

**FACTORS INFLUENCING UTILIZATION OF MONITORING AND EVALUATION
RESULTS IN COUNTY GOVERNMENTS: A CASE OF BUSIA COUNTY ,KENYA.**

BY

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DECLARATION

This research project is my original work and has never been presented for the award of any degree in any other university.

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L50/83528/2015

This research project has been submitted with my approval as the university supervisor.

Signature.....Date.....

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DEDICATION

I dedicate my research project to late parents Mr. Ezekiel Wepukhulu Khamusini and Mrs. Loice Namubuya Khamusine for taking me to school.

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LIST OF ABBREVIATIONS AND ACRONYMS

M&E: Monitoring and evaluation

IFAD : International Fund for Agricultural Development

MOF Ministry of Finance

ABSTRACT

Devolution and the creation of county governments has been met with a growing concern about identifying the achievements of effectiveness in the implementation of developmental programs. One way county government can demonstrate results and success of their projects to their beneficiaries is through an effective M&E system. The purpose of this study was to establish factors influencing the utilization of monitoring and evaluation systems in Busia county government. The study specifically sought to investigate the influence of existing capacity, management support, organizational structure with M&E and type evaluations on the utilization of monitoring and evaluation systems in county governments. This study adopted a descriptive survey design. The population of study included all the Busia county staff which comprised of managers, community workers, M&E staffs and volunteers. A sample of 370 subjects was selected purposively. A pilot test was conducted to test reliability and validity of the instruments. The study used descriptive statistics for the analysis. The study used frequencies and percentages which were computed using SPSS. This study found that technical skills, management support, organizational structure with M&E and type evaluations had influence on the utilization of monitoring and evaluation systems. From respondents' opinions; 161(46%) of the respondents strongly agreed that sufficient M&E technical skills, 156(44%) strongly agreed that sufficient M&E experience, 142(40%) strongly agreed that training facilitation by management, 299(85%) strongly agreed that Resource provision by management, 182(52%) strongly agreed that presence of effective organizational structure with M&E, 204(58%) strongly agreed that clear responsibilities within M&E structure in county government, 258(73%) strongly agreed that presence of well defined indicators and 333(94%) strongly agreed that use of external evaluators had positive influence on the utilization of M&E system.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Monitoring and evaluation provide tools for organizations to assess the performance of programmes, through measuring progress and managing programme inputs and outputs to achieve the highest outcome results. In the right context the monitoring system establishes links between past, present and future interventions and results, and demonstrates accountability. It provides critical information that empowers policymakers to make better informed decisions, to target the appropriate resources and provide policy support for their achievement, building country capacity for future development and organisational learning (Puddephat *et al.*, 2009).

According to an IFAD (2008) annual report on results and impact, recurrent criticisms against M&E systems include: limited scope, complexity, low data quality, inadequate resources, weak institutional capacity, lack of baseline surveys and lack of use. However, the average IFAD project did not provide information on results achieved at the purpose or impact level.

Monitoring and Evaluation, ensures that the project/program results at levels of impact, outcome, output, process and input can be measured to provide the basis for accountability and informed decision making at both program and policy levels. Actually the Ministry of Finance (MOF) of China which is leading in the world's economic growth expressed the keenness to strengthen mechanisms of Monitoring and Evaluation to ensure funds are well-spent (Wong, 2012).

Monitoring and Evaluation was also used extensively in the USA government to measure its performance (Pfeiffer, 2011). This is indicative of the significance of Monitoring and evaluation in all nature of projects.

The Canadian M&E system has invested heavily in both evaluation and performance monitoring as key tools to support accountability and results-based management. Additionally, the current state of the M&E system has evolved over time, as the central designers have recognized that the development and implementation of M&E is long term and iterative therefore putting emphasis on the “process” of implementation as an important mechanism in itself in developing an “evaluation culture” or “results culture” in an organization and across the entire system (Lahey, 2009)

A problem in African countries, and perhaps in some other regions, is that while sector ministries collect a range of performance information, the quality of data is often poor. This is partly because the burden of data collection falls on over-worked officials at the facility level, who are 2 tasked with providing the data for other officials in district offices and the capital, but who rarely receive any feedback on how the data are actually being used, if at all. This leads to another problem: data are poor partly because they aren’t being used; and they’re not used partly because their quality is poor therefore, in such countries there is too much data, not enough information (Mackay, 2006).

The CLEAR (2012) report notes that the M&E mechanism of Benin relies on the national statistics system for measurement and data. The Benin system employees have considerable basic training, but there are not many of them and their knowledge is not regularly updated.

Furthermore, access to data and information remains a great challenge, particularly access to data to be collected, but also with regard to data already processed. Finally, the CLEAR report argues that the information gathered through the Benin M&E system is not sufficiently taken into account.

In Ghana, after several years of implementing the national M&E system, significant progress has been made (CLEAR, 2012). However, challenges include severe financial constraints; institutional, operational and technical capacity constraints; fragmented and uncoordinated information, particularly at the sector level. To address these challenges the CLEAR report argues that the current institutional arrangements will have to be reinforced with adequate capacity to support and sustain effective monitoring and evaluation, and existing M&E mechanisms must be strengthened, harmonized and effectively coordinated.

Despite the numerous achievements that have been made under NIMES, Kenya's M&E system still faces challenges in the implementation namely: human capital, financial and infrastructural challenges (CLEAR, 2012). In its progress report UNDP Amkeni Wakenya highlights some of the challenges that it faced in monitoring and evaluation of CSO activities in its grant making and capacity development mandates (Amkeni Wakenya, 2009). The narrative and financial reports from the UNDP partner CSOs were not consistent in terms of quality, quantity and timeliness. Additionally, most partner CSOs had limited monitoring and evaluation skills.

1.2 Statement of the Problem

There is widespread concern that, despite the significant resources devoted to monitoring and evaluation and its importance in both industrialized and developing countries, the **utilization of**

evaluation findings is disappointingly low (Patton, 1997). Devolution is new phenomena in Kenya which formed county governments to operate independently from the National government, therefore it has been experiencing myriad of challenges in its implementation of projects. There is need for monitoring and evaluation Systems (M&Es) by county governments for efficiency and effectiveness of program implementations.

Kusek, et al, (2004) argue that Monitoring and Evaluation Systems are crucial management tools in achieving results and meeting specific targets. These systems are also essential tracking instruments that are part of organizational management toolkits. This justifies the greater need for an effective “tracking system” in the operation of development programmes especially for checking on progress and channelling of resources at any point in the life cycle of a programm

1.3 Purpose of the Study

The purpose of this studywasto investigate factors influencing the utilization of monitoring and evaluation systems in Busia county government

1.4 Objectives of the Study

The Objectives of this Study was:

1. To investigate how the **existing capacity** influence the utilization of monitoring and evaluation systems in Busia county government.

2. To determine the extent to which **management support** influence the utilization of monitoring and evaluation systems in Busia county government.
3. To assess how **organizational structure with M&E** influence the utilization of monitoring and evaluation systems in Busia county government.
4. To evaluate the extent to which **type evaluations** influence the utilization of monitoring and evaluation systems in Busia county government.

1.5 Research Questions

- 1 How does existing capacity influence the utilization of monitoring and evaluation systems in Busia county government?
- 2 To what extent does management support influence the utilization of monitoring and evaluation systems in Busia county government?
- 3 How does organizational structure with M&E influence the utilization of monitoring and evaluation systems in Busia county government?
- 4 To what extent does type of evaluations influence the utilization of monitoring and evaluation systems in Busia county government?

1.6 Significance of the Study

Information from this study was be of value to several stakeholders of Busia county government. The stakeholders will also be interested in performance of various county government projects

through monitoring and evaluation systems. By analyzing the factors influencing the utilization of monitoring and evaluation systems in county governments, operational managers and county government staff would be enlightened on the importance of regular monitoring and evaluation of internal controls. Frequent monitoring and evaluation is fundamental to supporting county governments to achieve their objectives and protecting stakeholder value. Monitoring and evaluation is still a new concept and there is not enough literature in this subject. The study would contribute to knowledge base on the subject of project monitoring and evaluation.

1.7 Delimitation of the Study

The study covered all county government staff of Busia, which included the managers, community workers, M&E staffs, volunteers

1.8 Limitations of the Study

The research was affected by financial and time constraints. Financial constraints was mitigated by my early savings and student loans from higher education loans board. Time constraints was mitigated by early application of research permit.

1.9 Basic Assumptions

The study was based on the following assumptions: That many respondents gave their views, and information, more objectively, and sincerely. That the respondents' responses also reflected a true

and honest explicability of facts on the grounds, that can be replicated by other people who carry out the same study in other times and in other places.

1.10 Definition of Significant Terms

Existing Capacity- These are project requirements/Ability of the county government to handle programs effectively and efficiently

Management Support/Commitment – is the direct participation by the highest level management in all specific and important safety aspect or programs of an organisation.

Type of Information-The analyzed data pertaining to input, activity, output and impact that is collected during monitoring and evaluation.

Baseline Survey-The evaluation/research that is done prior to commencement of projects for situational analysis

Monitoring and Evaluation system- is a management tool used in program/project planning, implementation and decision making; it enables the management to track and demonstrate the impacts of a given program/project.

Utilization of monitoring and evaluation systems- This refers to the extent to which information generated from monitoring and evaluation system is used in decision making,

problem solving and policy making for future programs.

1.11 Organization of the Study

This study was organized in chapter one (introduction) which included; background of the study, the statement of the problem, the purpose of the study, the research objectives, research questions, significance of the study, limitation and delimitations of the study and definitions of significant terms. Chapter two (literature review) included; Existing capacity, Management support, organizational structure with M&E and type of evaluation, theoretical framework, conceptual framework, summary of literature review and knowledge gap. Chapter three (research methodology) which included; research design, target population, sample size and sampling procedures, data collection instruments, data collection procedure, piloting instruments, validity of instruments, reliability of instruments, data analysis techniques, ethical considerations and operational definition of variables. Chapter Four covered data analysis, presentation, interpretation and discussion of the study findings. This was followed by Chapter Five which contained summary of findings, conclusions and recommendations as well as further research. References and appendices are at the end.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains discussions from related literature on existing capacity, management support, type of information and baseline survey influence the utilization of monitoring and evaluation. Theoretical framework, conceptual framework, summary of literature and a knowledge gap have been discussed.

2.2 Existing Capacity and the utilization of monitoring and evaluation

The M&E results cannot function without skilled people who effectively execute the M&E tasks for which they are responsible. Therefore, understanding the skills needed and the capacity of people involved in the M&E system (undertaking human capacity assessments) and addressing capacity gaps (through structured capacity development programs) is at the heart of the M&E system (Gorgens & Kusek, 2010). In its framework for a functional M&E system, UNAIDS (2008) notes that, not only is it necessary to have dedicated and adequate numbers of M&E staff, it is essential for this staff to have the right skills for the work. Moreover, M&E human capacity building requires a wide range of activities, including formal training, in-service training, mentorship, coaching and internships. Lastly, M&E capacity building should focus not only on the technical aspects of M&E, but also address skills in leadership, financial management, facilitation, supervision, advocacy and communication.

Building an adequate supply of human resource capacity is critical for the sustainability of the M&E system and generally is an ongoing issue. Furthermore, it needs to be recognized that “growing” evaluators requires far more technically oriented M&E training and development than can usually be obtained with one or two workshops. Both formal training and on-the-job experience are important in developing evaluators with various options for training and development opportunities which include: the public sector, the private sector, universities, professional associations, job assignment, and mentoring programs (Acevedo et al., 2010).

Monitoring and evaluation carried out by untrained and inexperienced people is bound to be time consuming, costly and the results generated could be impractical and irrelevant. Therefore, this will definitely impact the success of projects (Nabris, 2002). In assessment of CSOs in the Pacific, UNDP (2011) discusses some of the challenges of organizational development as having inadequate monitoring and evaluation systems. Additionally, the lack of capabilities and opportunities to train staff in technical skills in this area is clearly a factor to be considered. During the consultation processes, there was consensus among CSOs that their lack of monitoring and evaluation mechanisms and skills was a major systemic gap across the region. Furthermore, while there is no need for CSOs to possess extraordinarily complex monitoring and evaluation systems, there is certainly a need for them to possess a rudimentary knowledge of, and ability to utilize reporting, monitoring, and evaluating systems.

In a study by White (2013) there is a number of challenges when utilizing M&E system or managing M&E activities one being insufficient M&E capacity where M&E staff usually advises more than one project at a time, and have a regional or sectoral assignment with a vast portfolio. Furthermore, taking on the M&E work of too many individual projects overextends limited M&E capacity and leads to rapid burnout of M&E staff whereby high burnout and turnover rates make recruitment of skilled M&E staff difficult, and limits the organizational expertise available

to support M&E development. Mibey (2011) study on factors affecting implementation of monitoring and evaluation programs in kazi kwa kijana project, recommends that capacity building should be added as a major component of the project across the country (Kenya), and this calls for enhanced investment in training and human resource development in the crucial technical area of monitoring and evaluation.

2.3 Management support and utilization of monitoring and evaluation

Building and sustaining a result based monitoring and evaluation system is admittedly not an easy task for it requires continuous commitment, champions, effort and resources (Kusek, 2004).The management has a role in decentralizing the monitoring process and involving local participation is the key to successful and effective monitoring (Adindu, 2010). Create linkages with M&E sections in other organizations for sharing information and experiences, not only on issues but on M&E techniques and matters related to information management and promote sense of belonging,ownership and pride in keeping up the M&E's true role (Khan, 2003).

Another role of the management is to develop an M&E communications and advocacy strategy, a concise but concrete document outlining how M & E information will reach all important stakeholders. The strategy could include using print media to disseminate information products on M&E and other relevant data. This should outline the types of information to be shared, the time-lines for communication and the communication mechanisms to be utilized (CHRC, 2011). One of the successes in achieving the objectives of the M&E plan depends on the success of establishing and maintaining strong relationships with all stakeholders.

Although managers routinely need information about many administrative details surrounding

their area of responsibility (inputs, activities and outputs), indications of effort or bureaucratic progress per se are not evidence of the end results that are to be achieved. It is therefore crucial that they also keep their eyes on how their efforts translate into improvements in actual service delivery and progress with the outcomes that society expects. The establishment of quantifiable targets and the measurement of change at the reach and outcomes levels can help bridge the gap between bureaucratic action on the one hand and the tracking of progress with longterm developmental goals on the other. If the focus of M&E only covers intentions and efforts, there is no guarantee that the data collected will guide managers towards actually making a difference. M&E must therefore extend beyond tracking levels of expenditure, bureaucratic activities and adherence to administrative requirements and procedures, but also to progress with actual results on the ground. Monitoring embodies the continuous tracking of different inputs, activities, outputs and reach and outcomes. The most critical role of evaluation is to improve understanding of the interrelationship between service delivery efforts (i.e. inputs, activities and outputs) on the one hand and reach and poverty outcomes on the other, ECD, (2001)

M&E is intended to support the process of creating development results. When well conceived and practiced, M&E guides managers towards achieving their goals – whether their responsibilities are at the policy, programme or project levels. M&E lets managers, together with their respective constituency of stakeholders, know whether progress is being made – knowing which strategies work and which don't. The starting point for meaningful M&E is then clarity about the goals and objectives, or outcomes, which are being pursued. Secondly, the formal rules and regulations that surround M&E (often expressed as requirements of programme design and progress reporting) or the act of producing M&E information are less important than how the function of M&E is actually being used – e.g. in the processes of policy analysis, resource

allocation, work planning and daily operational management. The real product of M&E is not reports or facts per se, but a higher quality of decision making, ECD, (2001)

2.4 Organizational structure with M&E and the utilization of monitoring and evaluation results

According to an IFAD (2008) annual report on results and impact, the most frequent criticism of M&E systems in IFAD projects relates to the type of information included in the system. Most of the IFAD projects collect and process information on the project activities. However, the average IFAD project did not provide information on results achieved at the purpose or impact level. The M&E system of the Tafilalet and Dades Rural Development project in Morocco for example only focused on financial operations and could not be used for impact assessment. In the Pakistan IFAD Country Programme Evaluation, cases were reported of contradictory logical frameworks combined with arbitrary and irrelevant indicators while in Belize, two different logical frameworks were generated which increased confusion and complexity. The Ethiopia IFAD Country Programme Evaluation found that project appraisal documents made limited provision for systematic baseline and subsequent beneficiaries surveys. For example in one project in Ethiopia, the baseline survey was carried out 2-3 years after projects start-up.

The source of performance data is important to the credibility of reported results hence, it is important to incorporate data from a variety of sources to validate findings. Furthermore, while primary data are collected directly by the M&E system for M&E purpose, secondary data are those collected by other organizations for purposes different from M&E (Gebremedhin, Getachew & Amha, 2010). In the design of an M&E system, the objective is to collect indicator data from various sources, including the target population for monitoring project progress

(Barton, 1997). The methods of data collection for M&E system include discussion/conversation with concerned individuals, community/group interviews, field visits, review of records, key informant interviews, participant observation, focus group interviews, direct observation, questionnaire, one-time surveys, panel surveys, census, and field experiments. Moreover, developing key indicators to monitor outcomes enables managers to assess the degree to which intended or promised outcomes are being achieved (Kusek & Rist, 2004).

According to Cornielje, Velema and Finkenflugel (2008), only when the monitoring system is owned by the users the system it is likely to generate valid and reliable information. However, all too often the very same users may be overwhelmed by the amount of daily work which in their view is seen as more important than collecting data and subsequently the system may become corrupted. They conclude that it is of extreme importance that the front-line workers are both involved in monitoring and evaluation and informed about the status of the services and activities they largely provide in interaction with other stakeholder and beneficiaries.

Data must be collected and analyzed regularly on the objectives and intermediate results. Furthermore, the PME&R system allows for three levels of information by project, activity and organization where the data for all organizations involved in a specific activity can be averaged up to the activity level, and the data for all activities can be averaged up to the project level (Booth, Ebrahim & Morin, 1998).

2.5 Type of evaluation and the utilization of monitoring and evaluation results

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).

Stakeholders are groups of people, organization and institutions that will affect or maybe affected by the project. These stakeholders include the community-men, women and youth; project field staff, program managers, donors, government and other decision makers' supporters, critics, government and NGO'S (Davies, 2006).

Best practice example demonstrates that a central factor facilitating update of evaluations is stakeholder involvement. This involvement must be brought in at the early stages of the evaluation process, include the support of high profile champions and attract political agents interested in learning or using instruments to demonstrates effectiveness (Jones, 2009).

Forss & Carlsson (1997) says that the growing need for efficiency, cost effective and results means that it is essential for stakeholders to have skills which enable them to perform to their best. Engaging stakeholders in discussions about the what, how and why of program activities is often empowering for them and additionally, promotes inclusion and facilitates

meaningful participation by diverse stakeholders groups (Donaldson, 2003). Stakeholder participation means empowering development beneficiaries in terms of resources and needs identification, planning on the use of resources and the actual implementation of development initiatives (Chitere, 1994). Proudlock (2009) found out that the whole process of impact evaluation, and particularly the analysis and interpretation of results, can be greatly improved by the participation of intended beneficiaries, who are after all the primary stakeholders in their own development and the best judges of their own situation.

Stakeholder involvement need to be managed by care, too much stakeholder involvement could lead to undue influence on the evaluation, and too little could lead to evaluators dominating the process (Patton, 2008). In May 2000, an IFAD (2002) workshop on impact achievement stated that, participation means more than just beneficiary contribution to the project execution, rather, it should encompass all stakeholders and be formalized at all stages of the project cycle. This clearly includes monitoring and Evaluation systems. So, developing participatory monitoring and evaluation meant that, once the basics of M&E are understood, participatory M&E is defined and ways are worked out to introduce it. This is done by providing key stakeholders with the information needed to guide the project strategy towards achieving the goal and objectives; provide early warning of problematic activities and processes that need corrective action; help empower primary stakeholders by creating opportunities for them to reflect critically on the projects direction and help decide on the improvements; build understanding and capacity amongst those involved in the project; motivate and stimulate learning amongst those committed to making the project a success and assess progress and so enable accountability requirements to be met.

IFAD (2002) continues to recognize the role of stakeholders by indicating the grassroots organizations, at community and higher levels, are important partners. They provide invaluable insights on priorities and appropriate processes during the design phase, and undertake some of the implementation of the project and /or M&E. One of their most valuable role is in facilitating participatory process during implementation such as through participatory baseline survey, local impact assessment or annual project reviews. Working with them increases local ownership of the project and thus the likelihood of a sustained impact. The project budget should provide a clear and adequate provision for monitoring and evaluation activities. A monitoring and evaluation budget can be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project management (Gyorkos, 2003, McCoy, 2005).

A monitoring and evaluation budget should be between 5 to 10 percent of the total budget (Kelly & Magongo, 2004) The Program Evaluation Standards James (2001) also indicates that, evaluation planning budget could certainly be more carefully estimated and actual expenditure on the evaluation more carefully monitored. The problem of cost overruns during evaluation has been raised up by several evaluators. Smith & Chircop (1993) 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/externalexpertise (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 nonoperationalcosts like stationery, meetings, allowances for primary stakeholders and projectimplementers. 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.

According to African Monitoring and Evaluation Results (2012), the directorate has been challenged in terms of human resources and financial capacity hence the inability to build a full functional M&E results that was envisaged when NIMES was initially created. When NIMES was launched and later re-oriented from ERS to Kenya Vision 2030, Kenya's decision-makers envisaged a comprehensive M&E system for greatly improving transparency and accountabilities and therefore generation of information required to measure results and impact of national policies. That vision of MED led to projection of substantial resources for implementing Kenya's M&E results. Applying too few resources to any given activity slows progress and applying too many can cause crowding that reduces productivity and wastes resources that could be used more efficiently by other activities. Therefore the effective and efficient allocation of scarce resources among development phases and among activities within phases is a realistic management opportunity for improving project schedule performance (John, 2007).

2.6 Theoretical framework

A theory is a set of concepts or constructs and the interrelations that are assumed to exist among those concepts (Mugenda & Mugenda, 2003). This study adopted the **results theory** advanced by Ludwig von Bertalanffy in 1968. The systems theory is based on a transdisciplinary study of the abstract phenomena, independent of their substance, type, or spatial or temporal scale of existence. A system approach advocates for wholeness: a holistic approach that examines a system as a complete functional unit (Walonick, 2011). A *system* is a set of interconnected

components that form a whole and show properties that are properties of the whole rather than of the individual components (LASZLO, 2003). M&E can be viewed as a system integrating various components that work together to deliver information to project/programme managers for decision making. According to (Matafeni, 2009), an M&E system consists procedures, data, and technology. In systems thinking, these components when they do form this 'whole' then display properties which are of the 'whole' rather than the sum of the properties of the individual components (Matafeni, 2009). This means therefore, that individually, these components would not be able to function and produce the intended information to project managers.

M&E system is complex in nature and is made up of sub-systems that forms whole, this relates to systems theory which investigates both the principles common to all complex entities.

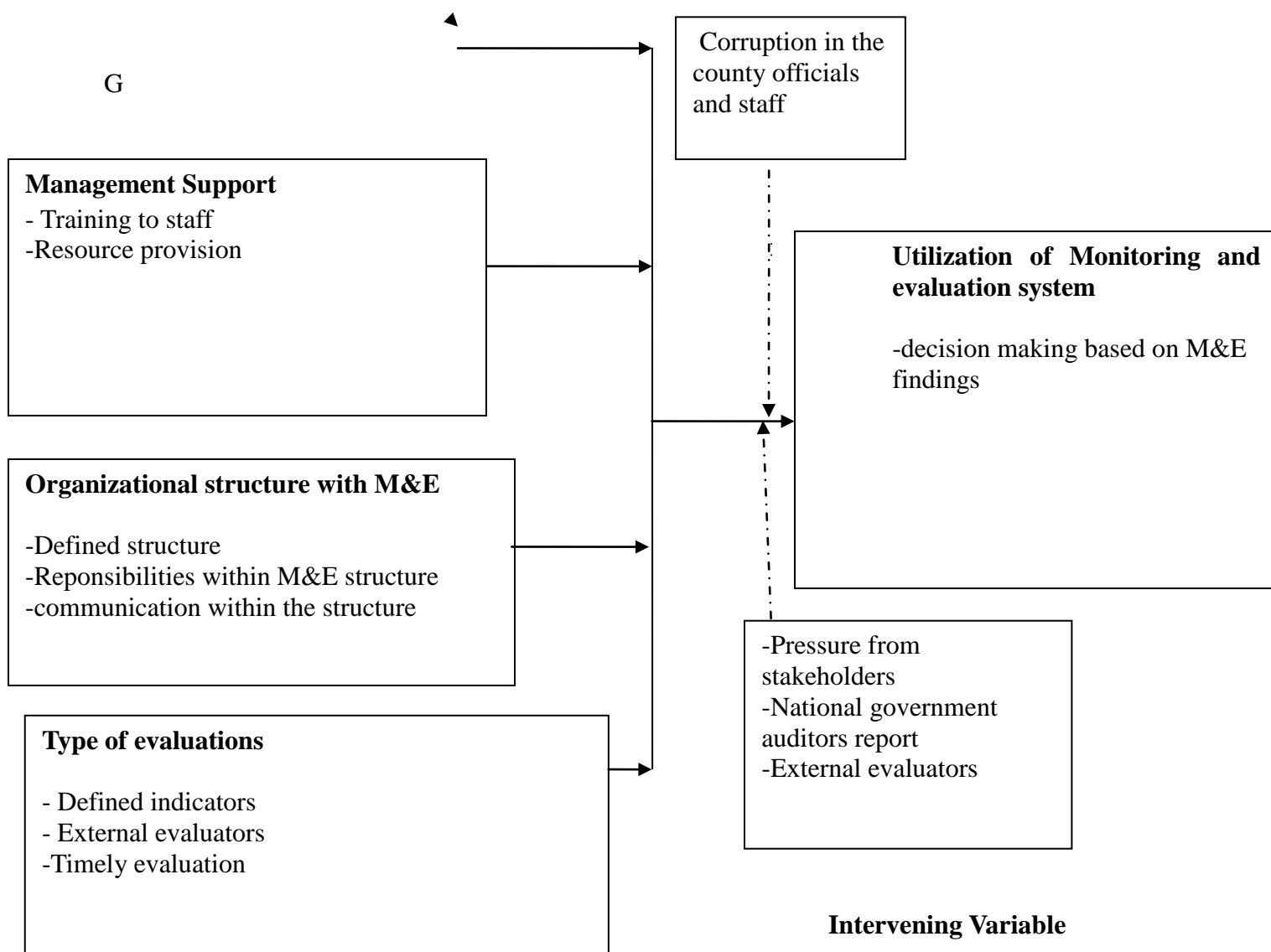
2.7 Conceptual framework

The study was guided by a conceptual framework in a diagrammatic representation containing all variables and indicators

Existing Capacity

- Technical skills
- Staff experience
- Data management system

Moderating Variables



2.8 Summary of literature review

The chapter looked at the factors that influence the utilization of M&E system; Existing capacity, management support, organizational structure with M&E and type of evaluation. Also, various scholars have been discussed about their opinions and researches on factors that influence the utilization of M&E results. The chapter also focused a theory that relate to the topic and a conceptual framework of a diagram.

2.9 Knowledge gap

Factors influencing the performance of monitoring and evaluation in development projects is well document in literatue but little literature can be found about how existing capacity, management support, organizational structure with M&E and type of evalyuation influence the utilization of monitoring and evaluation results in Busia county. There is general lack of literature about how monitoring and evaluation system influence the implementation of projects in Busia county. This study therefore looked into factors influencing the utilization of both implementation and result based M&E system.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter comprises of the research methodology that was used in the study.This included research design, target population, sample size, sampling procedures, research instruments, validity and reliability of research instruments, data collection procedures, data analysis techniques, ethical issues and operational definition of variables.

3.2 Research Design

This study employed a descriptive survey research design. Descriptive survey research designs was used in preliminary and explanatory part of the study to allow researchers to gather information, summarize, present and interpret data for the purpose of clarification Orodho, (2003). The descriptive survey research is intended to produce statistical information about aspects of factors influencing the utilization of monitoring and evaluation systems in county governments in Busia county government. The descriptive research design was suitable because the researcher collected data and reported it the way the situation is without manipulating any variables.

3.3 Target population

According to Mugenda (2003), target population is the total number of elements that researcher specifies in his or her research. The target population for this research was all the staff of Busia county government which included the managers, community workers, M&E staffs, volunteers

3.4 Sampling size and sampling procedures

In this section, the researcher discussed the sample size and sampling procedures as used in the

study.

3.4.1 Sample size

The sample of the study was 370 which was purposively selected from the entire population.

3.4.2 Sampling procedures

The study adopted Non-probability sampling method which is non-statistical and relies purely on the wise judgement of the researcher. The researcher decided to use a large sample size which, according to Mugenda and Mugenda, a large sample improves the validity of the study. a purposive sampling method was applicable because because all the employees of Busia county had the required information, the fact that they implement county government projects. Also the researcher used purposive sampling because the exact number of the total employees of Busia county tend to conflict in the records provided by the officials.

3.5 Research Instruments

This study used questionnaires and interview guide in collecting data. A questionnaire is a research instrument that gathers data over a large sample Kombo & Tromp (2006). The questionnaires that was used in this research consisted of structured and open-ended questions. Structured questions are easier to analyze, easier to administer because each item is followed by possible answers, they are also economical to use in terms of time and money.

3.6 Piloting of instruments

Pilot test was conducted to detect weakness in design and instrumentation and to provide alternative data for selection of a probability sample (Mugenda & Mugenda, 2008). A minor study called pilot study was conducted to standardize the instruments before the instruments is

used for actual data collection. This study was not be included in the final analysis of the data.

3.6.1 Validity of Research Instruments.

The validity of a test is a measure of how well a test measures what it is supposed to measure Kombo (2006). Validity of an instrument is determined by the presence or absence of systematic error in data or non-random error which has a consistent boosting effect on the measuring instrument Mugenda and Mugenda, (2003). The validity of research instruments was established by research expert before data collection in the field. My supervisor went through my instruments to assert the content validity which to measure the degree to which the collected data represented a specific domain of indicator of concepts in the study. Through this the researcher was able to identify loopholes in them and make the necessary corrections to improve the instruments designed.

3.6.2 Reliability of research instruments

Reliability refers to the measure of degree to which a research instrument yields consistent results or data after repeated trials. It is influenced by random error so that when random error increases, reliability decreases. Random error is the deviation from a true measurement due to factors that have not effectively been addressed by the researcher, Mugenda and Mugenda (2003). In order to establish the reliability of the instrument the researcher conducted a pilot study. The test-retest method of assessing reliability was used in which it involved administering the same instrument twice to the same group of subjects after a carefully considered time lapse between first and second test, the second test was administered after two weeks. The researcher

used Pearson product moment formula to calculate the coefficient of correlation. A reliability was 0.8 and was considered adequate.

3.7 Data Collection Procedures

For this study, the researcher followed the right procedure in obtaining relevant documents for the study. The researcher got research permit from the national council of science and technology (NCST) then proceeded to make appointments with the selected subjects. The researcher attached a cover letter to the questionnaire requesting the respondents to participate in the study. The questionnaires were administered by the researcher himself.

3.8 Data Analysis and Presentation

Data analysis refers to the examination of the coded data critically and making inferences (Kombo and Tromp, 2006). Data was cleaned/edited, coded, entered into computer SPSS software, then analyzed and interpreted using descriptive techniques. Frequencies and percentages were computed using SPSS. Descriptive statistics according to Mugenda and Mugenda (2003) includes the statistical procedures that produce indices that summarize data and describe the sample. Tables were used in the presentation of results for visual display.

3.9 Ethical considerations

The researcher assured the respondents of the confidentiality of the information they provided, including their own personal information. The respondents were also informed of the purpose of the study before data is collected from them.

sampled respondents.

Table 4.1: Questionnaire Return Rate

Questionnaire		percentage
Delivered	368	100
Returned	353	96
Missing	15	4

Out of 368(100%) questionnaires that were delivered to respondents 353 (96%) were returned dully filled while 15(4%) were not returned. These were considered adequate for this analysis.

4.3 Demographic Information of Respondents

In this part, general information of respondents was analyzed by use of frequencies and percentages for age of respondents, level of education, number of years working at county government

4.3.1 Present age of operation

The researcher sought to know the age of respondents which is tabulated in table 4.2 below

Table 4.2 Present Age of Respondents

Present Age	Frequency	percentage
18-25	45	13
26-35	45	13
36-45	17	0.48

46-557321

above 5520 5

Total	353	100
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Table 4.2 shows that, out of 353(100%) respondents, those who were aged between (18 – 25) years were 45(13%), between (26 – 35) years were 45 (13%), between (36 – 45) years were 170(48%) between the ages of 46 – 55 were 73 (21%) and above 55 were 20 (5%). The study revealed that majority of county government staff were aged between (36 – 45) years old that comprising of 170(48%).

4.3.1 Level of Education

The researcher also sought to know the level of education of the respondents which is tabulated in table 4.3 below

Table 4.3 Level of Respondents

Level of education	Frequency	percentage
secondary	40	11
diploma	213	60
degree	83	24
masters	17	5
Total	353	100

Out of 353(100%), 40(11%) had attained secondary education, 213(60%) had attained diploma qualification, 83(24%) had attained degree while 17(5%) had attained masters qualification. This shows that majority of the respondents had attained diploma

qualification with smallest number of the respondents attaining masters level.

4.3.1 Number of years worked at the county government

As part of the personal information, the researcher sought to find out the number of years the respondents have worked at the county government of Busia county. This was important since it would confirm that the respondents have the required information needed by the researcher. The results are tabulated in table 4.4 below.

Table 4.4 Number of years worked at the county government

Number of years	Frequency	percentage
Worked at county government		
2-5	15042	
5-10	17851	
>10257		
Total	353	100

Out of the 353(100%), 150(42%) had worked in Busia county county between 2-5 years, 178(51%) between 5-10years and above 10 years were only 25(7%). This shows that majority of the respondents had worked in the county government between 5-10 years.

4.4: Existing capacity and the utilization of motoring and evaluation results

This section looked at the effectiveness of technical skills, staff experience and data management system and their influences on the utilization of M&E results.

4.4.1 Technical M&E skills and utilization of M&E results

The researcher wanted to know the opinion of the respondents about how much they agree or disagree with the statement that there is enough technical skills in the county government.

Results are tabulated in table 4.6 below

Table 4.5: There is sufficient technical skill

		Frequency	%
Strongly disagree	161	46	
disagree		118	33
Not sure		41	12
Disagree	18	5	
Strongly disagree	15	4	
		353	100

Out of 353(100%), 161(46%) strongly disagreed that there is enough technical skills in the county government, 118(33%) disagreed to this, 41(12%) were not sure, 18(5%) agreed and 15(4%) strongly agreed.

Table 4.6 above shows that majority of the respondents, 161(46%) strongly disagreed that the county government did not have sufficient M&E technical skills. This depicts negative influence on the utilization of M&E system. This research supports a research carried out by UNAIDS (2008) which noted that, not only is it necessary to have dedicated and adequate numbers of M&E staff, it is essential for this staff to have the right skills for the work which is a necessary prerequisite for maximum utilization of M&E system

4.4.2 Experienced M&E staff and utilization of M&E results

The researcher wanted to know the opinion of the respondents about how much they agree or

disagreed with the statement that county government has experienced M&E staff. Results are tabulated in table 4.7 below

Table 4.7: Experienced M&E staff

		Frequency	%
Strongly disagree	156	44	
disagree	120	34	
Not sure		44	13
agree	44	5	
Strongly agree	15	4	
	353	100	

Out of 353(100%), 156(44%) strongly disagreed that county government has experienced M&E staff, 120(34%) disagreed, 44(13%) were not sure, 44(5%) agreed and 15(4%) strongly agreed.

Table 4.7 above shows that majority of the respondents, 156(44%) strongly disagreed that county government has experienced M&E staff. Lack of M&E experience can negatively influence the utilization of M&E system. In a study by White (2013) a number of challenges were identified to utilization of M&E system, among these was lack of relevant experience in M&E practice.

4.4.3 Data management system and utilization of M&E results

The researcher wanted to know the opinion of the respondents about how much they agree or disagree with the statement that the county government has effective data management system.

Results are tabulated in table 4.8 below

Table 4.9: Data management system

		Frequency	%
Strongly disagree	179	51	
disagree	100	28	
Not sure		41	12
agree	15	4	
Strongly agree	18	5	
	353	100	

Out of 353(100%), 179(51%) strongly disagreed county government has effective data management system, 100(28%) disagreed, 41(12%) were not sure, 15(4%) agreed and 18(5%) strongly agreed.

Table 4.9 above shows that majority of the respondents, 179(51%) strongly disagreed that county government has effective data management system. Effective data management system has positive influence on the utilization of M&E system. Therefore, lack of effective data system can negatively influence the utilization of M&E system. Mibey (2011) study on factors affecting implementation of monitoring and evaluation programs in kazi kwa kijana project, recommends that Data management system should be added as a major component of the project across the

country (Kenya), and this calls for enhanced investment in training and human resource development in the crucial technical area of monitoring and evaluation.

4.5: Management support and the utilization of monitoring and evaluation results

This section looked at the management support in terms of facilitating the staff training and provision of resource and their influences on the utilization of M&E system.

4.5.1 Management facilitation of staff training and utilization of M&E results

The researcher sought to know the opinion of the respondents about how much they agree or disagree with the statement that there is facilitation of staff training in the county government.

Results are tabulated in table 4.10 below

Table 4.10: Management facilitation of staff training

	Frequency	%
Strongly disagree	108	31
disagree	142	40
Not sure	80	21
agree	20	7
Strongly agree	3	1
	353	100

Out of 353(100%), 108(31%) strongly disagreed that there is facilitation of staff training in the county government, 142(40%) disagreed to this, 80(21%) were not sure, 20(7%) agreed and 3(1%) strongly agreed.

Table 4.10 above shows that majority of the respondents which was 142(40%) disagreed that there was training facilitation by management. This negatively influenced the utilization of M&E system. This results supports a study by (Acevedo et al., 2010) who stated that building an adequate supply of human resource capacity is critical for the sustainability and utilization of the M&E system and generally is an ongoing issue. Furthermore, it needs to be recognized that “growing” evaluators requires far more technically oriented M&E training and development than can usually be obtained with one or two workshops

4.5.2 Resource provision and utilization of M&E results

The researcher sought to know the opinion of the respondents about how much they agree or disagree with the statement that there is sufficient resource provision in the county government. Results are tabulated in table 4.11 below

Table 4.11 Resource provision by management

	Frequency	%
Strongly disagree	299	85
disagree	42	12
Not sure	12	3
	353	100

Out of 353(100%), 299(85%) strongly disagreed that there is sufficient resource provision in the county government, 42(12%) disagreed to this, 12(3%) were not sure.

Table 4.13 above shows that majority of the respondents which was 299(85%) strongly disagreed that there is sufficient resource provision in the county government. Lack of resource provision by management negatively influenced on the utilization of M&E results. This results agrees with

(Kusek, 2004) who stated that building, sustaining and utilization of a result based monitoring and evaluation system is admittedly not an easy task for it requires continuous commitment, champions, effort and resources.

4.6: Organizational structure with M&E and the utilization of monitoring and evaluation results

This section looked at the Organizational structure in terms of defined structure, responsibilities within M&E structure, communication within the structure and their influences on the utilization of M&E results.

4.6.1 Presence of organizational structure with M&E and utilization of M&E results

The researcher sought to know the opinion of the respondents about how much they agree or disagree with the statement that there is presence effective of organizational structure with M&E in the county government. Results are tabulated in table 4.1 below

Table 4.14: Presence of organizational structure with M&E

	Frequency	%
Strongly disagree	19	5
disagree	182	52
Not sure	120	34
agree	28	8
Strongly agree	4	1
Total	353	100

Out of 353(100%), 19(5%) strongly disagreed that there is presence effective of organizational structure with M&E in the county government, 182(52%) disagreed to this, 120(34%) were not sure, 28(8%) agreed and 4(1%) strongly agreed.

Table 4.14 above shows that majority of the respondents which was 182(52%) disagreed that there is presence effective of organizational structure with M&E in the county government. This

negatively influenced the utilization of M&E system. According to Cornielje, Velema and Finkenflugel (2008), only when organizational structure with M&E is established will the utilization of monitoring and evaluation system be realized.

4.6.4 Responsibilities within M&E structure and utilization of M&E system

The researcher sought to know the opinion of the respondents about how much they agree or disagree with the statement that there is clear responsibilities within M&E structure in count government. Results are tabulated in table 4.14 below

Table 4.14: Responsibilities within M&E structure in count government

	Frequency	%
Strongly disagreed	204	58
disagreed	86	24
Not sure	42	12
agree	21	6
	353	100

Out of 353(100%), 204(58%) strongly disagreed that there is clear responsibilities within M&E structure in count government 86(24%) disagreed to this, 42(12%) were not sure, 21(6%) agreed.

Table 4.14 above shows that majority of the respondents which was 204(58%) strongly disagreed that there is clear responsibilities within M&E structure in count government. Lack of clear

responsibilities within M&E structure in count government has influenced the utilization of M&E system. The results supports Booth, Ebrahim & Morin, (1998) who emphasized on the clear definition of responsibilities to achieve a stable M&E system.

4.6.3 Communication within M&E structure in the county government

The researcher sought to know the opinion of the respondents about whether they agree or disagree with the statement that there is effective communication within M&E structure in count government. Results are tabulated in table 4.15 below

Table 4.15: There is effective communication system within M&E structure in count government

	Frequency	%
Yes	23	7
No	330	93
	353	100

Out of 353(100%), 23(7%) said yes that there is effective communication within M&E structure in count government while, 330(93%) which was the majority said no to the same.

The results in table 4.15 above shows that majority of the respondents, which was 330(93%) denied that the county government did not have effective communication system.

4.7: Type of evaluations and the utilization of monitoring and evaluation results

This section looked at the evaluations in terms of definition of indicators and external evaluators and their influences on the utilization of M&E results

4.6.1 Well defined indicators that guide evaluations and utilization of M&E results

The researcher sought to know the opinion of the respondents about how much they agree or disagree with the statement that the county government has well defined indicators that guide evaluations. Results are tabulated in table 4.16 below

Table 4.16: Well defined indicators that guide evaluations

	Frequency	%
Strongly disagree	258	73
disagree	82	23
Not sure	13	4
	353	100

Out of 353(100%), 258(73%) strongly disagreed that the county government has well defined indicators that guide evaluations., 82(23%) disagreed to this while only 13(4%) were not sure.

Table 4.16 above shows that majority of the respondents which was 258(73%) strongly disagreed that the county government has well defined indicators that guide evaluations. Lack of well defined indicators influences the utilization of M&E system. This results supports Pretorius et al (2012) who found out that clear, relevant, adequate, and measurable indicators are prime for successful utilization of M&E system in the management of projects in an organizations.

4.7.4 External evaluators and utilization of M&E results

The researcher sought to know the opinion of the respondents about how much they agree or disagree with the statement that the county government uses external evaluators in their

evaluations. Results are tabulated in table 4.17 below

Table 4.17: The use of external evaluators and utilization of M&E results

	Frequency	%
Strongly disagree	333	94
disgreed	10	3
Not sure	10	3
	353	100

Out of 353(100%), 333(94%) strongly disagreed that the county government uses external evaluators in their evaluations, 10(3%) disagreed to this while 10(3%) were not sure.

Table 4.22 above shows that majority of the respondents which was 333(94%) strongly disagreed that the county government uses external evaluators in their evaluations. Lack of utilization of external evaluators has negatively influences the utilization of M&E system. The results supports Chan, (2001) findings that the use of external evaluators decreases the chances of biaseness in the interpretation of the findings therefore setting a precedent for maximum utilization of the system

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter covers summary of the findings, conclusions drawn from the study as well as

recommendations based on the study findings and suggestions for further studies.

5.2 Summary of findings

The researcher wanted to know the opinion of the respondents about how much they agree or disagree with the statement that there is enough technical skills in the county government. Table 4.6 above shows that majority of the respondents, 161(46%) strongly disagreed that the county government did not have sufficient M&E technical skills. This depicts negative influence on the utilization of M&E system. This research supports a research carried out by UNAIDS (2008) which noted that, not only is it necessary to have dedicated and adequate numbers of M&E staff, it is essential for this staff to have the right skills for the work which is a necessary prerequisite for maximum utilization of M&E system

The researcher wanted to know the opinion of the respondents about how much they agree or disagree with the statement that county government has experienced M&E staff. Table 4.7 above shows that majority of the respondents, 156(44%) strongly disagreed that county government has experienced M&E staff. Lack of M&E experience can negatively influence the utilization of M&E system. In a study by White (2013) a number of challenges were identified to utilization of M&E system, among these was lack of relevant experience in M&E practice.

The researcher wanted to know the opinion of the respondents about how much they agree or disagree with the statement that the county government has effective data management system. Table 4.9 above shows that majority of the respondents, 179(51%) strongly disagreed that county government has effective data management system. Effective data management system has positive influence on the utilization of M&E system. Therefore, lack of effective data system can

negatively influence the utilization of M&E system. Mibey (2011) study on factors affecting implementation of monitoring and evaluation programs in kazi kwa kijana project, recommends that Data management system should be added as a major component of the project across the country (Kenya), and this calls for enhanced investment in training and human resource development in the crucial technical area of monitoring and evaluation.

The researcher sought to know the opinion of the respondents about how much they agree or disagree with the statement that there is facilitation of staff training in the county government. Table 4.10 above shows that majority of the respondents which was 142(40%) disagreed that there was training facilitation by management. This negatively influenced the utilization of M&E system. This results supports a study by (Acevedo et al., 2010) who stated that building an adequate supply of human resource capacity is critical for the sustainability and utilization of the M&E system and generally is an ongoing issue. Furthermore, it needs to be recognized that “growing” evaluators requires far more technically oriented M&E training and development than can usually be obtained with one or two workshops

The researcher sought to know the opinion of the respondents about how much they agree or disagree with the statement that that there is sufficient resource provision in the county government. Table 4.13 above shows that majority of the respondents which was 299(85%) strongly disagreed that there is sufficient resource provision in the county government. Lack of resource provision by management negatively influenced on the utilization of M&E results. This results agrees with (Kusek, 2004) who stated that building, sustaining and utilization of a result based monitoring and evaluation results is admittedly not an easy task for it requires continuous commitment, champions, effort and resources.

The researcher sought to know the opinion of the respondents about how much they agree or disagree with the statement that that there is presence effective of organizational structure with

M&E in the county government. Table 4.14 above shows that majority of the respondents which was 182(52%) disagreed that there is presence effective of organizational structure with M&E in the county government. This negatively influenced the utilization of M&E results. According to Cornielje, Velema and Finkenflugel (2008), only when organizational structure with M&E is established will the utilization of monitoring and evaluation system be realized.

The researcher sought to know the opinion of the respondents about how much they agree or disagree with the statement that there is clear responsibilities within M&E structure in count government. Table 4.14 above shows that majority of the respondents which was 204(58%) strongly disagreed that there is clear responsibilities within M&E structure in count government. Lack of clear responsibilities within M&E structure in count government has influenced the utilization of M&E results. The results supports Booth, Ebrahim & Morin, (1998) who emphasized on the clear definition of responsibilities to achieve a stable M&E results.

The researcher sought to know the opinion of the respondents about whether they agree or disagree with the statement that there is effective communication within M&E structure in count government. The results in table 4.15 above shows that majority of the respondents, which was 330(93%) denied that the county government did not have effective communication system.

The researcher sought to know the opinion of the respondents about how much they agree or disagree with the statement that the county government has well defined indicators that guide evaluations. Table 4.16 above shows that majority of the respondents which was 258(73%) strongly disagreed that the county government has well defined indicators that guide evaluations. Lack of well defined indicators influences the utilization of M&E results. This results supports Pretorius et' al (2012) who found out that clear, relevant, adequate, and measurable indicators are prime for successful utilization of M&E results in the management of projects in an

organizations.

The researcher sought to know the opinion of the respondents about how much they agree or disagree with the statement that the county government uses external evaluators in their evaluations. Table 4.22 above shows that majority of the respondents which was 333(94%) strongly disagreed that the county government uses external evaluators in their evaluations. Lack of utilization of external evaluators has negatively influences the utilization of M&E results. The results supports Chan, (2001) findings that the use of external evaluators decreases the chances of biaseness in the interpretation of the findings therefore setting a precedent for maximum utilization of the results.

5.4 Conclusions

Majority of the respondents, 161(46%) strongly disagreed that the county government did not have sufficient M&E technical skills. This depicts negative influence on the utilization of M&E results. Majority of the respondents, 156(44%) strongly disagreed that county government has experienced M&E staff. Lack of M&E experience can negatively influence the utilization of M&E results. majority of the respondents, 179(51%) strongly disagreed that county government has effective data management system. Effective data management system has positive influence on the utilization of M&E results.

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Majority of the respondents, which was 330(93%) denied that the county government did not have effective communication system. Majority of the respondents which was 258(73%) strongly disagreed that the county government has well defined indicators that guide evaluations. Lack of well defined indicators influences the utilization of M&E results. Majority of the respondents which was 333(94%) strongly disagreed that the county government uses external evaluators in their evaluations. Lack of utilization of external evaluators has negatively influences the utilization of M&E results.

5.5 Recommendations for Policy and Practice

Based on the findings of the study, the following recommendations were generated:

1. County government should provide sufficient M&E technical skills, experienced M&E staff and effectively manage data system. Effective data management system has positive influence on the utilization of M&E results.
2. County government management should provide training facilitation. and sufficient resource .

3. County government management should provide organizational structure with M&E results.
4. County government management should have effective communication system and indicators that guide evaluations.

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APPENDIX 2: LETTER OF INTRODUCTION TO THE RESPONDENTS

JACQUELINE SALOME WEPUKHULU

P.O BOX:657-50200

BUNGOMA.

Dear respondent,

REF: FILLING OF THE QUESTIONNAIRE

I am a postgraduate student at the University of Nairobi, school of continuing and distance education, currently undertaking a master's degree in project planning and management. You have been identified as a respondent to this questionnaire. Please find the attached questionnaire/interview guide, which is designed to gather information on factors influencing the utilization of M&E system in Busia county. All answers are confidential and will only be used for academic purposes.

This research will be carried out in partial fulfillment of the requirements for the award of the degree of Masters of Arts in Project Planning and Management in. I will be glad if you fill and return the completed questionnaire at a suitable time.

Thank you.

Yours faithfully,

.....

Jacqueline Salome Wepukhulu

Appendix 3: Questionnaire

This questionnaire seeks to collect data from all county government and M&E staff. The study seeks to establish the factors influencing utilization of monitoring and evaluation systems in county governments in Kenya.

Instructions: Please read and answer the questions as appropriately as possible. It is advisable that you answer or fill in each section as provided. Tick (✓) where appropriate.

SECTION 1: PERSONAL DETAILS

1. Age in years;

i. 18-20..... []

ii. 21-30..... []

iii. 31-40..... []

iv. 41-50..... []

v. Above 50... []

2. Gender:

Male Female

3. Level of education:

a). Masters and above

b). Degree

c). Diploma

d). Others (specify).....

4. Job title.....

6. How many years have you worked in the above position?

a.1-2

b.3-4.....

c.5-6

d.7-8.....

e.8-9.....

f. 10.....

5. How many years have you worked for county government?

a. 1-2

b. 3-4.....

c. 5-6.....

d. 7-8.....

e. 8-9.....

f. >10.....

SECTION 2: Existing Capacity and utilization of M&E results

Using a scale of 1-5 Please choose the best option appropriate.

1 = Strongly Disagree, 2 = Disagree, 3 = neither Agree nor Disagree, 4 = Agree,

5 = Strongly Agree

To what extent has the following existing capacity factors influenced utilization of monitoring and evaluation system in Busia county government?

Factors under consideration	1	2	3	4	5
There is sufficient technical skills and technology for county government M&E results					
There is sufficient data system for county government M&E results					
There is sufficient fiscal resources for county government M&E results					
There is sufficient line staff support for county government M&E results					

In your own view how does level of existing capacity influence utilization of Monitoring and Evaluation results in Busia county government?-----

SECTION 3: Management support and utilization of M&E results

Using a scale of 1-5 Please choose the best option appropriate.

1 = Strongly Disagree, 2 = Disagree, 3 = neither Agree nor Disagree, 4 = Agree,

5 = Strongly Agree

To what extent has the following management commitment factors influenced utilization of monitoring and evaluation results in Busia county government?

Factors under consideration	1	2	3	4	5
Management offers sufficient training oppotunites to staff					
Management offers sufficient resources to staff					
Management is willing to implement M&E findings					
Management has sufficient planning for the projects					

9. In your own view how does level of management commitment influence utilization of Monitoring and Evaluation results in Busia county government?-----

SECTION 4: Type of Information and utilization of M&E results

Using a scale of 1-5 Please choose the best option appropriate.

1 = Strongly Disagree, 2 = Disagree, 3 = neither Agree nor Disagree, 4 = Agree,

5 = Strongly Agree

To what extent has the type of information influenced utilization of monitoring and evaluation results in Busia county government?

Factors under consideration	1	2	3	4	5
I recommend implementation M&E results(activity/input oriented)					
I recommend result-based M&E results(outcome oriented)					
The information and data collected by staff is credible/of high quality					

In your own view how does type of information influence utilization of Monitoring and Evaluation results in Busia county government?-----

SECTION 5: Baseline Survey and utilization of M&E results

Using a scale of 1-5 Please choose the best option appropriate.

- 1 = Strongly Disagree, 2 = Disagree, 3 = neither Agree nor Disagree, 4 = Agree,
- 5 = Strongly Agree

To what extent has the baseline survey influenced utilization of monitoring and evaluation

system in Busia county government?

Factors under consideration	1	2	3	4	5
Evaluator of experience					
Evaluation done in good time					
Stakeholder involvement					
Budgetary allocation					

In your own view how does baseline survey influence utilization of Monitoring and Evaluation results in Busia county government?-----

Section 6: Utilization of M&E results

Using a scale of 1-5 Please choose the best option appropriate.

1 = Strongly Disagree, 2 = Disagree, 3 = neither Agree nor Disagree, 4 = Agree,

5 = Strongly Agree

Effectiveness of reporting and feedback, using in M&E information for policy influence and decision making and effectiveness in Documentation of previous monitoring and evaluation findings for future reference

Factors under consideration	1	2	3	4	5
There is effectiveness in reporting and feedback in M&E					
There is effectiveness in using in M&E information for policy influence and desion making					
There is effectiveness in Documentation of previous monitoring and evaluation findings for future reference					

In your own view how is the utilization of Monitoring and Evaluation results in Busia county government?-----

DECLARATION

This research project is my original work and has never been presented for the awards of any degree in any other university.

Signature: J. Salome Wepukhulu Date: 20/6/2017

Jacqueline Salome Wepukhulu

I.50/83528/2015

This research project has been submitted with my approval as the university supervisor.

Signature: Mr. Vincent Marari Date: 20/6/17

Mr. Vincent Marari

Department of extra curricular studies

University of Nairobi

KCB

BANK

CREDIT ADVISE
CASH DEPOSIT

KCB BUNGOMA

Account No: KCB KIPANDA 80138

We have credited your above account with

Kenya Shillings ONE THOUSAND ONLY

CASH PAID IN BY: JACQUELINE S WES

Transaction Number: 71172008102

Thank you for banking with us. You were served by: KENNEDY JOAN CHERONYANI

*** Advice not valid unless transaction number is shown ***



Signature: [Handwritten Signature]

09/19/07/2017

ACCOUNT DETAILS

ACC NO: 1101162541
A/C REF: 008241970364
NBI CODE: KCB SCI, TWCH AND TRNC
Current Account - Bundled

1,000.00 KES



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
KAKAMEGA & WESTERN KENYA AREA

Your Ref:
Our Ref: Uon/Cees/Kak/1/47/(25)
Kakamega 056-31038

P.O. Box 422
KAKAMEGA
Telephone

29th April, 2017.

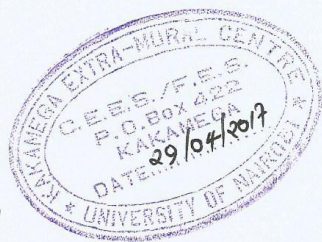
TO WHOM IT MAY CONCERN

REF: JACQUELINE SALOME WEPUKHULU – REG L50/83528/2015

This is to confirm that the above named person is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra-Mural Studies, pursuing a course leading to the award of Masters of Arts in Project Planning and Management. She has completed the coursework and is now working on research work on the topic. **“Factors influencing Monitoring and Evaluation Results in County Governments. A Case of Busia County Kenya”**. Kindly accord her the necessary assistance to collect data for the above research. This is purely for academic purpose.

Any assistance accorded to her will be highly appreciated.

Yours faithfully,



for
Dr. Stephen Okelo,
Resident Lecturer,
Kakamega & Western Kenya Area.