

**INFLUENCE OF MONITORING AND EVALUATION INTERGRATION ON
COMPLETION OF FEEDER ROAD PROJECTS: A CASE OF KAJIADO COUNTY IN
KENYA**

BY

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DECLARATION

This Research Project is my original work and has not been presented for academic award in any other University.

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DEDICATION

This research project is dedicated to my loving Husband, Mr Paul Nkobei and my Daughter Vinlet Nemasho. My family, I am so grateful for your encouragement and support throughout all this Masters period. I am humbled by your persistence and believe in me; May God richly rewards you.

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LIST OF ACRONYMS

SPSS	–	Statistical Package for Social Sciences
UNDP	–	United Nations Development Programme
OECD	–	Organization for Economic Co-operation and Development
HIV/AIDS	–	Acquired Immunodeficiency Syndrome
ESP	-	Economic Stimulus Programme

ABSTRACT

The concepts of monitoring and evaluation are usually approached together as a function of project management. It provides a real perspective upon the stages of the financed project in order to make all the adjustments necessary in the project implementation process. The Purpose of this study was to investigate the extent to which Influence of Monitoring and Evaluation Integration on Completion of Road Projects: A Case of Kajiado County In Kenya and use the findings to come up with recommendations/measures to strengthen use of M&E in implementation of road projects. The study adopted a descriptive research design. The target population for the study was the County Staff in the Planning section, treasury budget office, County assembly oversight committee, Contractors and stakeholders/ beneficiary of the projects. The study therefore targeted a population of 332 respondents. Thus, purposive sampling was used to select 99 respondents as the sample size of the study. The target population for this study was (3) County assembly Public works/Roads and Housing committee members, (11) County Staff in the Planning section budget office county treasury, (73) Contractors and (12) Beneficiary of the projects. Numerical data collected using questionnaires was coded, entered and analyzed with help of a computer Statistical Package for Social Scientists (SPSS) version 21 software programme. Data was collected analyzed and interpreted based on the identified independent and dependent variables. Correlation regression was used to analyse and interpret the data where the study used Spearson's correlation to relate the variables. This was to establish if there is a correlation between dependent variable Completion of Road Projects against Independent variable integration of M&E in Road projects. This was to establish the extent to which timeliness, cost effectiveness and quality of integrating M&E influences completion of Roads Projects. The study found that Independence is attained when M & E it is carried out by firms and persons free of the control of those responsible for the design and implementation of the development intervention $M=3.946$ ($SD=0.8996$), It found that Most of the Monitoring and evaluation budget can be obviously delineated within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running $M=4.354$ ($SD=0.8996$). From the study most respondents indicated that Monitoring gives information on where a policy, program, or project is at any given time (and over time) relative to respective targets and outcomes $M=4.344$ ($SD=0.8693$), the study showed that that most respondents indicated that Political, economic and cultural issues are three important indicators related to failures of road projects' performance in the Country $M=4.042$ ($SD=0.917$). Based on the results there was a relationship between integrating Monitoring and Evaluation and on performance of Roads Projects in Kenya: A Case of Kajiado County from the data coefficient of determination (R^2 of 72) was obtained meaning there is a strong relationship between integrating Monitoring and Evaluation and on performance of Roads Projects in Kenya

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The concepts of monitoring and evaluation are usually approached together, as a function of project management, which provides a real perspective upon the stage of the financed project, in order to make all the adjustments necessary in the project implementation process. Monitoring is an ongoing function that employs the systematic collection of data related to specified indicators in Public projects. Monitoring and evaluation (M&E) is described as a process that assists project managers in improving performance and achieving results. The goal of M&E is to improve current and future management of outputs, outcomes and impact (United Nations Development Programme, 2002). Williams (2000) asserts that monitoring provides management and the main stakeholders of a development intervention with indications of the extent of progress and achievement of expected results and progress with respect to the use of allocated funds. According to Ballard et al., (2010), monitoring and evaluation is a process that helps program implementers make informed decisions regarding program operations, service delivery and program effectiveness, using objective evidence.

Project monitoring is the process where the construction resources of same project are managed through the best methods and techniques so that the client does not suffer the losses when carrying out the project activities. According to Barnes, the main problem that accounts for poor cost management by traditional methods is flaws in cost estimates and cost control process, inadequate information modeling, and lack of integration of cost management and production management system .Project monitoring is considered to be a managerial process, which aims to generate information to support decision-making and to stimulate cost reduction, value improvement and continuous improvement in the organization. Cost monitoring is understood as being composed of two main processes: cost estimating processes and cost planning and control processes. The objective of cost estimating process is to estimate the cost of products and processes involved in production. This requires a thorough understanding of the design, contracts and production in order to properly model the consumption of resources by transformation and flow (non-value adding) activities. The aim of the cost control sub-process is to monitor actual

cost performance and identify improvement opportunities, which must be dealt by corrective actions.

According to Zubair Ahmed Memon, (2010), An integrated simulation model, named DCM (Digitalizing the Construction Monitoring) is developed to integrate digital images of construction scene with AutoCAD drawings and it resolves the existing project progress reporting problems. The DCM model improve the decision-making and productivity of construction activity Effective cost monitoring and controlling has received much attention in the construction industry due to excessive cost escalation and woeful profit margin of some contractors. The life cycle of construction projects comprise of different phases including planning initiation, procurement contract award and contract management phase. Government construction client panel bench-marking study carried out in 1999 in UK shows that three quarter of the 66 projects studies on the central government construction project exceeded 50% of their contract price. It is usually seen in construction sector cost and time management is given more importance.

The developed countries like the United States of America, Germany and Britain, have however given hope that something can still be done to reduce the severity of the problem and this has only been through research and development. According to National Highways Authority of India (NHAI, 2013), 15 kilometres per day of new highways (pavement) is being added to the Indian national network. This came out as a result of increased research and use of Information Technology for better monitoring and tracking of works and the man power. Kampala Northern-By-Pass highway in Uganda on the other hand was constructed at a rate of 0.01km per day with time and cost overruns of 83% and 46% respectively. A report from MoWT (2011) indicates that one kilometre of flexible pavement road in Uganda cost up to US dollars 570,692/= which can construct a similar road in concrete yet the later has a longer life. It is therefore important to identify the specific significant factors affecting project performance in Uganda and deal with. Reduced pavement road project performance affects governments, consultants, contractors, suppliers and the overall economic and social transformation subsequently affecting national and global development.

Monitoring and Evaluation has been a key performance management tool for planning, decision making and economic policy management. Mackay, 2007 asserts that most governments in the world are working towards entrenching Monitoring and Evaluation (M&E) in their economic governance system. As cited by Kibua and Mwabu², the District Focus for Rural Development (DFRD) policy did not succeed because of the absence of an appropriate legal framework to facilitate decision making and to mobilize resources. Evidence from literature point out that in Sub-Saharan Africa substantial M&E achievements on the ground are rare (Casley and Kumar³; Chen⁴; UNICEF⁵; UNDP⁶). Furthermore, Nyandemo and Kongere , Nduati argue that the M&E of decentralized development in Kenya was not systematic, failed to adopt the M&E requirements and the information generated was not timely and accurate. This points out that all real variables that influence and determine the implementation of M&E framework may not have been identified by these policy measures.

The major phase in the evolution of M&E in Kenya was the introduction of the Kenya Vision 2030 in 2008, which replaced the Economic recovery Strategy (ERS) as the country's development blueprint. Vision 2030 became the principle driver of development in Kenya and therefore the basis for National Integrated Monitoring and Evaluation System (NIMES)

When in 2008, Kenya Vision 2030 as the national developmental policy replaced ERS; NIMES was re-oriented to M&E of the implementation of the Vision. According to Republic of Kenya, (2012), the M&E responsibility was at this time, however, divided between Monitoring and Evaluation Directorate (MED) and a new tailor made body, within the then, Ministry of Planning responsible for flagship programs and projects in Kenya Vision 2030. The Kenya Vision 2030 Board and its Secretariat were created for that purpose. NIMES was designed to have a three tier institutional relationship for generating M&E information. At the national level is MED, that provides leadership and coordinates the system by ensuring that two vital sources of M&E information, namely Annual Progress Reports (APRs) on the Medium Term Plan (MTP) of Vision 2030 and Annual Public Expenditure Review (PER) are ably and timely produced. At ministerial level are the Central Project Planning and Monitoring Units (CPPMUs). The CPPMUs produce Ministerial Annual Monitoring and Evaluation Reports (MAMERs), and Ministerial Public Expenditure Reviews (MPERs) which are synthesized into the APR and PER respectively. At sub-national level, the District Development Officers, supervised by the

Provincial Directors of Planning, were meant to produce the District Annual Monitoring and Evaluation Reports, (GoK, 2012).

According to Republic of Kenya (2012) the budget process takes into account the PER which is complemented by the work that goes into preparation of Ministerial Annual Monitoring and Evaluation Reports that subsequently become Annual Progress Reports on the implementation of Vision 2030 from the NIMES system. As one of the flagship products of Kenya's M&E information, the Public Expenditure Review is an analysis, which covers vital factors as macroeconomic performance, spending trends, and implications for each of Kenya's socioeconomic and governance sectors. More recently the PER has begun to benchmark Kenya's economic management against selected peer middle income countries that the country aspires to emulate.

Additionally, with the new devolved structures of county governments and the rising fiscal devolution with respect to development policies, programs and projects in Kenya, there is dire need therefore for an effective national wide M&E framework in Kenya. As revealed in this study, achieving an effective national wide M&E system in Kenya has been a key target of the government for a long period of time. Most government programs have had to run into problems due to reasons that would have been averted had there been proper M&E carried out during implementation. This has continued to affect not only the level of services performance in Kenya but also the feedback and intervention mechanisms optimally required to counter wastage of available scarce resources (Musomba). Therefore, monitoring provides the background for reducing schedule and cost overruns (Crawford & Bryce, 2003), while ensuring that required quality standards are achieved in project implementation. At the same time, evaluation can be perceived as an instrument for helping planners and project developers to assess to what extent the projects have achieved the objectives set forth in the project documents (Field & Keller, 1997).

1.2 Statement of the Problem

Monitoring and evaluation are regarded as core tools for enhancing the quality of project management, taking into account that in short and medium run managing complex projects will involve corresponding strategies from the financial point of view, which are supposed to respect the criteria of effectiveness, sustainability and durability (Dobrea et al., 2010). Monitoring activity supports both project managers and staff in the process of understanding whether the projects are progressing on schedule or meet their objectives, inputs, activities and deadlines (Solomon & Young, 2007). M&E serving the very necessary purpose of accountability, for reasons mentioned above, it also meant to promote the “learning organization”. This would be at the level of M&E use, and comes about when results are presented. The assumption is that organisations would become more open and self-reflective when faced with evaluative information, but it is not necessarily the case as operationalising learning is not easy, given the complex array of protocols and management culture which must be negotiated (Preskill and Russ-Eft, 2005). It has been shown that whilst it is implicit that M&E should lead to learning and reflection, this may not be the case and the way in which organisations integrate information may be complex, and not as causal as suggested in classic M&E project or programme management terms.

A study in South Africa (Hanson et al., 2003) reveals that conflict, poor workmanship, lack of a proper M & E system and incompetence of contractors are among the factors affecting project performance. According to the United Nations Relief and Works Agency (UNRWA, 2006), there is no exception in Palestine as many local construction projects report poor performance due to: unavailability of materials; excessive amendments of design and drawings; poor coordination among participants, ineffective monitoring and feedback, and lack of project leadership skills and regional conflicts. Monitoring and Evaluation system therefore provides the necessary feedback for economic development and policy interventions. This area has not received the much needed attention. In order to accurately and timely track the development progress made in Kenya and the 47 counties in particular, there is need for an integrated national wide M&E system. The absence of this framework limits effective public service delivery thus constraining the acceleration of economic development in Kenya and therefore impacts negatively on the overall welfare of the citizens. The factors influencing the implementation of M&E of

development projects in Kenya therefore need to be timely established to guide the implementation of M&E function and policy development in Kenya. Most studies done in Kenya including Nyabuto, (2012), Rogito, (2013) and Mogaka, (2014) focuses on specific projects or specific districts and therefore makes it difficult to generalize the results on the entire country. Equally, these studies do not look at a wider cross section of projects being funded by different institutions and this study attempts to fill the gap.

1.3 Purpose of the Study

The study sought to establish how Monitoring and Evaluation integration Influences the completion of Roads Projects in Kenya: A Case of Kajiado County. In this study, project completion, was considered as the overall result of a project in terms of its impact, value to beneficiaries, implementation effectiveness, efficiency and sustainability.

1.4 Research Objectives

The study was guided by the following objectives:-

- i. To assess the extent to which timeliness in M&E integration influences completion of road projects
- ii. To establish how cost effectiveness of M&E integration influences completion of road projects
- iii. To determine how quality in M&E integration influences completion of road projects

1.5 Research Questions

The study answered the following questions:-

- i. To what extent does timeliness of M&E integration influences Completion of road Projects in Kenya?
- ii. To what extent does cost effectiveness of M&E integration of influences roads Projects in Kenya?
- iii. How quality of M&E integration influences completion of road Projects in Kenya?

1.6 Significance of the Study

The study will be of significance to Public Institutions by contributing to a better understanding and knowledge of strengthening monitoring and evaluation systems. Public Institutions may use the study to provide a framework for strengthening existing monitoring and evaluation systems. The study will be of benefit to researchers and scholars who may use its findings as a reference and to enrich M &E literature.

1.7 Limitations of the Study

The limitation of the study was the cost that was incurred due to the vastness of the area which will required significant amount of time to collect adequate data, which the study has no control over. To overcome the limitation, the researcher contracted a research assistant. This ensured that the target population will be reached.

1.8 Delimitations of the Study

The study was carried out in Kajiado County. The study only looked at the performance of Roads projects in Kajiado County, Kajiado County has five sub-counties, The researcher dwelled on the projects initiated in the year 2013 to 2015 in the three sub-counties.

1.9 Assumptions of the Study

The study was conducted under the assumption that the respondents are available and also that they will give honest responses. This study assumed that respondents have a good understanding of the Factors Influencing Performance of Monitoring and Evaluation of Roads Projects in Kenya: A Case of County Government of Kajiado

1.10 Definition of Significant Terms

Completion	The degree to which a development intervention or a development partner operates according to specific criteria or achieves result in accordance with stated plans.
Project:	Is an individual or collaborative enterprise that is carefully planned and designed to achieve a particular aim.
Timeliness:	Carrying out monitoring and evaluation at appropriate time in the project implementation cycle.
Public projects:	Public facilities and improvements financed by the government for the public good. Public works include hospitals, bridges, highways, and dams. These projects may be funded by local, state, or federal appropriations.
Results Based Management:	Is a life-cycle approach to management that integrates strategy, people, resources, processes, and measurements to improve decision making, transparency, and accountability.
Evaluation:	A periodic but comprehensive assessment of the overall progress and worth of a 'project' (Woodhill & Robins 1998). The term used for final assessment of whether the BMP has achieved its predefined objectives.
Monitoring:	The collection of data by various methods for the purpose of understanding natural systems and features, evaluating the impacts of development proposals on such systems, and assessing the performance of mitigation measures.

1.11 Organization of the Study

This study was organized into five chapters; chapter one dealt with introduction, gave a background of the study while putting the topic of study in perspective. It gave the statement of the problem and the purpose of study. This chapter outlined the objectives, limitations, delimitations and the assumptions of the study.

The chapter two dwelled on Influence of Monitoring and Evaluation Integration of Roads Projects in Kenya: A Case of Kajiado County. It covered logical framework and theoretical approaches to monitoring and evaluation. Theory of Effective Project Implementation which provided basis for puts a series of steps taken by responsible organizational agents to plan change process to elicit compliance needed to install changes. It also outlined empirical reviewed as well as the conceptual framework variables.

Chapter three outlined the overall methodology that was used in the study. This included the research design, population of the study, data collection methods, research procedures and data analysis and presentation and ethical considerations.

Chapter four this chapter outlined how data was analyzed, results presented and discussion of findings according to the data collected.

Chapter five this chapter outlined the summary in line with the objectives of the study, conclusion and recommendations of the study References and appendices were at the end of the paper

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presented a review of literature on M&E and its influence on project performance. The literature review was obtained from secondary sources obtained from relevant magazines and journals, institutional research publications and reports, textbooks, government publications and projects among others. It focused on the manner in which the concept of M&E has been assimilated into project management. The next part is the discussion on M&E activities: Timeliness of M&E integration, Cost effectiveness of M&E integration in light of their influence on project completion. From the discussion of M&E activities, a theoretical framework of this study is then presented followed by the corresponding conceptual framework. An outline of knowledge gaps addressed by this study is then presented and lastly, a summary of this Chapter.

2.2 Timeliness Integration of M&E and Completion of Road Projects

The technical capacity of the organization in conducting evaluations, the value and participation of its human resources in the policymaking procedure, their incentive to impact resolutions, that can be enormous determinants of how the evaluation's lessons are made, conversed and perceived (Vanessa and Gala, 2011). Human capitals on the project should be given clear job allocation and designation be fitting their skill, if they are insufficient then training for the necessary skills should be set. For projects using staff that are referred out in the field to carry out project activities on their own there is need for constant and intensive onsite support to the field staff (Ramesh, 2002). Individual of the larger aspects of developing employee's skills and abilities is the actual organizational focus on the employee to turn out to be better, either as a individual or as a contributor to the firm. The responsiveness by the organization coupled with increased expectations following the opportunity can lead to a self-fulfilling prophecy of enhanced output by the employee, (Pearce and Robinson, 2004).

Foresti, (2007), argues this means not objectively training, but a whole suite of learning approaches: from secondments to research institutes and opportunities to work on impact evaluations within the organization or somewhere else to improve their performance, to time spent by project staff in evaluation section and similarly, time taken by evaluators in the ground.

Evaluation must also be autonomous and relevant. Independence is attained when it is carried out by firms and persons free of the control of those responsible for the design and implementation of the development intervention; OECD, (2002) and Gaarder and Briceno, (2010). The study shows that it is vital to determine what methods are appropriate to the users' needs the given context and subjects of data, baseline and indicators, (Hulme, 2000). In spite of the fact that the County Fund disbursement is growing at higher rate, the Fund commits 2% of its budget for capacity building into which Monitoring and Evaluation of Roads Projects involved. What is required of the Board and in addition, the community level organs together with which its functions cannot be met by the existing capacity both in terms of human resources as well as existing skills.

In order to carry out monitoring evaluation efficiently, there are some critical factors that essential be taken into the version. These comprise use of pertinent skills, sound methods, adequate resources and accountability, in order to be a quality (Jones et al, 2009). The resources include skilled personnel and financial resources. Rogers (2008) suggests the use of multi-stakeholders' dialogs in data collection, hypothesis testing and in the intervention, in order to let bigger involvement and recognize the differences that may arise. All these must be done within a supportive institutional framework while being cognizant of political influence.

Evidence from literature point out that in Sub-Saharan Africa substantial M&E achievements on the ground are rare (Mackay, 2007; UNICEF, 2009). Musomba, Kerongo, Mutua and Kilika (2013) argue that the M&E of decentralized development in Kenya was not systematic, failed to adopt the M&E requirements and the information generated was not timely and accurate. This points out that all real variables that determine effective M&E of projects may not have been identified by these policy measures.

2.3 Cost Effectiveness of M&E integration and Completion of Roads Projects

Planning and performance monitoring in government have been predominantly characterized by a silo approach. This has resulted in a situation where planning, budgeting, and reporting and monitoring and evaluation functions are done by different sections in institutions in isolation of each other. As a result, plans are not always aligned and synchronized with the cost of the

project. Other challenges include the lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information (Bruijn, 2007)

The project costing should provide a clear and adequate provision for monitoring and evaluation events. Monitoring and evaluation budget can be obviously delineated within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running, (Gyorkos, 2003 and McCoy, 2005). Monitoring and evaluation costing should be about 5 to 10 percent of the entire budget, (Kelly and Magongo, 2004, IFRC, 2001 and AIDS Alliance, 2006). The obvious aim of a good project manager is to achieve success in all aspects of the project. But sometimes it is necessary to give special importance to one of the three primary objectives, which are performance, cost and time. This will affect the priority given to the usage of scarce resources and the way in which the management attention should be concentrated. It might also influence the choice of project organization structure.

Chen (2007) mentions that for a project to be successful there should be adequate fund allocated to finance its completion. Jackson (2010) added that project funds availability is an important factor that influences delivery of a project. Sambasivan and Soon (2007) stated that reports are an essential way of keeping everyone informed and therefore managers should manage the project, plan for the project and monitor. Also the structure of the industry is fragment with increasing number of small companies and consolidation of large companies. Strenman (2012) says that the international construction is dominated by very large contracting firms such as Bechtel, Skanska and Taisei Corporation, who undertake large volumes of work. Construction process is labor intensive includes management of difficult site condition, bulky materials.

The problem of cost overruns during evaluation has been raised up by several evaluators. Smith & Chircop (1993) as cited in Musomba et.al, 2013 say that solid and systematic learning cost money. Financial resources are needed for the time people spend, for supporting information management system, training, transport and so forth. Key items to include in the budget are contracts for consultants/external expertise (fees and travel expenses), physical non contractual investment costs, recurrent labour cost, focused labour input, training and study tours for M&E

related capacity building, and non-operational costs like stationery, meetings, allowances for primary stakeholders and project implementers. In the recent past donors have put emphasis on ensuring that monitoring and evaluation is budgeted for before approving any proposals for funding. In contrast, implementing agencies put little or no emphasis at all towards M&E and most of them try to resist having structures that can support M&E in their organizations. The current monitoring and evaluation reality in Kenya is therefore in sharp contrast to what was planned in the 2007 M&E Master Plan. With regards to human capital, it is still a challenge for a directorate staffed by 19 officers to provide leadership and manage a national M&E system that incorporates the 47 counties in Kenya, catering to the needs of a population of close to 40 million. The combination of the human resource and budgetary restraints undermine MED's successes in the PER and APR – often these products are not available in time thereby reducing their value considerably. Efforts are underway to synchronise PER with budgetary cycle so that the exercise can make an even bigger influence in terms of informing decisions. In effect the mandate of MED in Kenya is unclear (African Monitoring and Evaluation Systems, 2012).

2.4 Quality of M&E Integration and Completion Road Projects

Time dimension of assessing project success is the most common aspect brought out in the literature review. Pretorius et' al (2012) found out that project management organizations with mature time management practices produce more successful projects than project management organizations with less mature time management practices. Project time is the absolute time that is calculated as the number of days/weeks from start on site to practical completion of the project. Speed of project implementation is the relative time (Chan, 2001). Peterson & Fisher (2009) established that construction firms are usually interested in monitoring project time variance and verifying contractor progress payments requests. Kariungi, (2014) expressed that energy sector projects were completed on time due to factors such as efficient procurement procedures, favorable climatic factors, timely availability of funds and proper utilization of project planning tools. Project completion within scope is considered as one of the success factor. The project charter or statement of work requires the implementers to develop a scope of work that was achievable in a specified period and that contained achievable objectives and milestones, (Bredillet, 2009).

Monitoring gives information on where a policy, program, or project is at any given time (and over time) relative to respective targets and outcomes. It is descriptive in intent. Evaluation gives evidence of why targets and outcomes are or are not being achieved. It seeks to address issues of causality. Of particular emphasis here is the expansion of the traditional M&E function to focus explicitly on outcomes and impacts (Channah Sorah, 2003).

Evaluation is a complement to monitoring in that when a monitoring system sends signals that the efforts are going off track (for example, that the target population is not making use of the services, that costs are accelerating, that there is real resistance to adopting an innovation, and so forth), then good evaluative information can help clarify the realities and trends noted with the monitoring system. For example, “If annual performance information is presented by itself (in isolation) without the context and benefit of program evaluation, there is a danger of program managers, supervisors and others drawing incorrect conclusions regarding the cause of improvements or declines in certain measures. Simply looking at trend data usually cannot tell us how effective our government program interventions were” (Channah Sorah, 2003). We stress the need for good evaluative information throughout the life cycle. An M & E system should be regarded as a long-term effort, as opposed to an episodic effort for a short period or for the duration of a specific project, program, or policy. Sustaining such systems within governments or organizations recognizes the long term process involved in ensuring utility (for without utility, there is no logic for having such a system). Specifically, we will examine six critical components of sustaining results-based M & E systems, the importance of incentives and disincentives in sustaining M & E systems, possible hurdles in sustaining a results-based M&E system, validating and evaluating M&E systems and information; and M & E stimulating positive cultural change in governments and organizations (Channah Sorah, 2003).

Employment Creation Strategy (ERS) through the provision of basic infrastructure facilities to the public by developing, maintaining, rehabilitating and managing of road networks in the country (Mbaabu, 2012). The infrastructure has been given the highest priority to ensure that the main road projects under the economic pillar are implemented, according to the Ministry of Roads Service Charter (2008), there is a need for improvement of roads to a motorable condition because the road transport (mode of transport) carries about 80% of all cargoes and passengers in

the country. Due to the importance of roads in socio-economic development of the country, the government has in the recent past steadily increased budget allocation to the road sub-sector. However, road projects in Kenya have been facing various challenges, which include delay in completion, cost overruns, and poor quality (Maina, 2013).

2.5 Strength of Monitoring Team

Providing support and strengthening of M & E team is a sign of good governance. Providing support and strengthening of M&E team will also play a key role in ensuring that the M & E team adds value to the organizations operations (Naidoo, 2011). A motivated team usually achieves high performance (Zaccaro et' al, 2002). This implies that the more a team is strengthened, the better the performance and value addition to the organization. This also applies to the monitoring and evaluation teams in project management. Interestingly Pretorius et' al (2012) observed that there was no significant association between the maturity of quality management practices in project management organizations and the results of the projects that they produce. Nevertheless it is the view of the researcher that managers should indeed aspire to achieve quality in all the aspects and processes, including quality monitoring team, so as to achieve project completion.

The literature reviewed identifies the various aspects which are used in assessing the strength of monitoring team which is perceived to be one of the factors influencing project success. These aspects include: Financial availability, number of monitoring staff, monitoring staff skills, frequency of monitoring, stakeholders representation, Information systems (Use of technology), Power of M & E Team and teamwork among the members (Naidoo, 2011; Ling et' al, 2009; Magondu, 2013; Hassan, 2013; Georgieva & Allan, 2008; Gwadoya, 2012) evaluation is at its maximum. The execution stage is the most risky stage where the probability of not achieving project success is at its peak due to numerous project activities. It is during this stage that the project M&E team should be most active in monitoring and providing timely feedback. Finally during closing down the monitoring and evaluation just like other management activities is less intensified as compared to the execution stage. Most of the monitoring activities during this stage involves reporting on the project outcome and preparing for future projects (Kyriakopoulos, 2011; Chin, 2012; Pinto and Slevin, 1988; Müller and Turner, 2007; Khang and Moe, 2008).

2.6 Key Factors on M&E Integration on completion Road Projects

Kemps (2012) described project delivery as the world's oldest documented profession. Professionals use a number of definitions to define project efficiency. Road contractor's performance problem appears in many aspects in developing countries. Many road projects fail in time performance, others fail in cost performance and others fail in other performance indicators. In the past there were many road projects which finished with poor performance because of many evidential reasons such as: obstacles by client, non-availability of materials, road closure, amendment of the design and drawing, additional works, waiting the decision, handing over, variation order, amendments in Bill of Quantity (B.O.Q) and delay of receiving drawings. There are other indicators for problems of road contractor's performance in developing countries such as project management, coordination between participants, monitoring, and feedback and leadership skills. In addition, political, economic and cultural issues are three important indicators related to failures of road projects' performance in the Country (Becerik, 2007). The importance of identifying an organization's performance is evident throughout the world-wide markets, the results of which are to attract future investment, increase share value and attract high caliber employees. Therefore, it is important to consider how an organization's performance is measured and how it can be communicated to the wider market i.e. how can it be understood and interpreted by the potential investors, employees and customers. The basis of formulating performance indicators that achieve the latter have been in operation as early as the beginning of our century (Chan & Mohan 2009). Those performance indicators have traditionally concentrated on finances e.g. return on investment, sales per employee, and profit per unit production, which as Chen (2007) suggests "financial measures are useful - but they tend to measure the past - and they tend to measure the easily-measurable." The apparent inadequacy of financial measures for contemporary businesses has been identified by a number of authors (Arditi and Mochtar, 2006). The consequences may rather be in terms of loss in productivity, additional expenditures by way of rework and repair, re-inspection and retest in the short term. In the long term, poor efficient can hurt reputation, and if the company continues in the same way it might have to close its shop for want of new projects. If a number of construction companies of a country start neglecting the efficient aspects in their projects, this also starts reflecting on the reputation of the country (Hyvari, 2006).

2.7 Theoretical Review

The evaluation theory consists of the social; science theory as well as the Program theory. The social theory plays a major part and role in evaluation practice. Such a theory and prior research are instrumental for providing information on the initial needs assessment and program design.

A review of available literature is crucial as it provides knowledge on the effective strategies to use in dealing with the problems at hand. Further, they can provide lessons about what is not effective as such saving program designs and other resources (Donaldson, 2001). Lipsey (1990) argued that program theory on the other hand contributes to evaluation practice through the identification of key program elements as well as providing information on how these elements relate to each other. Data collection plans are then involved in the framework to ensure information to measure the extent and nature of each aspects and their occurrence.

Once the data on the elements is collected, it is analysed within the framework. Program theory is a plausible and sensible model on how a program is supposed to work (Bickman, 1987). Lipsey (1993) stated that it is a proposition with regard to the transformation on input into output and how to transform a bad situation into a better one through inputs. It is also illustrated as the process through which program components are presumed to affect outcomes. Rossi (2004) argued that a program theory consist of an organizational plan on how to deploy resources and organize the activities of the program activities to ensure that the intended service system is developed and maintained. The theory further deals with the service utilizations plan which analyses how the intended target population receives the intended amount of intervention. This is through the interaction of the service delivery systems. Finally, program theory looks at how the intended intervention for the specified target population represents the desired social benefits. Rogers as cited by Uitto (2000) illustrates the advantages of using a theory based framework in monitoring and evaluation. It includes the ability to attribute project outcomes of specific projects or activities as well as identification of anticipated and undesired program consequences. Theory based evaluations as such enables the evaluator to understand why and how the program is working (Weiss, 2003).

2.8 Conceptual Framework

The Conceptual Framework gives a depiction on how the variable related to one another. The variable defined here are independent, dependent and the moderating variable. An independent variable affects and determines the effect of another variable (Mugenda1999). The independent variables in this study are Skill and training of staff, Costs of the Evaluation and Time frame of the Evaluation.

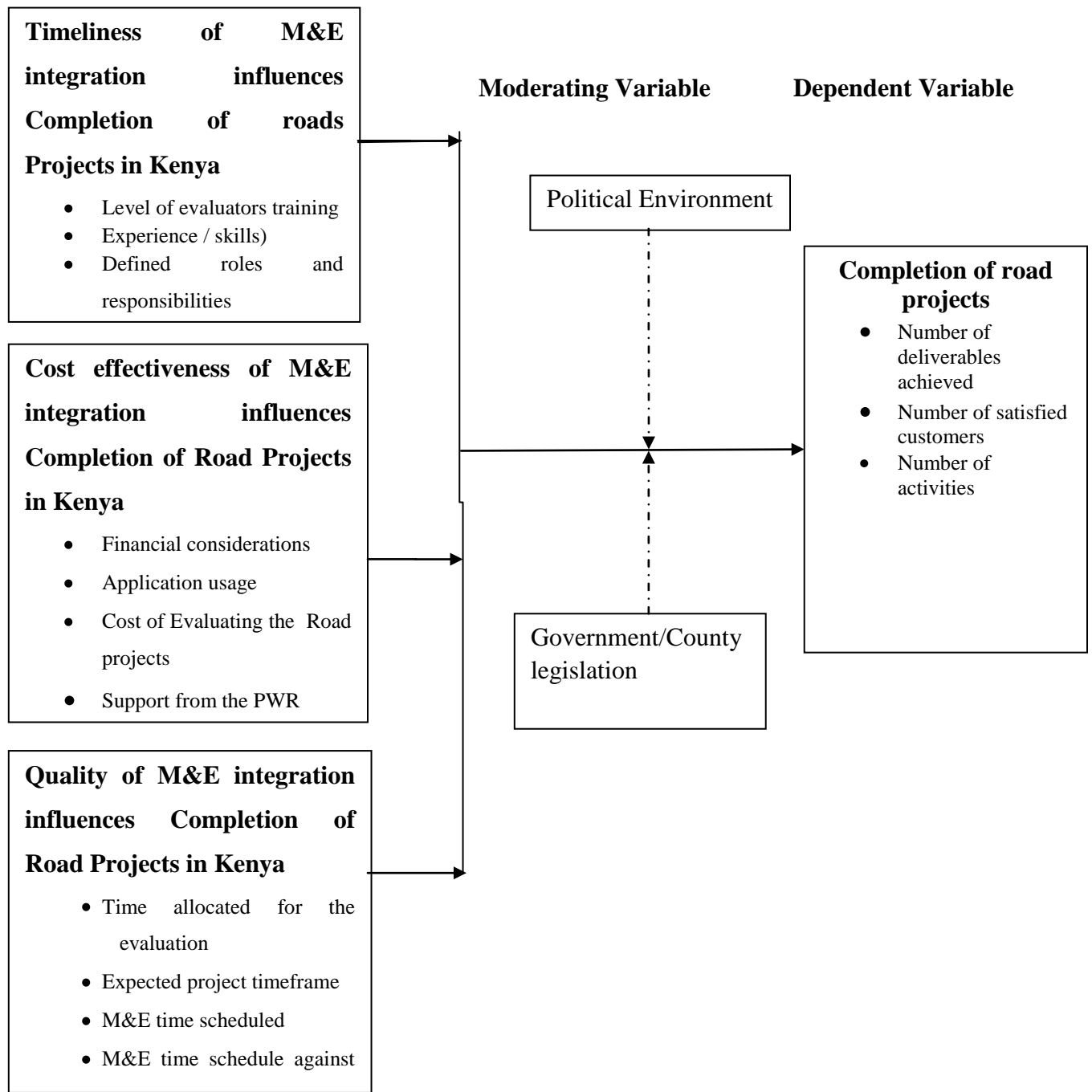


Figure 1: Conceptual Framework

The Conceptual Framework gives a depiction on how the variable related to each other. The variable distinct here is the independent, dependent and moderating variable. Independent variable affects and determines the effect of another variable (Mugenda1999). The independent variables in this study are level of training, costs, time and funds.

Dependent variable is a factor which is observed and measured to determine the effect of the independent variable (Nyandemo). The dependent variable is effective monitoring and evaluation participation of roads projects. The moderating variable is measured and manipulated to discover whether or not it modifies the relationship between the independent variable and dependent. The Political interference is identified as a moderating variable. Evaluations ought to be carried on with the relevant skills, wide-ranging methods, adequate resources and transparency, for it to be quality, Jones et al, (2009). This infers to as the training and skills of employees largely determine the effectiveness of monitoring and evaluation. The factor to reflect is the budgetary apportionment. Monitoring and evaluation budget can be obviously outlined within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project running, Gyorkos, (2003), and McCoy et al, (2005). Better involvement is equally necessary. Rogers (2008) suggests the use of multi-stakeholders dialogues in data collection, hypothesis testing, in order to allow greater involvement and recognize the differences that may arise.

2.9 Empirical Literature

Evaluations need to be undertaken by individuals with the relevant skills, sound methods and adequate resources as well as transparency in order to secure their quality (Jones et al, 2009). This implies the need for the personnel to be highly trained in order to secure the effectiveness of monitoring and evaluation. Further, budgetary allocation is required to provide adequate resources for the evaluation. A monitoring and evaluation budget need to be developed and included in the overall project budget in order to provide the monitoring and evaluation function its due recognition in its place in project management (Gyorkos, 2003; McCoy et al, 2005). Apart from the framework provided, politics is also a major element to put into consideration in projects. Rogers (2008) advocates for multi-stakeholders dialogues in the data collection, hypothesis testing as well as in intervention in order to secure greater participation. Monitoring is linked to the project management function and as such is a complex issue which result to confusion in trying to apply them on projects (Crawford and Bryce, 2003). Monitoring as such enhances the project management decision making during the implementation phase thus securing the success of the project (Gyorkos, 2003; Crawford and Bryce, 2003).

Further, monitoring puts an emphasis on transparency and accountability in the use of resources to the stakeholders such as donors, beneficiaries and the wider community where the project is implemented. Chambers (2009) argue that the starting point in politics as an element of evaluation involves asking who would gain lose and how. This also involves how the results make a difference to the various stakeholders. Evaluation on the other hand provides an assessment of the effectiveness of the project in achieving the goal and the relevance and sustainability of the on-going project (McCoy, 2005). Evidence from literature point out that in Sub-Saharan Africa substantial M&E achievements on the ground are rare (Mackay, 2007; UNICEF, 2009).

The Kenya Vision 2030 Board and its Secretariat were created for that purpose. NIMES was designed to have a three tier institutional relationship for generating M&E information. At the national level is MED, that provides leadership and coordinates the system by ensuring that two vital sources of M&E information, namely Annual Progress Reports (APRs) on the Medium Term Plan (MTP) of Vision 2030 and Annual Public Expenditure Review (PER) are ably and timely produced. At ministerial level are the Central Project Planning and Monitoring Units (CPPMUs). The CPPMUs produce Ministerial Annual Monitoring and Evaluation Reports (MAMERs), and Ministerial Public Expenditure Reviews (MPERs) which are synthesized into the APR and PER respectively. At sub-national level, the District Development Officers, supervised by the Provincial Directors of Planning, were meant to produce the District Annual Monitoring and Evaluation Reports. (Republic of Kenya (2012).

Musomba, Kerongo, Mutua and Kilika (2013) argue that the M&E of decentralized development in Kenya was not systematic, failed to adopt the M&E requirements and the information generated was not timely and accurate. This points out that all real variables that determine effective M&E of projects may not have been identified by these policy measures.

Most studies done in Kenya including by Musomba et.al. (2013) focus on specific projects or specific Counties).

2.10 Knowledge Gap

Monitoring and evaluation is crucial part of the management cycle including in planning and design of projects (Gyorkos, 2003). Project planners should align monitoring and evaluation activities into the project plan with such elements included as persons to carry out the evaluations, frequency, budget for the activities as well as specification on how to report and use the findings. Evaluation is a tool which is used for providing knowledge in order to allow continued implementation. Ex-post evaluation can also be used for impact assessment. Jody and Ray (2004) identified complementary roles of the two functions. Information from monitoring feeds evaluation in order to acquire an understanding and acquire lessons in the middle or at the end of the project with regards to what went right to wrong for the learning purpose. This could aid in the redesigning of the project.

There is a rich body of literature that examines factors that influence monitoring and evaluation activities in projects. However, none of these studies have focused on Influence of Monitoring and Evaluation Integration of Roads Projects in Kenya: A Case of Kajiado County. In recent years, the National and County governments of Kenya have channeled billions of shillings on road projects in the country. Monitoring and evaluation of projects in which roads are critical to ensuring that the fund created by the government achieves its objectives. It is not clear whether roads projects implement monitoring and evaluation activities whenever they undertake projects because little studies have focused on this area. The current study sought to fill this gap in knowledge.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter encompassed the research methodology that was used in the field. It focuses on the sources of data and their collection techniques sampling procedure to be adapted and tools for data presentation and interpretation. This chapter focused on the research design, study population, sample and sampling procedure, data collection and data collection procedures, validity and reliability of research instruments and data analysis techniques.

3.2 Research Design

Chandran (2004) describes research design as an understanding of conditions for collection and analysis of data in a way that combines their relationships with the research to the economy of procedures. Krishnaswamy (2009) suggests that research design deals with the detailing of procedures that was adopted to carry out the research study.

This study employed a descriptive survey research design. Descriptive survey research designs are used in preliminary and exploratory studies to allow researchers to gather information, summarize, present and interpret for the purpose of clarification (Orodho, 2002). Mugenda and Mugenda (1999), on the other hand give the purpose of descriptive research as determining and reporting the way things are. Borg & Gall (1989) noted that descriptive survey research is intended to produce statistical information about aspects of education that interest policy makers and educators. The study fitted within the provisions of descriptive survey research design because the researcher collected data and reported the way things were without manipulating any variables.

3.3 Target Population

Hair, (2003) defines population as an identifiable total group or aggregation of elements (people) that are of interest to a researcher and pertinent to the specified information problem. This included defining the population from which our sample was drawn. According to Salkind (2008), population is the entire of some groups. This is was supported by Sekaran and Bougie (2010), population is defined as entire group of people the researchers want to investigate. The population for this study were County Staff in the Planning section, treasury, budget office,

County assembly oversight committee, Contractors and stakeholders/ beneficiary of the projects. The study therefore targeted population of 332 respondents.

Table 3.1: Target Population

Target population category	Kajiado East Sub-County	Kajiado North Sub-County	Kajiado Central Sub-County	Target population
County Staff in the Planning section budget office, treasury	4	3	4	11
County assembly Public works/Roads and Housing committee	1	1	1	3
Contractors	20	23	30	73
Beneficiaries	4	4	4	12
Total	29	31	39	99

3.4 Sample Size and Sampling Procedure

A sample size is a subset of the population to which researcher intends to generalize the results. Any statements made about the sample should also be true of the population (Orodho, 2002). The sample size was based on Mugenda Mugenda (2002) and as noted by Sekaran and Bougie (2010) 30% of the population is representative of the whole population. The researcher used purposive sampling to select 99 respondents Thus; the sample size for this study was 99 from the population. .

3.5 Research Instruments

The main tools of data collection for this study were questionnaires. A questionnaire was used to gather primary data. Shao, (1999) defines a questionnaire as a formal set of questions or statements designed to gather information from respondents that accomplish research objectives.

The use of more than one method for gathering data was used to ensure methodological triangulation as distinguished by Denzin, as cited in Alan (2003). The questionnaire consisted of items applying the likert scale with the responses ranging from strongly agree, agree, not sure, disagree and strongly disagree on a 1,2,3,4,5 rating scale. The likert scale tested the attitude of the respondents. The questionnaire consisted of both open- ended and closed ended questions to offer opportunities for comments, suggestions and areas of improvement that would make a positive difference when using monitoring and evaluation systems.

3.5.1 Validity of Research Instruments

According to Mugenda and Mugenda, (2003), validity is a measure of relevance and correctness. It is the accuracy and meaningfulness of inferences which are based on the research results. Data collection techniques must yield information that is not only relevant to the research questions but also correct. To enhance the validity of the instrument, pretesting was done to determine whether the questions are acceptable, answerable and well understandable. Pilot testing of research instruments was important because it revealed vague questions, unclear instructions and enabled the researcher to improve the efficiency of the instruments (Nachmias & Nachmias, 2007). The research instruments was a piloted in Kajiado central area. This involved administering the same questionnaire twice to some project beneficiary, some staff six days prior to the actual study; this enabled the researcher to check for any ambiguities and unclear questions. Additionally, the researcher consulted a monitoring and evaluation expert and the university supervisor.

3.5.2 Reliability of Research Instruments

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. Reliability refers to consistency of measurement; the more reliable an instrument is, the more consistent the measure., a pilot study was done through administering questionnaire randomly to selected respondents in Kajiado central area ward, the area has similar

characteristic as the case under study. It was further be enhanced by making necessary adjustments to the questionnaire based on the pilot study. Reliability analyses was subsequently done using cronbach's Alpha. Alpha coefficient ranges in value from 0 to 1 and it was used to describe the reliability of factors extracted from dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = poor, 5 = excellent). The higher the score, the more reliable the generated scale is. Nunnaly (1978) has indicated 0.7 to be an acceptable reliability coefficient but lower thresholds are sometimes used in the literature, (Cronbach, L. J., 1951). A coefficient of 0.74 was obtained hence the research instrument was reliable.

3.6 Data collection Procedures

After approval of the Proposal by the University of Nairobi to collect data, the researcher administered questionnaires by interviewing respondents. To complement the questionnaire distributed, the researcher interviewed. The researcher sought approval for this study from Kajiado County. As soon as permission was granted and an introduction letter obtained by the researcher, the study proceed in the following chronology: recruitment of one research assistant; conducting briefing for the assistant on the study objectives, data collection process and study instrument administration; pilot testing; revising of the data collection instruments after the pilot study; reproduction of required copies for data collection; administering instruments via interview; assessment of filled questionnaires through serialization and coding for analysis; data analysis and discussion; preparation of the conclusion and recommendations.

3.7 Data Analysis Procedure

The study explored the Influence of Monitoring and Evaluation integration on Completion of Road Projects in Kenya: Case of County Government of Kajiado. Data was collected, examined and checked for completeness and clarity. Numerical data collected using questionnaires were coded and entered and analyzed with the help of computer Statistical Package for Social Scientists (SPSS) versions 21 software programme. A frequency table with varying percentages was used to present the findings. A result of interviews went through a critical assessment of each response and was examined using thematic interpretation in accordance with the main objectives of the study and thereafter presented in narrative excerpts within the report. Stake

(1995) describes this method of data analysis as a way of analyzing data by organizing it into categories on the basis of themes and concepts. Different colours represented different themes. This is known as coding. The procedure assisted in reducing and categorizing large quantity of data into more meaningful units for interpretation. The data was also analysed using Correlation regression; the study used Spearson's correlation to relate the variables, while multiple regressions will be guided by the model specification as follows

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon.$$

Where;

Y = Completion of Road Projects

β_0 = Constant Term

β_1 = Beta coefficients

X_1 = Timeliness in M&E Integration

X_2 = Cost Effectiveness of M&E Integration

X_3 = Quality of M&E Integration

α = is an error term normally distributed about a mean of 0 and for purpose of computation, the α is assumed to be 0

3.8 Ethical measures

Participants were informed of the confidentiality in the study so to ensure respect for the dignity of participants in the study. Their confidential information was only accessed by the researcher and the supervisor. They were not required to provide any identifying details and as such, transcripts and the final report did not reflect the subjects identifying information such as their names, in the case they will not comfortable with it.

3.9 Operationalization of variables

This section analyzed the operational definition of variables on Factors Influencing Monitoring and Evaluation Integration on Completion of Government Projects in Kenya: A Case of County Government of Kajiado. Variable are given in Table 3.2

Table 3.2: Operationalization of variables

Objectives	Type of Variable	Indicators	Measurement Scale	Tools of Analysis	Type of Statistics
Independent Variables					
Timeliness in M&E integration influences Completion of road Projects in Kenya	Experienced and Training	Level of evaluators training and his/her, experience / skills) Defined roles and responsibilities Commitments and involvement monitoring and evaluation time table	Ordinal	Mean, Percentage, mode.	Descriptive
Cost Effectiveness of M&E integration influences completion of Road Projects in Kenya	effects of costs	Financial considerations Cost of Evaluating the Road project Application usage Support from the PWR committee	Ratio	Mean, Percentage, mode, Standard deviation	Descriptive Inference

Quality of M&E integration influences Completion of Roads Projects in Kenya	time frame	Time allocated for the evaluation Expected project timeframe M&E time scheduled M&E time schedule against planed project activities time duration	Ratio	Mean, Percentage, mode, Standard deviation	Descriptive
Dependent variable					
Successful completion of road projects	Time Cost Quality	Ratio	Mean, Percentage, mode	Descriptive	

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the findings of the study and analysis from data collected from County Staff in the Planning section, treasury, budget office, County assembly oversight committee, Contractors and stakeholders/ beneficiary of the projects in Kajiado East, North and Kajiado Central Sub-County of Kajiado County. The response rate and the demographic characteristics and the respondents were presented. The operational definition of variables in section three guided the formulation of the questionnaire items which subsequently addressed the study objectives.

The Three themes on investigate the Monitoring and Evaluation Intergration on Completion of Road Projects, Kajiado County were addressed by the study. To investigate the extent to which integration of M&E influences timeliness in Completion of road Projects, To establish the extent to which integration of M&E influences cost effectiveness of Road Projects and To determine how integration of M&E influences quality of works in Road Projects. The analysis and discussion in this section focuses on these themes. After validation, the questionnaires were used for gathering data. Simple descriptive statistics such as frequencies, percentages, mean averages were used where appropriate for data analysis. The findings were presented in Tables.

4.2 Questionnaire Return Rate

A total of 99 self-administered questionnaires were sent to the staff of 99 questionnaires were sent to County Staff in the Planning section, treasury, budget office, County assembly oversight committee, Contractors and stakeholders/ beneficiary of the projects in Kajiado East, North and Kajiado Central Sub-County of Kajiado County Of these, 87 were completely filled and returned enabling a return rate of 87.9%. Baruch (2004) analyzed 175 surveys as reported in academic journals and found an average response rate of 36.1% with a standard deviation of 13.1%. The questionnaire response rate was therefore acceptable.

4.3 Demographic Characteristics of Respondents

The study needed to establish the age, gender and educational level of respondents. This was necessary to determine whether the respondents had the right qualifications to benefit from any training in Influence of integrating Monitoring and Evaluation on performance of Roads Projects in Kenya. The other analyses were done according to the themes based on the objectives of the study.

Table 4.1: Age Group

The respondents were analyzed according to their Position represented. This was important to provide indicators on whether all Position were included in Influence of integrating Monitoring and Evaluation on performance of Roads Projects in Kenya.

Age of respondents	Frequency	Percentage
Below 29 years	10	12
30-40 years	23	26
41-50 years	38	43
51 years and Above	16	19
Total	87	100

From Table 4.1 it is apparent there is most respondents were between than the ages of 41-50 years of age 38(43%). And respondents between 30-40 years were second in response 23 (26%). The least response was noted in ages below 29 years and 41 years above recorded high response rate of 62%, this is because of heavy capital older people especially contractors have over young response, young responses was noted at the county Government offices.

Table 4.2: Gender

The respondents were then analyzed based on gender. This was necessary in order to find out whether there was enough representation for both genders in integrating Monitoring and Evaluation on performance of Roads Projects.

Gender of respondents	Frequency	Percentage
Male	47	54
Female	40	46
Total	87	100

According to Table 4.2, the male respondents were 47 (54%) while female were 40 (46%). It appears the opinions of women is fairly represented in integrating Monitoring and Evaluation on performance of Roads Projects.

Table 4.3: Level of education

In order to participate meaningfully in integrating Monitoring and Evaluation on performance of Roads Projects, altogether, the employee's level of education should enable this to be done easily. The respondents were asked to state their level of education according to Table 4.3.

Level of education	Frequency	Percentage
Primary	2	3
Secondary	25	28
College	38	44
Degree	22	25
Total	87	100

The majority of the respondents had college education 38 (44%) and University education 25 (22 %) level education. college education and University education constituted 69% thus Diploma and Degree holders were mainly County employees, contractors and stakeholders who

participated in the study. It appears were capable of making gainful contribution to in integrating Monitoring and Evaluation on performance of Roads Projects as exhibited by the majority of the respondents.

4.4: Timeliness in M&E Integration Influences Completion of Road Projects

Table 4.4: Timeliness in M&E Integration Influences Completion of Road Projects

Indicate your responses of the following statement regarding the extent to which timeliness in M&E integration of influences of Completion of road Projects in Kajiado County. Using a scale 1-5, Please tick (✓) all as appropriate. **1.** Very high extent. **2.** High extent. **3.** Moderately high extent **4.** Low extent. **5.** Very low extent.

Statement	N	Mean	SD
The technical capacity of the organization in conducting evaluations, the value and participation of its human resources in the policy making procedure	87	3.743	0.7013
Determinants of how the evaluation's lessons are made, conversed and perceived. Human capitals on the project should be given clear job allocation and designation be fitting their skill	87	3.872	0.7566
If they are insufficient skill then training for the necessary skills should be set.	87	3.8421	0.7442
For projects using staff that are referred out in the field to carry out project activities on their own there is need for constant and intensive onsite support to the field staff	87	4.034	0.8710
From secondments to research institutes and opportunities to work on impact evaluations within the organization or somewhere else to improve their performance, to time spent by project staff in evaluation section	87	3.6423	0.6874
Independence is attained when it is carried out by firms and persons free of the control of those responsible for the design and implementation of the development intervention	87	4.354	0.8996

From Table 4.4, most of the respondents strongly agreed on Very high extent that Independence is attained when it is carried out by firms and persons free of the control of those responsible for the design and implementation of the development intervention $M=3.946$ ($SD=0.8996$) and For projects using staff that are referred out in the field to carry out project activities on their own there is need for constant and intensive onsite support to the field staff Agree on high extent $M=4.034$ ($SD=0.8710$). least of the respondents Strongly agree to a Very low extent that From secondments to research institutes and opportunities to work on impact evaluations within the organization or somewhere else to improve their performance, to time spent by project staff in evaluation section $M=3.6423$ ($SD=0.6874$)

4.5: Cost Effectiveness of M&E Integration Influences Completion of Roads Projects

Table 4.5: Cost Effectiveness of M&E Integration Influences Completion of Roads Projects

Indicate your responses of the following statement regarding the extent to which Cost Effectiveness of M&E integration of influences Completion of road Projects in Kajiado County. Using a scale 1-5, Please tick (✓) all as appropriate. **1.** Very high extent. **2.** High extent. **3.** Moderately high extent **4.** Low extent. **5.** Very low extent.

Statement	N	Mean	SD
Planning and performance monitoring in government have been predominantly characterized by a silo approach.	87	3.987	0.7969
Planning, budgeting, and reporting and monitoring and evaluation functions are done by different sections in institutions in isolation of each other	87	3.888	0.7896
Plans are not always aligned and synchronized with the cost of the project.	87	3.8465	0.7862
Other challenges include the lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information	87	4.134	0.8760
The project costing should provide a clear and adequate provision for	87	3.7420	0.6877

monitoring and evaluation events

Monitoring and evaluation budget can be obviously delineated within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running 87 4.354 0.8996

Monitoring and evaluation costing should be about 5 to 10 percent of the entire budget 87 4.052 0.8972

From Table 4.5, most of the respondents strongly agreed on Very high extent that Monitoring and evaluation budget can be obviously delineated within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running $M=4.354$ ($SD=0.8996$) and Other challenges include the lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information Agree on high extent $M=4.134$ ($SD=0.8760$). least of the respondents Strongly agree to a Very low extent that The project costing should provide a clear and adequate provision for monitoring and evaluation events $M=3.7420$ ($SD=0.6877$)

4.6: Quality of M&E Integration Influences Completion of Road Projects

Table 4.6: Quality of M&E Integration Influences Completion of Road Projects

Indicate your responses of the following statement regarding the extent to which quality of M&E integration influences Completion of road Projects in Kajiado County. Using a scale 1-5, Please tick (✓) all as appropriate. **1.** Very high extent. **2.** High extent. **3.** Moderately high extent **4.** Low extent. **5.** Very low extent.

Statement	N	Mean	SD
Time dimension of assessing project success is the most common aspect brought out in the literature review.	87	3.745	0.7115
Project management organizations with mature time management practices produce more successful projects than project management organizations with less mature time management practices.	87	3.889	0.7856
Project time is the absolute time that is calculated as the number of days/weeks from start on site to practical completion of the project.	87	3.8422	0.7451
Construction firms are usually interested in monitoring project time variance and verifying contractor progress payments requests	87	3.732	0.7640
Project completion within scope is considered as one of the success factor.	87	3.942	0.874
Monitoring gives information on where a policy, program, or project is at any given time (and over time) relative to respective targets and outcomes	87	4.344	0.8693
Evaluation is a complement to monitoring in that when a monitoring system sends signals that the efforts are going off track (for example, that the target population is not making use of the services, that costs are accelerating, that there is real resistance to adopting an innovation	87	3.540	0.5918
Good evaluative information can help clarify the realities and trends noted with the monitoring system	87	3.840	0.7610

From the findings in the Table 4.6, most of the respondents strongly agreed on Very high extent that Monitoring gives information on where a policy, program, or project is at any given time (and over time) relative to respective targets and outcomes $M=4.344$ ($SD=0.8693$) and Project completion within scope is considered as one of the success factor Agree on high extent $M=3.942$ ($SD=0.874$). least of the respondents Strongly agree to a Very low extent that Evaluation is a complement to monitoring in that when a monitoring system sends signals that the efforts are going off track (for example, that the target population is not making use of the

services, that costs are accelerating, that there is real resistance to adopting an innovation
M=3.540 (SD=0.5918)

4.7: Key Factors on M&E Integration and Completion of Roads Projects

Table 4.7: Key Factors on M&E Integration and Completion of Roads Projects.

Indicate your responses of the following statement regarding the extent to which M&E integration Key Factors influences Completion of road Projects in Kajiado County. Using a scale 1-5, Please tick (✓) all as appropriate. **1.** Very high extent. **2.** High extent. **3.** Moderately high extent **4.** Low extent. **5.** Very low extent.

Statement	N	Mean	SD
Road contractor’s performance problem appears in many aspects in developing countries	87	3.724	0.721
Many road projects fail in time performance, others fail in cost performance and others fail in other performance indicators	87	3.970	0.806
In the past there were many road projects which finished with poor performance because of many evidential reasons such as: obstacles by client, non-availability of materials, road closure	87	3.942	0.844
There are other indicators for problems of road contractor’s performance in developing countries such as project management, coordination between participants, monitoring, and feedback and leadership skills	87	3.830	0.841
Political, economic and cultural issues are three important indicators related to failures of road projects' performance in the Country	87	4.042	0.917
The importance of identifying an organization’s performance is evident throughout the world-wide markets, the results of which are to attract future investment, increase share value and attract high caliber employees	87	3.854	0.849

From the findings in the Table 4.7, most of the respondents strongly agreed on Very high extent that Political, economic and cultural issues are three important indicators related to failures of road projects' performance in the Country M=4.042 (SD=0.917) and Many road projects fail in time performance, others fail in cost performance and others fail in other performance indicators Agree on high extent M=3.970 (SD=0.806). Least of the respondents strongly agree to a Very low extent that Road contractor's performance problem appears in many aspects in developing countries M=3.724 (SD=0.721)

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section represents the summary of the findings of the data collected, discussions, conclusions and proposed recommendations. They were based on the Three objectives of the study which include: To investigate the extent to which integration of M&E influences timeliness in Completion of road Projects, To establish the extent to which integration of M&E influences cost effectiveness of Road Projects and To determine how integration of M&E influences quality of works in Road Projects.

5.2 Summary of Findings

The findings of the study managed to address both the research questions and objectives. The study had set out to assess the Influence of Monitoring and Evaluation integration on Completion of Road Projects in Kenya: A Case of Kajiado County.

The least response was noted in ages below 29 years and 41 years above recorded high response rate of 62%, this is because of heavy capital older people especially contractors have over young response, young responses was noted at the county Government offices. According to Table 4.1, the male respondents were 47 (54%) while female were 40 (46%). It appears the opinion of women is fairly represented in integrating Monitoring and Evaluation on performance of Roads Projects. The majority of the respondents had college education 38 (44%) and University education 25 (22 %) level education. college education and University education constituted 69%, It appears most respondents were capable of making gainful contribution to Monitoring and Evaluation integration on completion of Roads Projects as exhibited by the majority of the respondents.

The study revealed that timeliness of M&E integration helped to reveal mistakes and offered paths for learning and improvements. Timeliness of M&E integration allowed the actors to learn from each other's experiences, building on expertise and knowledge. Timeliness of M&E integration provided the only consolidated source of information showcasing project progress;

timeliness of M&E integration often generates (written) reports that contribute to transparency and accountability and allowed for lessons to be shared more easily. Timeliness of M&E integration provides a basis for questioning and testing assumptions and finally it provided a means for agencies seeking to learn from their experiences and to incorporate them into policy and practice.

The study revealed that project budget should provide a clear and adequate provision for monitoring and evaluation integration activities. A monitoring and evaluation integration budget should be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project management. Monitoring and evaluation integration budget should be about 5 to 10 percent of the total budget. Misappropriation and embezzlement of funds as one of the reasons the projects were never completed in time and within budget.

The study revealed that quality Integration of M&E leads of good results and provided a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers, Quality of M&E Integration added to the retention and development of institutional memory and that it provided a more robust basis for raising funds and influencing policy. The study revealed that no mechanism for information dissemination on ongoing projects including commencement and completion time, cost to those involved in the implementation and how.

5.3 Discussions of the Findings

The study sought to find out the influence of timeliness of M&E integration on Completion of road Projects. The study found Independence is attained when it is carried out by firms and persons free of the control of those responsible for the design and implementation of the development intervention $M=3.946$ ($SD=0.8996$). According to Foresti, (2007), argues this means not objectively training, but a whole suite of learning approaches: starting with research institutes and opportunities to work on impact evaluations within the organization or somewhere else to improve their performance, to time spent by project staff in evaluation section and similarly.

The study sought to find the extent to which Cost Effectiveness of M&E integration influences completion of Road Projects. It found that Most of the Monitoring and evaluation budget can be obviously delineated within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running $M=4.354$ ($SD=0.8996$). Chen (2007) mentions that for a project to be successful there should be adequate fund allocated to finance its completion. Jackson (2010) added that project funds availability is an important factor that influences delivery of a project.

The study sought to find out the influence of Capital Appraisal on the Quality of Loan Portfolio among Deposit Taking Sacco's. From the study most respondents indicated that Monitoring gives information on where a policy, program, or project is at any given time (and over time) relative to respective targets and outcomes $M=4.344$ ($SD=0.8693$), ” (Channah Sorah, 2003). Noted that quality is attained through proper planning, well integrated M & E and availability of funds for the project.

In assessment of the influence of Key Success Factors in Completion of road Projects in Kajiado County shown that most respondents indicated that Political, economic and cultural issues are three important indicators related to failures of road projects' performance in the Country $M=4.042$ ($SD=0.917$). According to Becerik, (2007), there are other indicators for problems of road contractor's performance in developing countries such as project management, coordination between participants, monitoring, and feedback and leadership skills. In addition, political, economic and cultural issues are three important indicators related to failures of road projects' performance in the Country.

Based on the results there was a relationship between integrating Monitoring and Evaluation and on performance of Roads Projects in Kenya: A Case of Kajiado County from the data coefficient of determination (R^2 of 72) was obtained meaning there is a strong relationship between Monitoring and Evaluation integration and completion of Roads Projects in Kenya

5.4 Conclusion

The study found that most respondents strongly agreed on Very high extent that Independence is attained when M & E is carried out by firms and persons free of the control of those responsible for the design and implementation of the development intervention. Monitoring and evaluation budget can be obviously delineated within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running, Monitoring gives information on where a policy, program, or project is at any given time (and over time) relative to respective targets and outcomes. Success of any project is achieved when time, quality and cost are managed well and the three fits well. Political, economic and cultural issues are three important indicators related to failures of road projects' performance in the most developing countries Kenya being one of them.

The research revealed that of timeliness of M&E integration reveals mistakes and offered paths for learning and improvements and allowed it to learn from each other's experiences, building on expertise and knowledge, timeliness of M&E integration provided the only consolidated source enhanced the completion of Road projects. The study therefore concludes that timeliness of M&E integration had a positive influence on the performance of Road projects in Kajiado County.

The research revealed that project budget should provide a clear and adequate provision for monitoring and evaluation activities. A monitoring and evaluation budget should be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project management, a monitoring and evaluation budget should be about 5 to 10 percent of the total budget. Thus the study concludes that allocation of sufficient budget for M&E process had a positive influence on the completion of Road projects in Kajiado County.

The study revealed that a unit increase in Quality of M&E integration results would lead to an increase completion of Road projects in Kajiado County by factors of 0.408, involvement of stakeholders in M&E process influenced Completion of County projects; involvement of stakeholders is directly and indirectly related to project and its completion. Therefore the study

concludes low levels of involvement of stakeholders in M&E integration process impeded the completion of Road projects in Kajiado County.

5.5 Recommendations

The County projects must clearly define what percentage of project cost would go to monitoring and evaluation. Capacity building costs should clearly be delineated from monitoring and evaluation for the sake of accountability and transparency.

The primary beneficiaries need to be included even at project implementation stages. As of now they are confined to project conceptualization. After this the County offices takes over all functions. They should play an active role since they are the consumers of the projects for the sake of sustainability.

The study Recommends that five to ten percent of the national program budget be used for M&E activities, including efforts to strengthen M&E systems. The relevant costs included in the budget should be consistent with activities in the M&E plan. Counties should adequately budget for assessments of impact and outcome and identify any related technical assistance needs for conducting national program reviews and or evaluations

The study recommends that monitoring and evaluation of County projects must be carried out after every phase of implementation. This will be essential in providing information that showcases project progress. The monitoring and evaluation team should present the M&E information periodically as this was found to influence decision making.

The study found that stakeholder involvement influence performance of County projects. The study therefore recommends that the County residents should play a critical role in decision-making because they are the beneficiaries of the projects and know well projects are beneficial to them.

Proper bidding of tenders should be encouraged and tenders should be awarded to deserving persons. Transparency during awarding of tenders (avoidance of long bureaucratic tendering

process) is key to the Completion of the County projects. The committee should encourage community participation, cooperation among committee members and auditing of complete project to access their worth.

5.5 Recommendation for Further Research

The study variables (Timeliness of M&E Integration, cost Effectiveness of M&E integration and Quality of M&E integration) only accounted for 72% changes in completion of road projects in Kajiado County, the study recommends that the remaining variables accounting for 28 percent should be established and investigated as well. There is need to assess ways of strengthening NGOs' role and capacity in monitoring the management of the Government funded projects to ensure that value for money is being attained in grassroots areas through these investments
The study recommends that more studies be done in other areas to justisty improves this study.

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APPENDIX 1: QUESTIONNAIRE

The information provided will only be for the purpose of this study. Read carefully and give appropriate answers by ticking or filling the blank spaces. The information will be treated with confidentiality confidential.

SECTION A: GENERAL INFORMATION

1. Ages of Respondents

Below 29 [] 30 to 40 [] 41 to 50 [] 51 and above []

2. Gender of Committee Members

Male [] Female []

3. Educational level of committee members

Primary [] secondary education [] Diploma [] Degree []

SECTION B: Timeliness of M&E Integration influences Completion of Road Projects

Using a scale 1-5, Please tick (✓) all as appropriate. **1.** Very high extent. **2.** High extent. **3.** Moderately high extent **4.** Low extent. **5.** Very low extent.

5. To what extent do you consider extent to which integration of M&E influences timeliness in Completion of road Projects in Kajiado County?

Statement	1	2	3	4	5
The technical capacity of the organization in conducting evaluations, the value and participation of its human resources in the policymaking procedure					
determinants of how the evaluation's lessons are made, conversed and perceived. Human capitals on the project should be given clear job allocation and designation be fitting their skill					

if they are insufficient then training for the necessary skills should be set.					
For projects using staff that are referred out in the field to carry out project activities on their own there is need for constant and intensive onsite support to the field staff					
from secondments to research institutes and opportunities to work on impact evaluations within the organization or somewhere else to improve their performance, to time spent by project staff in evaluation section					
Independence is attained when it is carried out by firms and persons free of the control of those responsible for the design and implementation of the development intervention					
In spite of the fact that the County Fund disbursement is growing at higher rate, the Fund commits 2% of its budget for capacity building into which Monitoring and Evaluation of Roads Projects involved					

SECTION C: Cost Effectiveness of M&E Integration influences Completion of Road Projects

Using a scale 1-5, Please tick (✓) all as appropriate. **1.** Very high extent. **2.** High extent. **3.** Moderately high extent **4.** Low extent. **5.** Very low extent.

6. To what extent do you extent to which integration of M&E influences cost effectiveness of Road Projects in Kajiado County?

Statement	1	2	3	4	5
Planning and performance monitoring in government have been predominantly characterized by a silo approach.					
Planning, budgeting, and reporting and monitoring and evaluation functions are done by different sections in institutions in isolation of each other					

Plans are not always aligned and synchronized with the cost of the project.					
Other challenges include the lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information					
The project costing should provide a clear and adequate provision for monitoring and evaluation events					
Monitoring and evaluation budget can be obviously delineated within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running					
Monitoring and evaluation costing should be about 5 to 10 percent of the entire budget					

SECTION D:Quality of M&E Integration on Completion of Roads Projects

Using a scale 1-5, Please tick (✓) all as appropriate. **1.** Very high extent. **2.** High extent. **3.** Moderately high extent **4.** Low extent. **5.** Very low extent.

7. To what extent do you consider M&E integration influences quality of works in Road Projects in Kajiado County?

Statement	1	2	3	4	5
Time dimension of assessing project success is the most common aspect brought out in the literature review.					
Project management organizations with mature time management practices produce more successful projects than project management organizations with less mature time management practices.					
Project time is the absolute time that is calculated as the number of days/weeks from start on site to practical completion of the project.					
construction firms are usually interested in monitoring project time variance					

and verifying contractor progress payments requests					
Project completion within scope is considered as one of the success factor.					
Monitoring gives information on where a policy, program, or project is at any given time (and over time) relative to respective targets and outcomes					
Evaluation is a complement to monitoring in that when a monitoring system sends signals that the efforts are going off track (for example, that the target population is not making use of the services, that costs are accelerating, that there is real resistance to adopting an innovation					
Good evaluative information can help clarify the realities and trends noted with the monitoring system					

SECTION E: Key Factors on M&E Integration Influences Completion of Road Projects

Using a scale 1-5, Please tick (✓) all as appropriate. **1.** Very high extent. **2.** High extent. **3.** Moderately high extent **4.** Low extent. **5.** Very low extent.

7. To what extent do you consider Key Success Factors Influences on M&E integration in the Success of Road Projects in Kajiado County?

Statement	1	2	3	4	5
Road contractor’s performance problem appears in many aspects in developing countries					
Many road projects fail in time performance, others fail in cost performance and others fail in other performance indicators					
In the past there were many road projects which finished with poor performance because of many evidential reasons such as: obstacles by client, non-availability of materials, road closure					
There are other indicators for problems of road contractor’s performance in developing countries such as project management, coordination between participants, monitoring,					

and feedback and leadership skills					
Political, economic and cultural issues are three important indicators related to failures of road projects' performance in the Country					
The importance of identifying an organization's performance is evident throughout the world-wide markets, the results of which are to attract future investment, increase share value and attract high caliber employees					

Thank you for your participation