on the performance of women empowerment projects.	Use of stakeholder analysis (independent)	Needs assessment undertaken involved in planning & designing Involved in decision-making	Ordinal	Chi-square test Spearman rank correlation
To determine the extent to which the use of an indicator matrix influences the and performance of women empowerment projects.	use of indicator matrix (independent)	Presence of milestones& indicator Presence of data collection plan	Ordinal	Chi-square test Spearman rank correlation
	Performance of project (dependent)	Project objectives are met Project output are met Project outcome are visible Project impact are felt Quality service delivery	Ordinal	Chi-square test
	Level of project completion (moderating)	completion within budget completion within time completion with features as specified	Ordinal	Chi-square test

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The main focus of this study is to analyse the influence of monitoring and evaluation tools on performance of women empowerment projects. This chapter presents findings of data analysed and interpreted in line with the study objectives. The first part outlines the questionnaires return rate by the respondents. It presents the descriptive data for the part of the population used in the study. The next part presents information on demographic data of respondents which is divided in three categories namely; the project managers, project staffs and project beneficiaries.

4.2 Questionnaires response rate

The study used questionnaires as tools for data collection. A total number of 25 projects were visited by the researcher; the researcher targeted 25 project managers, 75 project staffs and 250 project beneficiaries. A total of 350 questionnaires were sent out and 245 were returned translating to 70% return rate. The response rate was good when compared to the recommended response rates to verify consistency of measurements required for analysis (Kothari, 2005).

Table 4.1 Response rate

Strata	Sample size	Response	Response rate
Project Managers	25	23	92%
Project staff	75	60	80%
Project Beneficiary	250	162	65%
	350	245	

4.3 Demographic Characteristics of the Respondents

As part of their demographic information, the study sought to establish the background information of respondents. This included age, gender, marital status and education level.

4.3.1 Distribution of respondents by gender

The information regarding the gender distribution of the respondent was captured in the table below.

Table 4.2: Respondents by Gender

Gender	Project Manager	Project Staff	Project beneficiary	Total frequency	Percentage
Male	23	43	0	66	26.94%
Female	0	17	162	179	73.06%
Total	23	60	162	245	100

Table 4.2 shows that 73.06 percent of the respondents were females and 26.94 percent were males. This was expected because the study's main focus was on women empowerment projects. The gender distribution of project managers was alarming, as none of the respondents were female indicating the underrepresentation of women in decision making positions. This bias was also observed in the gender distribution of project staffs as 71.67 percent of the respondents were males highlighting the unequal distribution of jobs with respect to gender.

4.3.2 Distribution of respondents by Age

From the table below, majority of the respondents were aged between 26 years to 35 years accounting for 35.92 percent of the sample. 10.61 percent of the respondents were 56 years and above, forming the minority in the sample. From the table we can deduce that Women in their prime age of between 26 years to 45 years were actively engaged with the empowerment projects accounting to a total of 53.88 percent, this is slightly more than half of the total number of respondents which was 132 respondents.

Table 4.3 Respondents by Age

AGE BRACKET IN YEARS	NUMBER OF RESPONDENTS	PERCENTAGE
Below 25	58	23.67 %
26 – 35	88	35.92 %
36 – 45	44	17.96 %
46 – 55	29	11.84 %
Above 56	26	10.61 %
Total	245	100

4.3.3 Distribution of respondents by Academic qualification

The study sought to find out the highest academic qualification of the respondents. The findings were recorded in the table below.

Table 4.4 Academic qualification

Level of education	No. of Respondents	Percentage
Primary level[K.C.P.E]	55	22.45%
O-level [K.C.S.E]	28	11.43%
A-level	13	5.31%
Certificates	32	13.06%
Diploma	74	30.20%
Degree	37	15.10%
Masters	6	2.45%
P.H.D	0	0%
Any other	0	0%
Total	245	100

From the findings, the researcher discovered that the literacy level of the respondents was high. 77.55 percent of the respondents had attained O-level and above academic qualifications. From the table 2.45 percent had attained Master's degree as their highest level of education, majority of the respondents had attained Diploma as their highest academic qualification accounting for 30.20% of the total respondents. None of the respondents' had acquired PHD or had any other qualification.

4.3.4 Distribution of respondents by marital status

The study sought to find out the marital status of the respondents. The findings were presented in the table below.

Table 4.5 Marital status of respondents

Marital status	No. of respondents	Percentages
Married	162	66.12%
Single	43	17.55%
Separated	27	11.02%
Widowed	13	5.31%
Total	245	100

Table 4.5 indicates that majority of the respondents were married accounting to 66.12 percent of the total respondents. A total of 13 respondents were widowed translating to 5.31 percent of the total respondents.

4.4 Influence of budget on performance of project

The research sought to find out to what extent does the budget influences the performance of women empowerment project. The researcher also wanted to establish the influence of three key aspects of budgeting on performance; these aspects were effective cost estimate, timely flow of funds and adherence to the budget. The findings were shown in the tables below.

Table 4.6 Budget influence on performance

Attribute	Frequency	Percentage
Low	7	2.86%
Moderate	59	24.08%
High	179	73.06%
Total	245	100%

Study sought to establish the influence of budget on performance of projects. Overall picture is that the budget should be adhered to and this will in turn influence performance. The frequency and percentage table clearly shows that budget had significant influence in project performance. From table 4.6, 73.06% of respondents were in agreement that the budget had high influence on performance of the projects. 2.86% of the respondents felt that the budget had low influence on performance while 24.08% of the respondents felt like the budget had a moderate influence on performance.

Table 4.7 Components of budgeting

Variables	Low F	Low %	Moderate F	Moderate %	High F	High %
Effective cost estimate towards achieving the objectives .i.e. labour cost, material costs	0	0	107	43.67	138	56.33
Adherence to the Budget during Project execution	4	1.63	88	35.92	153	62.45
Timely flow of funds from donors & financiers	3	1.22	64	26.12	178	72.65

F-Frequency % - percentage

4.4.1 Timely flow of funds

The flow of funds during the implementation had an influence on the quality of work and hence affected performance of projects. This was highly emphasized by the project managers and staffs because they are highly informed. 72.65% of the respondents noted that it was important to release funds in a timely manner because of price fluctuations and inflation rates. Most of the respondents preferred that funds should be released at the beginning of operations in one instalment to facilitate smooth planning. Majority of the respondents cited that untimely and irregular funding of the project affected performance due to inefficient or lack of recurrent expenditures.

4.4.2 Adherence to the budget during operations.

Budget adherence is a key component in project performance as indicated by respondents, 62.45% strongly emphasized adherence to the budget had a high influence on the performance of the project. This can also be justified by 35.92% of the respondents who indicated that it had moderate influence on project performance. Most of them indicated that poor contingency planning usually interfere with their budgets.

4.4.3 Effective cost estimate during budget process

Majority of the respondents about 56.33% indicated that effective cost estimating had high influence on the level of performance while 43.67% indicated that effective cost estimating had a moderate influence on project performance. It was noted that in most cases there was under budgeting in most projects because of poor market survey process hence affecting the operations due to insufficient funds.

4.4.4 Inferential statistics on project budget

Spearman correlation was calculated at 95% confidence level and was a two tailed test. The table below indicates the correlation between the budget and performance.

Table 4.8 Correlation between project budget and performance

			Project Budget	Performance of women empowerment projects
Spearman's rho	Project Budget	Correlation Coefficient	1.000	0.642*
		Sig. (2-tailed)		0.0005
		N	245	245
	Performance of women empowerment projects	Correlation Coefficient	0.642*	
		Sig. (2-tailed)	0.0005	
		N	245	245

Table 4.8 shows a positively strong correlation between adherence to project budget and performance of women empowerment projects with a correlation coefficient of Spearman's rho value of 0.642. The finding shows that adherence to the project budget has a significant influence on performance of women empowerment project.

4.4.5 Hypothesis testing based on the first objective

Chi –square test was used to test the results and analyse the hypothesis based on the findings tabulated in table 4.6 regarding the influence of project budget on performance.

Hypotheses are as follows:

H₀: Adherence to the set budget does not have a significant influence on the performance of women empowerment projects.

H₁: Adherence to the set budget has a positive significant influence on the performance of women empowerment projects.

Table 4.9 Chi-square test on influence of project budget on performance

	Observed N	Expected N	(O-E)	(O – E) ²	(O – E) ² /E
Low	7	81.67	-74.67	5575.61	68.27
Moderate	59	81.67	-22.67	513.93	6.29
High	179	81.67	97.33	9473.13	115.99
					∑ 190.55

$F = n-1 = 3 - 1 = 2$ where F is the degree of freedom

$\alpha = 0.05$ i.e. the critical value

$$\chi^2_{(2)} = 190.55$$

The critical value= 5.991

Since $\chi^2_{(2)}$ is greater than the critical value, this means a $\chi^2_{(2)}$ is going to fall in our rejection region. Therefore our decision is we reject our null hypothesis and accept the alternative hypothesis which states that adherence to the set budget has a significant influence on the performance of women empowerment projects.

4.5 Influence of Project plan on performance of project

The researcher sought to establish the influence of a project plan on performance of women empowerment projects. The researcher also wanted to establish the influence of some component of a project plan to performance of projects. These components are; Clarity on how to achieve the objectives, inclusion of the M & E plan and Inclusion of resource controls i.e. human & budget. The respondents were given opportunity to select from the scale provided; the findings were highlighted in the tables below.

Table 4.10 Project plan influence on performance

Attribute	Frequency	Percentage
Low	13	5.31%
Moderate	102	41.63%
High	130	53.06%
Total	245	100%

A majority of the respondents who account for 53.06% indicated that use of a project plan highly influences the performance of projects. 41.63% of the respondents agreed that the project plan had a moderate influence on performance of projects; both of these groups cited other variables that are equally important so as to achieve high performance.

Table 4.11 Components of Project plan

Variables	Low F	Low %	Moderate F	Moderate %	High F	High %
Clarity on how to achieve the objectives	2	0.82	14	5.71	229	93.47
Inclusion of the M & E plan	8	3.27	17	6.94	220	89.80
Inclusion of resource controls i.e. human & budget	1	0.41	79	32.25	165	67.35
F-Frequency	%-Percentage					

4.5.1 Inclusion of M & E Plan

The researcher tested whether M & E had influence on project performance; it was noted that M&E should be part of strategic plan with clearly defined time lines a total of 89.8% responded in the affirmative. They recommended that the process should be all inclusive involving all stakeholders. They further observed that both internal and external mechanisms of M&E should be considered in the strategic plan. Most respondents indicated that the strategic plan guides the project management to enhance quality of performance and improve on the utilization of

resources. Consequently, the strategic plan should explicitly show at what stages M&E will be undertaken.

4.5.2 Clarity on how to achieve the objectives

The strategic objectives, while still general in nature, helps break the large strategic goal down into smaller and more detailed parts. Strategic objectives specify the various steps that will be required to realise the strategic goal. (National Treasury RSA, 2007).It was noted that the processes of achieving the set objectives are usually omitted from the project plan. Majority of the respondents (93.47%) indicated that inclusion of how to achieve the project objective had a high influence on the performance of projects. The respondents cited that a link between the objectives, activities and goals should be included in the project plan.

4.5.3 Inclusion of resource controls i.e. human & budget

67.35% of respondents indicated that inclusion of controls in the project plan highly influences its performance while 32.25% of them indicated that inclusion of controls will moderately influence the performance of the project. A majority of the respondents were in agreement that if included in the project plan, there will be maximum utilisation of the available resource towards achieving the objectives.

4.5.4 Inferential statistics on project plan

Spearman correlation was calculated at 95% confidence level and was a two tailed test. The table below indicates the correlation between the project plan and performance.

Table 4.12 Correlation between project plan and performance

		Project Plan	Performance of women empowerment projects
Spearman's rho	Project plan	1.000	0.598*
		Sig. (2-tailed)	0.0005
		N	245
	Performance of women empowerment projects	0.598*	
		Sig. (2-tailed)	0.0005
		N	245

Table 4.12 shows a positively strong correlation between adherence to project plan and performance of women empowerment projects with a correlation coefficient of Spearman's rho value of 0.598. The finding shows that the use of a strategic plan has a positive significant influence on the performance of women empowerment projects.

4.5.5 Hypothesis testing based on the second objective

Chi –square test was used to test the results and analyse the hypothesis based on the findings tabulated in table 4.10 regarding the influence of project plan on performance.

Hypotheses are as follows:

H₀: The use of a strategic plan does not have significant influence on the performance of women empowerment projects.

H₁: The use of a strategic plan has a significant influence on the performance of women empowerment projects.

Table 4.13 Chi-square test on influence of project plan on performance

	Observed N	Expected N	(O-E)	(O – E) ²	(O – E) ² /E
Low	13	81.67	-68.67	4715.57	57.74
Moderate	102	81.67	20.33	413.31	5.06
High	130	81.67	48.67	2368.77	29
					∑ 91.8

$F = n-1 = 3 - 1 = 2$ where F is the degree of freedom

$\alpha = 0.05$ i.e. the critical value

$$\chi^2_{(2)} = 91.8$$

The critical value = 5.991

Since $\chi^2_{(2)}$ is greater than the critical value, this means a $\chi^2_{(2)}$ is going to fall in our rejection region. Therefore our decision is we reject our null hypothesis and accept the alternative. Hence from our analysis we can deduce that the use of a strategic plan has a significant influence on the performance of women empowerment projects.

4.6 Influence of stakeholders analysis on performance

Stakeholder involvement in project activities is paramount. The researcher sought to find out how their involvement influences performance of projects. The findings were recorded in the tables below.

Table 4.14 Influence of stakeholders analysis on performance

Attribute	Frequency	Percentage
Low	0	0%
Moderate	104	42.45%
High	141	57.55%
Total	245	100%

Findings from table 4.14 show the importance of stakeholders' involvement cannot be understated. A majority of the respondents (57.55%) suggested that application of stakeholders' analysis can highly influence the performance of a project while the remaining 42.45% pointed out that it has moderate influence on performance. None of the respondents selected the option of low influence because most of them were in agreement the pivotal role the stakeholders play; the disagreement was on the degree of influence it has on performance.

Table 4.15 Components of stakeholders analysis

Variables	Low F	Low %	Moderate F	Moderate %	High F	High %
Stakeholders' Involvement in Monitoring & Evaluation activities	1	0.41	9	3.67	235	95.92
Building the capacity of key stakeholders for effective implementation	2	0.82	85	34.69	158	64.49
Stakeholders' involvement in Project Planning	1	0.41	103	42.04	141	57.55
Ownership of the project by stakeholders	0	0	108	44.08	137	55.92
Corrective intervention						

F-Frequency %-Percentage

4.6.1 Stakeholders' Involvement in Monitoring & Evaluation activities

Despite the restricted roles of various stakeholders in project management, 95.92% of the respondents suggested that stakeholders' involvement during monitoring and evaluation would highly influence the performance of projects because this will create a sense of ownership. Therefore it emerged that most stakeholders would want to participate in M&E activities.

4.6.2 Building the capacity of key stakeholders for effective implementation

Monitoring and evaluation is a complex concept but if well taught it is very easy to grasp and understand it. The biggest challenge most project management staffs face is lack of Knowledge on matters to do with M & E by majority of the stakeholders. Studies have shown that many stakeholders do not understand the basics and importance of M&E hence they don't involve themselves in those activities because of ignorance. Many of the respondents were aware of these findings and a majority of them (64.49%) indicated that stakeholders training in matters pertaining implementation had a high influence on performance while 34.69% of the respondents suggested that it had moderate influence. A small percentage of 0.82% thought otherwise.

4.6.3 Stakeholders' involvement in Project Planning

Basically the projects are there to serve the interest of the stakeholders hence it is prudent if they are involved during the planning process to air their concerns and set their priorities. 99.59% percent of the respondents were in agreement with this observation with a majority of them (57.55%) indicating that stakeholders' involvement during project planning had a high influence on performance while 42.04% suggested that it had a moderate influence on performance.

4.6.4 Ownership of the project by allowing stakeholders' corrective intervention

It emerged that stakeholders expect to participate in all stages of project life cycle and be capable of intervening in any matter pertaining the project. 100% of the respondents preferred the intervention by the stakeholder because they could save a situation in time so that the project can be implemented without interruption. Thus the stalling of projects could be reduced enormously and performance enhanced. 55.92% believed that this had a high influence on the performance while the remaining 44.08% indicated it had a moderate influence.

4.6.5 Inferential statistics on stakeholders' Analysis

Spearman correlation was calculated at 95% confidence level and was a two tailed test. The table below indicates the correlation between the stakeholders' analysis and performance.

Table 4.16 Correlation between stakeholders' analysis and performance

			Stakeholders Analysis	Performance of women empowerment projects
Spearman's rho	Stakeholders' Analysis	Correlation Coefficient	1.000	0.667*
		Sig. (2-tailed)		0.0005
		N	245	245
	Performance of women empowerment projects	Correlation Coefficient	0.667*	
		Sig. (2-tailed)	0.0005	
		N	245	245

Table 4.16 shows a positive correlation between application of the stakeholders' analysis and performance of women empowerment projects with a correlation coefficient of Spearman's rho value of 0.667. The finding shows that application of the stakeholders' analysis had a positive significant influence on the performance of women empowerment projects.

4.6.6 Hypothesis testing based on the third objective

Chi –square test was used to test the results and analyse the hypothesis based on the findings tabulated in table 4.12 regarding the influence of stakeholders' analysis on performance.

Hypotheses are as follows:

H₀: The application of the stakeholders' analysis does not have significant influence on the performance of women empowerment projects

H₁: The application of the stakeholders' analysis has a significant influence on the performance of women empowerment projects.

Table 4.17 Chi-square test on influence of stakeholders' analysis on performance

	Observed N	Expected N	(O-E)	(O – E) ²	(O – E) ² /E
Low	0	81.67	-81.67	6669.99	81.67
Moderate	104	81.67	22.33	498.63	6.11
High	141	81.67	59.33	3520.05	43.1
					Σ 130.88

$F = n-1 = 3 -1 = 2$ where F is the degree of freedom

$\alpha = 0.05$ i.e. the critical value

$$\chi^2_{(2)} = 130.88$$

The critical value= 5.991

Since $\chi^2_{(2)}$ is greater than the critical value, this means a $\chi^2_{(2)}$ is going to fall in our rejection region. Therefore our decision is we reject our null hypothesis and accept the alternative thus

our conclusion is that the use of a strategic plan has a significant influence on the performance of women empowerment projects.

4.7 Influence of Logical Framework on performance of project

Some of the respondents were not familiar with concept of the logframe matrix but after explaining to them. They became familiar with its components. Their responses were recorded in the table below.

Table 4.18 Logical framework matrix influence on performance

Attribute	Frequency	Percentage
Low	5	2.04%
Moderate	21	8.57%
High	219	89.39%
Total	245	100%

After familiarising with the components of the logframe, 89.39% percent of the respondents indicated that the logframe had a high influence on performance accounting to 219 of the total respondents. the project managers and staffs emphasized on its importance as a guiding tool to activities performed within the projects and its baseline data is used to track progress.

Table 4.19 Components of Logical frame matrix

Variables	Low F	Low %	Moderate F	Moderate %	High F	High %
Application of logical framework matrix in relation to strategic plan	0	0	43	17.55	202	82.45
Inclusion of activities in the logical framework that leads to achieving the objectives	0	0	118	48.16	127	51.84
Inclusion of expected outputs and outcomes	0	0	66	26.94	179	73.06

F-Frequency %-Percentage

4.7.1 Application of logical framework matrix in relation to strategic plan

A logframe or logical framework shows the conceptual foundation upon which the project's M&E system is built. Basically, the logframe is a matrix that specifies what the project is intended to achieve (objectives) and how this achievement will be measured (indicators). It is essential in understanding the differences between project inputs, outputs, outcomes, and impact. An overwhelming 82.45% of the respondents indicated that its application with

respect to the project plan will have a high influence on performance while 17.55% of the respondents thought that it would have moderate influence on performance when applied in relation to the project plan. It was also observed that all the project management staffs had selected that the logframe had high influence on performance if applied in relation with the project plan.

4.7.2 Inclusion of activities in the logical framework

Project management involves a range of activities to be implemented to achieve the set objectives. Specific tasks, works and programmes to be undertaken during project lifetime should be well worked out and clearly stated so that the stakeholders can have a clear direction on who is responsible for what. The findings from table 4.11 clearly indicates a balance with regard to the opinions of the respondents, 48.16% suggested that inclusion of activities had a moderate influence while 51.84% suggested the influence was high. None of the respondents selected the option of low influence, meaning that inclusion of these activities were paramount in achieving maximum performance.

4.7.3 Inclusion of expected outputs and outcomes

Inclusion of expected outputs and outcomes of the project serve as a constant reminder to all stakeholders. The possible benefits of the project become a driving force. This was justified by none of the respondents selecting the option of low influence (0%) while a majority of the respondents (73.06%) indicated that inclusion of the outputs and outcomes have a high influence on performance. It also emerged that most of the project staff handle the outputs hence they do not realize when they have deviated.

4.7.4 Inferential statistics on logframe matrix

Spearman correlation was calculated at 95% confidence level and was a two tailed test. The table below indicates the correlation between the logframe matrix and performance.

Table 4.20 Correlation between logframe matrix and performance

			Logframe matrix	Performance of women empowerment projects
Spearman's rho	Logframe matrix	Correlation Coefficient	1.000	0.827*
		Sig. (2-tailed)		0.0005
		N	245	245
	Performance of women empowerment projects	Correlation Coefficient	0.827*	
		Sig. (2-tailed)	0.0005	
		N	245	245

Table 4.20 shows a very strong positive correlation between use of a logical framework and performance of women empowerment projects with a correlation coefficient of Spearman's rho value of 0.827. The finding shows that the use of a logical framework has a positive significant influence on the performance of women empowerment projects.

4.7.5 Hypothesis testing based on the fourth objective

Chi –square test was used to test the results and analyse the hypothesis based on the findings tabulated in table 4.18 regarding the influence of logical framework matrix on performance.

Hypotheses are as follows:

H₀: The use of a logical framework does not have significant influence on the performance of women empowerment projects

H₁: The use of a logical framework has a significant influence on the performance of women empowerment projects.

Table 4.21 Chi-square test on influence of logframe matrix on performance

	Observed N	Expected N	(O-E)	(O – E) ²	(O – E) ² /E
Low	5	81.67	-76.67	5878.29	71.98
Moderate	21	81.67	-60.67	3680.85	45.07
High	219	81.67	137.33	18859.53	230.92
					∑ 347.97

$F = n-1 = 3 -1 = 2$ where F is the degree of freedom

$\alpha = 0.05$ i.e. the critical value

$$\chi^2_{(2)} = 347.97$$

The critical value= 5.991

Since $\chi^2_{(2)}$ is greater than the critical value, this means a $\chi^2_{(2)}$ is going to fall in our rejection region. Therefore our decision is we reject our null hypothesis and accept the alternative.

Hence from our analysis we can deduce that the use of a logical framework has a significant influence on the performance of women empowerment projects.

4.8 Influence of indicator matrix on performance

The indicator matrix expands the logframe to identify key information requirements for each indicator and summarizes the key M&E tasks for the project. Despite its unfamiliarity to most respondents because it has several names given to it; a majority of them were familiar with its components and use. The researcher sought to establish its influence on performance if used in project management. The findings were tabulated in the tables below.

Table 4.22 Influence of indicator matrix on performance

Attribute	Frequency	Percentage
Low	7	2.86%
Moderate	94	38.37%
High	144	58.78%
Total	245	100%

The majority of the respondents (58.78%) agreed that the indicator matrix had a high influence on performance while 38.37 % suggested that its application had a moderate influence. It was noted that the names and formats of the indicator matrix may vary, (e.g., M&E plan, indicator planning matrix, or data collection plan), the overall function remains the same. The indicator matrix can be adapted to information requirements for project management.

Table 4.23 Components of indicator matrix

Variables	Low F	Low %	Moderate F	Moderate %	High F	High %
Stakeholders' involvement in developing the indicator matrix	0	0	51	20.82	194	79.18
Use of indicator matrix during M & E exercise	1	0.41	76	31.02	168	68.57
Trained personnel should use the indicator matrix	2	0.82	117	47.76	136	55.51

F-Frequency %-Percentage

4.8.1 Stakeholders' involvement in developing the indicator matrix

It is critical that the indicator matrix be developed with the participation of those who will be using it. Completing the matrix requires detailed knowledge of the project and context provided by the local project team and partners. Their involvement contributes to data quality because it reinforces their understanding of what data they are to collect and how they will collect them. 79.18% of the respondents indicated that involvement of stakeholders in developing the indicator matrix had a high influence on performance while the remaining 20.82% of the respondent felt that it had a moderate influence on performance. Its importance was evident as 0% of the respondents felt like it had low influence.

4.8.2 Use of indicator matrix during M&E exercise.

Typically the indicators in an indicator matrix are taken directly from the logframe. The indicators provide clear statements of the precise information needed to assess whether proposed changes have occurred. Indicators can be either quantitative (numeric) or qualitative (descriptive observations). For the purpose of measuring progress, it was noted that 68.57% of the respondent suggested that using the indicator matrix during M&E had a high influence on performance while 31.02% indicated it had a moderate influence on performance.

4.8.3 Trained personnel should use the indicator matrix

Because of its complex nature the use of indicator matrix requires implementers who are trained in its application. 55.51% of the respondents indicated that its application by trained personnel had a high influence on performance; 47.76% suggested that it had moderate influence while 0.82% claimed it had minimal influence.

4.8.4 Inferential statistics on indicator matrix

Spearman correlation was calculated at 95% confidence level and was a two tailed test. The table below indicates the correlation between the indicator matrix and performance.

Table 4.24 Correlation between logframe matrix and performance

			Indicator matrix	Performance of women empowerment projects
Spearman's rho	Indicator matrix	Correlation Coefficient	1.000	0.679*
		Sig. (2-tailed)		0.0005
	Performance of women empowerment projects	N	245	245
		Correlation Coefficient	0.679*	
		Sig. (2-tailed)	0.0005	
		N	245	245

Table 4.24 shows a positively strong correlation between use of an indicator matrix and performance of women empowerment projects with a correlation coefficient of Spearman's rho value of 0.679. The finding shows that the use of an indicator matrix has a positive significant influence on the performance of women empowerment projects

4.8.5 Hypothesis testing based on the fifth objective

Chi –square test was used to test the results and analyse the hypothesis based on the findings tabulated in table 4.22 regarding the influence of indicator matrix on performance.

Hypotheses are as follows:

H₀: The use of indicator matrix does not have a significant influence on performance of women empowerment projects

H₁: The use of indicator matrix has a significant influence on performance of women empowerment projects

Table 4.25 Chi-square test on influence of indicator matrix on performance

	Observed N	Expected N	(O-E)	(O – E) ²	(O – E) ² /E
Low	7	81.67	-74.67	5575.61	68.27
Moderate	94	81.67	12.33	152.03	1.86
High	144	81.67	62.33	3885.03	47.56
					∑ 117.69

$F = n-1 = 3 - 1 = 2$ where F is the degree of freedom

$\alpha = 0.05$ i.e. the critical value

$$\chi^2_{(2)} = 177.69$$

The critical value= 5.991

Since $\chi^2_{(2)}$ is greater than the critical value, this means a $\chi^2_{(2)}$ is going to fall in our rejection region. Therefore our decision is we reject our null hypothesis and accept the alternative.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

The purpose of this study was to investigate the influence of monitoring and evaluation tools on performance of women empowerment projects. The results of the study were presented and discussed in chapter four. This chapter summarizes the findings and conclusions drawn. Recommendations for action are made and areas for further research have been identified.

5.2. Summary of the findings

The findings are summarised in line with the study objectives which include independent variables like project budget, project plan, Logframe matrix, indicator matrix and stakeholders' analysis which were studied against dependent variable which was performance of women empowerment project.

5.2.1 Findings on project budget and performance of women empowerment projects

It emerged that the project budget had a significant influence on the performance of women empowerment projects. It was noted that 73.06 % of the respondents were in agreement that the budget had a high influence on performance. The researcher also noted that a well worked out budget with correct cost estimation would influence performance this was justified by 56.33% of the respondents who were in agreement. 62.56% of the respondents believed that adherence to the set budget had a high influence on performance.

5.2.2 Findings on project plan and performance of women empowerment projects

The study established that the use of a project plan had a significant influence on performance of women empowerment project. Respondents expressed that a good strategic plan should be worked out and applied during implementation phase. A majority of the respondents (93.47%) were in agreement that the mode of achieving the set objectives should be included in the plan. It was noted that there was a need to incorporate of the M & E plan to help in checking progress and mitigating risks. This idea was supported by 89.80 % of the respondents.

5.2.3 Findings on stakeholders' analysis and performance of women empowerment projects

It was determined that the application of stakeholders' analysis had a significant influence on performance of women empowerment projects. It was also noted that most donors and project management teams do not put much emphasis on stake holders' involvement leading to lack of ownership of the project. During the study, researcher discovered that without ownership of the project by all stakeholders'; the target beneficiaries won't be reached and project sustainability will be compromised. The Project managers who were part of the respondents stressed on the importance of involving the stakeholder and all of them agreed that without the stakeholders the project is as good as dead.

5.2.4 Findings on Logframe matrix and performance of women empowerment projects

It was noted that Logical frame work had significant influence on performance of women empowerment projects. 82.45 % of the respondents suggested that its application with regard to the strategic plan had a high influence on performance. It was also noted that inclusion of expected outcomes and output had a positive influence on performance; this was echoed by 73.06 % of the respondents. It was suggested that the development of the logframe should be done by trained stakeholders.

5.2.5 Findings on indicator matrix and performance of women empowerment projects

It emerged that the use of an indicator matrix had a significant influence on performance of women empowerment project. It was noted that the indicator matrix should be developed with the participation of those who will be using it, 79.18% suggested that the involvement of stakeholders in developing it has a high influence on performance of women empowerment projects. It was agreed by 68.57% of the respondents that using the indicator matrix during M&E activities had a high influence on performance.

5.3 Discussions of findings

The findings showed positive significant correlation among the five M&E tools with regard to performance of women empowerment project in Changamwe constituency. The discussion of findings from this study is presented as follows.

5.3.1 Project budget and performance of women empowerment projects

The study established that the use of a budget had a significant influence on the performance of women empowerment projects in Changamwe constituency. The study also established that timely flow of funds would facilitate the smooth operations within the projects.

Additionally it was established that inclusion of contingency funds would help mitigate risks. It was also agreed that stakeholders should also be involved in the budget process. The study findings are consistent with Lewis (2001) who asserted the importance of proper cost estimating to avoid under-budgeting and overestimating the revenue.

5.3.2 Project plan and performance of women empowerment projects

It was established that strategic plan had significant influence on performance of women empowerment projects. The respondents expressed that a good strategic plan should be worked out and applied during operation stage of the projects. Formulation of strategic plan should be spearheaded by all stakeholders. There was need for incorporating M & E in the strategic plan; it was also realised that there is need to create linkages between the strategic goals, the strategic objectives and the activities to be taken up to achieve the objectives. It emerged that inclusion of controls i.e. audit, HR controls should be outlined to enhance maximum utilisation of resources.

5.3.3 Stakeholders' analysis and performance of women empowerment projects

The study established that application of the stakeholders' analysis had a significant influence on performance of women empowerment projects. It was discovered that the stakeholders were involved to a moderate extent in identifying roles and responsibilities, estimating the resource requirements for the activities i.e. budgeting, analysis of expected results, project documents preparation, drawings, work plans, log frame, risk planning and in identifying the activities needed to complete the deliverables. These findings were in line with those of Barasa (2014) who studied the influence of M&E tools on project completion. The study also found that Stakeholders were not involved in analyzing the needs of the community hence they were never involved in deciding the kind of intervention to be applied.

5.3.4 Log frame matrix and performance of women empowerment projects

The study has established that the use of a logframe matrix had a significant influence on performance of women empowerment project. It was agreed that the stakeholders should be involved in developing the matrix. It was noted that there is need for capacity building for stakeholders to better understand the components of the logframe. It was established that the logframe should be embedded in the strategic plan so that it can be aligned with the strategic goals and objectives.

5.3.5 Indicator matrix and performance of women empowerment projects

The study has established that the use of an indicator matrix had influence on performance of women empowerment projects. It was realised that the participation of stakeholders was key in developing the matrix as this would help them comprehend the components of the matrix and also point them to the right information that they are needed to assess. It was also noted that the matrix should be used in M&E activities as it will help in measuring progress. Capacity building of the stakeholders was deemed necessary to impart the skills of developing and using the indicator matrix.

5.4 Conclusions

Based on the findings of the study, the following conclusions are made on the influence of Monitoring and evaluation tools on performance of women empowerment projects in Chagamwe constituency. All the five tools studied have influenced the performance of women empowerment projects in Chagamwe constituency to almost similar extents as highlighted by spearman correlation coefficients.

It was established that all the five tools have positive significant influence on performance of projects; this implies that to ensure maximum efficient performance from projects, these tools should be used during M&E activities to check progress.

5.5 Recommendation

The following recommendations are made based on the finding of the study.

The study established that those charged with the responsibility of carrying out M&E, were not empowered with appropriate skills and knowledge, consequently the study recommends that they should be appropriately empowered with the necessary knowledge in order to have the grasp of how these tools are utilized.

The importance of stakeholders' involvement was quite evident in the study; therefore the study recommends that all stakeholders' should be involved and sensitized in matters pertaining the project from the onset, this in turn will create a sense of ownership of the project and will play a key role in sustainability and performance of the project.

The concepts of logical framework matrix and indicator matrix were foreign to most respondents especially the beneficiaries. The study further recommends that capacity building with regard to M&E activities and its tools should be undertaken to impart knowledge on all stakeholders about the importance of M&E.

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APPENDICES

Appendix A: Letter to respondents

Vincent Ndege

P.O. BOX 95124

Mombasa

Date:

Dear Respondent

REF: REQUEST TO CARRY OUT RESEARCH

I 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 tools on performance of women empowerment projects: A case of Changamwe constituency, Mombasa County. 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,

Vincent Ndege

Appendix B: Questionnaire

My name is Vincent Alex Ndege. I 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 tools on performance of women empowerment projects: A case of Changanwe constituency, Mombasa County as partial fulfilment in the award of Masters of Arts degree in Project Planning and Management of University of Nairobi. I kindly request you to assist me in filling this questionnaire. The information provided will be treated with utmost confidentiality and will only be used for the purpose of this study. Thank you in advance.

Please answer the following questions appropriately by either giving the required information or ticking () appropriately.

PART I: BACKGROUND INFORMATION

Respondents No.....

Respondents Designation.....

1. **Gender:** Male () Female ()
2. **Age:** (A) 25 & Below (B) 26-35 (c) 36-45 (D) 46-55 (E) 56 & Below
3. **Level of Education**
(A) Primary [] (B) O-level [] (C) A-Level [] (D) Certificate []
(E) Diploma [] (F) Graduate [] (G) Masters [] (H) P.H.D []
(I) Any other []
Specify.....
4. **Marital status**
(A) Married [] (B) Single [] (C) Separated [] (D) Widowed []

PART II: Examining Influence of M & E tools on performance of women empowerment projects. By ticking in the space provided indicate the extent to which you feel the following aspect of M& E tools influences the performance of women empowerment projects.

1(a) In your own opinion, to what extent does the budget influence the performance of women empowerment projects?

Low []

Moderate []

High []

(b) How do you rate the influence of the following aspects of budgeting on the performance of women empowerment projects?

1 - Low

2 - Moderate

3 – High

	1	2	3
Effective cost estimate towards achieving the objectives .i.e. labour cost, material costs			
Adherence to the Budget during Project execution			
Timely flow of funds from donors & financiers			

2 (a) In your own opinion, to what extent does a project plan influence the performance of women empowerment project?

Low []

Moderate []

High []

How do you rate the influence of the following aspects of project plan on performance of women empowerment project?

1 - Low

2 - Moderate

3 – High

	1	2	3
Clarity on how to achieve the objectives			
Inclusion of the M & E plan			
Inclusion of resource controls i.e. human & budget			

3 (a) In your own opinion, to what extent does a logical framework influence the performance of women empowerment projects?

Low []

Moderate []

High []

(b) How do you rate the influence of the following aspects of logical framework on the performance of women empowerment projects?

1 - Low

2 - Moderate

3 – High

	1	2	3
Application of logical framework matrix in relation to strategic plan			
Inclusion of activities in the logical framework that leads to achieving the objectives.			
Inclusion of expected outputs and outcomes			

4 (a) In your own opinion, to what extent does stakeholders' analysis influence the performance of women empowerment projects?

Low []

Moderate []

High []

(b) How do you rate the influence of the following aspects of stakeholders' analysis on the performance of women empowerment projects?

1 - Low

2 - Moderate

3 – High

	1	2	3
Stakeholders' Involvement in Monitoring & Evaluation activities			
Building the capacity of key stakeholders for effective implementation			
Stakeholders' involvement in Project Planning.			
Ownership of the project by stakeholders Corrective intervention			

5(a) In your own opinion, to what extent does the use of an indicator matrix influence the performance of women empowerment projects?

Low []

Moderate []

High []

(b) How do you rate the influence of the following aspects of indicator matrix on the performance of women empowerment projects?

1 - Low

2 - Moderate

3 - High

	1	2	3
Stakeholders' involvement in developing the indicator matrix			
Use of indicator matrix during M & E exercise			
Trained personnel should use the indicator matrix			

OPEN ENDED QUESTIONS

1. How would you describe the performance of your project?

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2. Does applying monitoring and evaluation tools during projection execution improve the performance of a project with respect to service and product delivery?

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3. What are the challenges that women empowerment projects face?

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Thank you for your cooperation.

Appendix C: Chi-square distribution table

Percentage Points of the Chi-Square Distribution

Degrees of Freedom	Probability of a larger value of χ^2								
	0.99	0.95	0.90	0.75	0.50	0.25	0.10	0.05	0.01
1	0.000	0.004	0.016	0.102	0.455	1.32	2.71	3.84	6.63
2	0.020	0.103	0.211	0.575	1.386	2.77	4.61	5.99	9.21
3	0.115	0.352	0.584	1.212	2.366	4.11	6.25	7.81	11.34
4	0.297	0.711	1.064	1.923	3.357	5.39	7.78	9.49	13.28
5	0.554	1.145	1.610	2.675	4.351	6.63	9.24	11.07	15.09
6	0.872	1.635	2.204	3.455	5.348	7.84	10.64	12.59	16.81
7	1.239	2.167	2.833	4.255	6.346	9.04	12.02	14.07	18.48
8	1.647	2.733	3.490	5.071	7.344	10.22	13.36	15.51	20.09
9	2.088	3.325	4.168	5.899	8.343	11.39	14.68	16.92	21.67
10	2.558	3.940	4.865	6.737	9.342	12.55	15.99	18.31	23.21
11	3.053	4.575	5.578	7.584	10.341	13.70	17.28	19.68	24.72
12	3.571	5.226	6.304	8.438	11.340	14.85	18.55	21.03	26.22
13	4.107	5.892	7.042	9.299	12.340	15.98	19.81	22.36	27.69
14	4.660	6.571	7.790	10.165	13.339	17.12	21.06	23.68	29.14
15	5.229	7.261	8.547	11.037	14.339	18.25	22.31	25.00	30.58
16	5.812	7.962	9.312	11.912	15.338	19.37	23.54	26.30	32.00
17	6.408	8.672	10.085	12.792	16.338	20.49	24.77	27.59	33.41
18	7.015	9.390	10.865	13.675	17.338	21.60	25.99	28.87	34.80
19	7.633	10.117	11.651	14.562	18.338	22.72	27.20	30.14	36.19
20	8.260	10.851	12.443	15.452	19.337	23.83	28.41	31.41	37.57
22	9.542	12.338	14.041	17.240	21.337	26.04	30.81	33.92	40.29
24	10.856	13.848	15.659	19.037	23.337	28.24	33.20	36.42	42.98
26	12.198	15.379	17.292	20.843	25.336	30.43	35.56	38.89	45.64
28	13.565	16.928	18.939	22.657	27.336	32.62	37.92	41.34	48.28
30	14.953	18.493	20.599	24.478	29.336	34.80	40.26	43.77	50.89
40	22.164	26.509	29.051	33.660	39.335	45.62	51.80	55.76	63.69
50	27.707	34.764	37.689	42.942	49.335	56.33	63.17	67.50	76.15
60	37.485	43.188	46.459	52.294	59.335	66.98	74.40	79.08	88.38