

**THE INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON
THE SUCCESS OF COUNTY GOVERNMENT PROJECTS: A CASE OF TRANS
NZOIA COUNTY GOVERNMENT PROJECTS**

BY

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DECLARATION

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

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This research proposal has been submitted for registration with my approval as the university Supervisor.

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DEDICATION

I dedicate my research proposal to my dear wife Kevina Musamali, Children Sheilla Wekesa, Issa Wekesa and Terry Wekesa, my Mother Mrs. Lena Naliaka; who encouraged and gave me support through prayers. May the almighty God bless them.

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LIST OF ABBREVIATIONS AND ACRONYMS

ACIN:	Association of Indigenous Councils of Northern Cauca
APR:	Annual Progress Reports system
GOK:	Government of Kenya
LFA:	Logical Framework Approach
M&E:	Monitoring and Evaluation
MIS:	Management Information System
NCST:	National Council of Science and Technology
OPM:	Office of the Prime Minister
PPP:	People's Participation Programme
SWOT:	Strength Weakness Opportunity and Threat
TOC:	Theory of change
UBOS:	Uganda Bureau of statistics

ABSTRACT

This study sought to investigate the the influence of M & E practices on the success of county government projects in trans-nzoia county government. The study specifically sought to determine the influence of M & E process, nature of M & E, M & E system and M & E plan on the success of county government projects in kenya. This study adopted a descriptive survey design. The population of study included all the Trans-nzoia county staff, including M & E, line and support staff . The study collected primary data using questionnaire and interview guide. A pilot test was conducted to test for validity and reliability of instruments. The study used descriptive statistics for the analysis. A conceptual framework to show the relationship between the dependent variables and independent variables including all indicators was used in the study. The study purposively sampled 300 participants from the population and analysis done using SPSS where descriptive statistics included frequency and percentages, Data was presented using frequency distribution tables. The study found that Most of the respondents, 152(53%) strongly agreed that effective reporting and feedback mechanism leads to success in projects, also, 90(31%) of the respondents strongly disagreed that utilization of implementation based M&E system has positive influence on the success of projects, while result-based M&E has positive influence on the success of projects, 119(42%) strongly agreed that M&E staff skills has positive influence on the success of projects.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Monitoring is the routine trailing of crucial features of programme/project performance commonly inputs and output through systematic reporting and surveillance systems. Monitoring is a key dimension of quality and accountability (George, 2007). Evaluation on the other hand can be well-defined as the periodic assessment of the variation in targeted results that can be attributed to the programme/project intervention (Cracknell,2005). M & E always go hand in hand. Monitoring offers the fresh data that answers questions whereas Evaluation uses the data and values it

Prabhakar (2008) asserted that Monitoring and evaluation Response is one of factors important to project success. Similarly Papke-Shields et' al (2010) also noted that the likelihood of project success can be improved among other factors, by continuously monitoring project progress. Their study established that monitoring and controlling was pertinent in the organization of project's time, scope, cost, quality, human resources, communication and risks. Agreeably, Hwang and Lim (2013) also recognized that Monitoring and evaluating, performance of budget, schedule performance and quality performance could lead to project success. Ika et' al (2012) did a regression analysis whose results revealed a positive correlation between five Critical Success Factors and project's realization, the association was also statistically significant. among several critical factors, the five critical success factors included in the regression model were: coordination, monitoring, design, training and Institutional environment. He also advanced an explanation that, alongside theory and practice, the most noticeable CSFs for project overseers are monitoring and design . Hence M&E is highly ranked as one of the major project success factors (Ika et' al, 2012)

Project management can be regarded as a discipline of controlling resources through planning, organizing and motivating, realize specific goals. On the other hand, a project is a temporary endeavor having a well -defined beginning and end which is commonly implemented within stipulated time period and constrained by deliverables and capital. It is usually carried out to meet distinctive goals and objectives, (Nokes, 2007). Controlling function involves three steps which define M & E practices;

establishing standards, assessing performance compared to set standards, and adjusting nonconformities from set standards and plans. There has been increasing acknowledgement that operative project management is associated with a well-designed M & E scheme (Margoluis R., 1998). Therefore it is notable that M & E is integral to accomplishment of any specified project.

In USA, evaluating a United States Federal programme , 'citizen learning teams' have played a role in checking and assessing a large government programme for community renaissance of distressed areas. Operating with local volunteers selected with goals to track, researchers, decided how to measure progress, and provided constant feedback to local leaders and government funding agencies (Scott, 2008). M&E intensified Funding to indigenous governance in Colombia in projects funded by donors as well as state funded projects. The Association of Indigenous Councils of Northern Cauca (ACIN), plays a role in monitoring and evaluating its own multi sectorial regional growth plan (Estrella and Gaventa, 1998). They are looking at links between environmental, productivity and cultural factors, following changes over time and associating plans with results in a systematic way. This has assisted communities to recognize their strengths, weaknesses and enhance their management competences, which, in turn, is leading to changes in power relationships.

Ghana has pursued to breed a combined planning, policy, budgeting and M&E system to improve M&E in regard to school feeding program(Ghana National Development Planning Commission 2005). The government uses the outcomes gotten by M&E system to improve resource distribution and help in the designing future progressive plans , including sector and district plans involved in school feeding program. Finance ministry utilizes M&E tools in its bungle of ministries, departments to certify that financial distributions are Re-utilized to finance activities that lead to the appreciation of sectoral targets (NDPC 2006). many measures have been put in place so as to assimilate Monitoring and Evaluation M&E with the policy design and execution procedures in Ghana. The Yearly Progress Reports (APR) is planned to To enlighten strategy sector and plan of programmes as well as budget apportionments.

Feeding program in Schools in Uganda is unified into the government. According to Schacter, (2000) Prime Minister's Office OPM) is the M&E main agency in Uganda

which is in charge of harmonization of M&E systems in the country, which can superficially be classified into private and public. Public M&E system comprises ministries and divisions that do their own M&E exemplified by Uganda Bureau of statistics (UBOS) and NPA. in spite of the Probable impact made by civil society to improve M&E in Uganda, the link between the private (civil society) and the public M&E systems does not seem to be institutionalized (Segone, 2008).

Since attainment of Kenya 's liberation in 1963, there has been numerous attempts to adapt a system of socio- economic progress best appropriate for the countryside underprivileged population .Therefore the, the government brought the the spirit of Several institutions specifically institutes and other amenities in the health area were effectively established in the spirit of Harambee (Moi, 1986). In1980s the idea of Harambee spirit of development was heightened by enabling committees at low levels. The government solely aimed at bringing project management Closer to the society more specifically through districts as focal points for upcountry development, have been budgeting with districts as the main point for financial allocation of resources. This involved concentrating on development at constituency level which consequently had huge development influence (GOK, 2003). this led to success of many projects at constituency level. These includes schools, health facilities; roads and water amongst others Kariuki (2013) observed that establishment of community based institutional mechanism to heighten community involvement in various projects should be mandatory. In spite of the foregoing, the influence of M&E tools on completion of the projects is not accorded significance in projects. In the current system where there is no harmonized M&E in many projects, there is a possibility that this may impact negatively on the level of completion of such projects. This creates formidable challenge in both institutions and in the community at large hence the gap that requires to be investigated.

1.2 Statement of the Problem

From recent studies it is evident that the M&E results are not being exploited in the M&E systems in Kenya (Lehman, Friedman, and Sanders, 2004; DAC, 2005). Studies have also revealed challenges in sustainability of most projects due to lack of proper budgeting by management, lack of skills, and lack of enough staff for implementation of the M&E systems (Goyder, 2009; Lehman, Friedman, and Sanders,

2004). According to a study by Worldbank (2004), project finance and budgeting for the implementation of M&E system has similarly been a foremost concern leading to poor continuity of projects in community in kenya

Monitoring and evaluation of projects in Kenya is very critical because a lot government resources which are mostly taxpayers money are provided to county governments to implement various projects. Projects require monitoring not only for regulation, but also for accountability of used resource, outcome, performance and for County government learning to profit from forthcoming projects. The county governments in Kenya invests a lot of funds in a number of development projects in urban as well as rural areas due to high level of poverty, rapid increase of population and the wide disparity between the rich and the poor. However, most of these projects experience performance challenges in Success of Projects in terms of projects being within Specifications, within time , within Budget , projects being Sustainable and with regard to quality of project product/service, thereby leading to confusion and uncertainty in implementation of project activities due to ineffective M & E. This is substantial indicator that county government projects in may stop or fail to be accomplished within time boundaries set out in their logical framework. The general objective of this study was to investigate the influence of M & E in the success in projects in trans-nzoia county government projects.

1.3 Purpose of the Study

The purpose of the study was to investigate the influence of monitoring and evaluation practices on the success of projects in Trans-nzoia county

1.4 Objectives of the Study

- i. To evaluate the influence of monitoring and evaluation process on the success of county government projects in kenya
- ii. To assess the influence of nature of monitoring and evaluation on the success of county government projects in kenya
- iii. To investigate the influence of monitoring and evaluation system on the success of county government projects in kenya
- iv. To examine the influence monitoring and evaluation plan on the success of county government projects in kenya

1.5 Research Questions

- i. How does monitoring and evaluation process influence the success of county government projects in kenya?
- ii. How does the nature of monitoring and evaluation influence the success of county government projects in kenya?
- iii. How does monitoring and evaluation system influence the success of county government projects in kenya?
- iv. How does monitoring and evaluation plan influence the success of county government projects in kenya?

1.6 Significance of the Study

Findings from this research will supplement the body of knowledge to scholars in the area of project management especially on the influence of M&E in the success of county government projects. It will also provide the stakeholders with information on the importance of participation in M & E for project implementation. The staff and all the stakeholders, will be able to acknowledge any gaps that exist in their monitoring and evaluation process, nature, system and approach which if looked at could lead to improvement in their project achievements. The academicians, policy planners and researchers will also benefit by getting new areas of study and improvements. Overall, the study recommendations will improve effectiveness of M & E in projects and provide all-inclusive direction on how to set up and implement a M & E by avoiding the pitfalls that may lead to its failure. The study will also help the county government and national government to work on their policies which will enhance support to effective implementation of M & E in projects.

1.7 Delimitation of the Study

The study covered all county government staff of Trans-nzoia county including, M&E staff , county managers or directors and implementing staff

1.8 Limitations of the Study

The key challenge was time since it had to be conducted and be finished within the stipulated duration by the university to allow for the graduation which was mitigated by early preparations. Also, finances was a challenges and was mitigated by early savings

Monitoring and evaluation basically compares the target and the achieved plan, the staff might be tempted not to be sincere about the real performance of their project, This was mitigated by providing consent forms to all participant that ensured the participants of their confidentiality of the data collected

1.9 Basic Assumptions

The assumption made was that the respondents of the study would answer the questions accurately, honestly and truthfully to the best of their knowledge. It was assumed the respondents would be objective and competent.

1.10 Definition of Significant Terms

Monitoring and Evaluation Process- This is reporting, feedback, it includes process indicator and M&E tools

Nature of Monitoring and Evaluation – includes activities, inputs, outputs, outcome and impacts indicators

Monitoring and Evaluation System - processes, practices and policies, that allow orderly and effective collecting, analysis and usage of M&E information.. It is therefore a project management tool used in program planning, implementation and decision making.

Monitoring and Evaluation Plan refers to a manuscript that aids in tracking and assessing the outcomes of the interventions throughout projects' life cycle and rationalized on a regularly.

Success of projects refers to bringing a project to the established scope, time, cost and quality while upholding a noble association between recipient and project team

Monitoring refers to a continuous task of systematic data collection on explicit pointers to enlighten management and concerned parties of an ongoing development mediation. It compares the achieved and the targets and eventual corrective measure

Evaluation refers to orderly and unbiased assessments of ongoing or accomplished projects, program, and policy, inclusive of design and implementation, aiming at determining the importance and achievement of objectives.

1.11 Organization of the Study

Chapter one covers introduction entailing background, problem statement , the purpose of study, objectives, research questions, significance of study, limitation and study delimitations and definitions of significant terms. Chapter two (literature review) included; monitoring and evaluation process, nature of Monitoring and Evaluation , Monitoring & Evaluation system, Monitoring & Evaluation plann conceptual Conceptual framework, summary of literature review and knowledge gap. Chapter three is concerned with methodology more narrowed down to design, targeted population, sample size and its corresponding sampling techniques, data collection tools as well as its corresponding collection procedure, instruments piloting, rationality/validity of instruments, consistency/reliability of instruments, techniques used in analysis of data, ethical concerns and operationalization of variables. Chapter Four covered analysis of data, presentation and clarification of the study findings. This was followed by Chapter Five which exclusively dealt with summary of findings, discussions, conclusions and recommendation. References and appendices are at the end.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Introduction this chapter has contains review of literature on how M & E, M & E system and M & E plan influenced the success of projects. Also, this chapter has a conceptual framework that showed all variables and their indicators in the study objectives. Finally, the chapter also contains, theoretical framework, summery of literature and a knowledge gap.

2.2 Monitoring and Evaluation process and the success of projects

Approach to logical framework usually referred to as (LFA) is a orderly process of planning for complete cycle management of project. This approach is problem solving and takes in opinions of all concerned parties in a project. It measures projects success and highlights major assumptions, (Pradhan 2011). Logical framework approach started in early 1960s as a response to planning and monitoring projects, (Pradhan, 2011). USAID developed the first logical framework in late 1960s which was later significantly complimented by NORAD in 1990s Pradhan, (2011). Milika (2011), asserts that logical frame work aids in analyzing current situation like, for example identification of needs advanced by stakeholders as well as explanation of objectives. It also in establishing fundamental relationship between inputs, activities, results, purpose and general objective. vertical logic; explains assumptions which project logic is built upon, logic; identifies the probable risks in accomplishing objectives and purpose; establishes a framework for monitoring and evaluating a communication and learning process amongst parties concerned with project; like clients or beneficiaries, planners, decision- makers and implementers. lastly, its takes into account strengths weaknesses, opportunities and threats (SWOT). Pfohl,(1986) stated that feeback defined monitoring of projects geared towards achievement of results.

According to Milika (2011) LFA has several advantages like; (i) It safeguards vital concerns and flaws through analysis, to inform decision makes with advanced relevant information, (ii) it directs reasonable analysis of interrelated features which entails a proficiently designed project, (iii) it also helps in planning by stressing

connections between project components and external influences. (iv) It also offers an improved foundation of logical M & E scrutiny of project effects. (v) It simplifies mutual considerations and communication among decision makers, managers and concerned parties in a project, (vi) ensures benefit of standardized procedure of information collection and assessment. Milka (2011) states that LFA Warrants stability of approach when initial project staff is replaced Milika (2011) highlighted the importance of an organization documenting all types of indicators in so as to achieve results.

Nyandemo (2010), puts logical framework as an indispensable first step in project planning and implementation. He further observed that logical framework undertakes three central tasks: (i) clearly stating objectives or goals, (ii) good definition of targeted group (iii) excellent stipulation of time frame showing when costs are likely to be incurred and when paybacks can probably occur. It advances planning by underlining connections. in Ghana, JMK consultants and its affiliate contractors have exploit LFA supported by Denmark. It wanted to find an consensus in Ghana and its partner organizations on development program alongside LEV nationwide association to permit Ghana grow their capacity in handling its part in advocacy. ultimately , this would support the country in designing projects using LFA with general but instant objectives, indicators and beneficiary analysis, (JMK, 2014). Pradhan,(2011) stated that effective reporting was a pillarstone in the projects success.

2.3 Nature of M&E, and the success of projects

Types of M&E within a program, can affect M&E of strategy implementation assessment and Planning, monitong of input/ Output, Outcome and Impact as well as Evaluation of process, Outcome Impact (Pfohl, 1986). The difficulty of M&E systems is a factor of the levels of the program/ project. Systems that are international are more complex that those that are national or sub-national level (Kalali, Ali & Davod K, 2011). Similarly, those for programs covering only one administrative region such as a province or district are simpler than a national one. Looking at type of Program, some program are comprehensive in nature providing more than one intervention thus the M&E system may be complex to capture all aspects of the program unlike a vertical project that only handles one intervention area according to (IFAD, 2005b). The information need varies at different levels depending on the necessity of the information at program level the

information would be needed to indicate the progress the organization is making while at national level it could be for decision making on resource allocation (World Bank, 1980). Scope of the M&E Effort is very critical in that the cost of M&E activities, required level of involvement is sometimes too high necessitating a tradeoff to maintain the activities at a cost effective level thus reducing the complexity of the activities as noted by (Yang, Sun & Martin, 2008).

From (John & Khilesh, 2008), we find that result-based M&E serves as a dominant tool used by stakeholders in trailing project/program progress. but as it tracks basic short-term outputs, it puts robust emphasis on evaluating both medium as well as long-term outcomes as debated in (UNDP Evaluation web site, 2011). Currently, Many donors of community projects are concentrating on measuring outcomes instead of monitoring of progress as documented in action plan. This is indicated in (United Nations development program, 1997). Resulting from analysis done in various organizations within different communities, they opted to use an approach oriented to results so as to clearly trace the advancement on strategic programs as well as resultant impacts and outcomes (Ben, 2002), so as to achieve ever increasing demands of a number of donors and associates as advanced by (Jody & Ray, 2004). Results based M&E warrants a very operative and efficient usage of resources, determine degree in which the program/project deviation to ascertain desirable adjustments and evaluate the magnitude that the program/ project has or the anticipated impact (World Bank, 1980).

(UNDP, 2000) argues that result based Monitoring is effected in the communities so as to guarantee that implementation is within the plan and highlight areas needing further support for non-governmental organizations that have communal projects (John & Khilesh, 2008), improve the value of routine work villages for provision of basic information necessary for evaluations of projects and intergrate them into project planning and development within the communities (Pfohl, 1986). Both M&E are management tools. (Jody & Ray, 2004) say that In monitoring, data is regularly collected for trailing progress as per the agreed plans and schedules. Evaluation normally periodic than monitoring, (World Bank, 1980) but usually aided by monitoring but uses additional source of informational (IFAD, 2005). such sources are highlighted when in need of appreciating reasons as to why inputs lead to envisioned outputs or what the impression

of a program has been as written in (John & Khilesh, 2008). Trailing progress using M&E data helps decision makers in pinpointing areas of technical backing or aptitude building, , this is how (Pfohl, 1986) takes it . Consistent reports of monitoring results encourages both development associates and subordinate members. M&E also provides useful opportunities for staff and stakeholder participation (UNDP Evaluation web site, 2011). All these factors need to be considered since they affect M&E of communal projects..

2.4 Monitoring and evaluation System and the Success of Projects

Systems of M&E need information systems to facilitate faster communication within projects and programmes. An information system (IS) can be seen as Components integrated together for collection, storage, and dispensation of information, knowledge and alphanumeric products (Zwass, 2016). Buckingham et al (2008), cited by (Nielsen, 2012), defines data system as a coordination of parts which collects data, stores it, analyses it and provides information important to an organization, in an accessible and usefull manner to those who would like to use it more specifically stakeholders for effective achievement of its objectives. Thus, an information system is not only confined to computer hardware and software but also social system which entails human Buckingham et al (2008) as as cited by (Nielsen, 2012). Information systems serve various purposes within an organization. However, of importance to this study, and to any project/programme manager's effectiveness is the management information system (MIS), which provides information that aids in decision making. success of a manager is dependent on the existence of an equally operative management information system (MIS) (Pathfinder International, 2016).

According to Kornkaew (2012), an MIS is an assemblage of human resource, tools, techniques and software to execute various business tasks at different levels in the organisation. Pathfinder International (2016) defines MIS as a set of Processes designed to gather, tabularize, and interpret data/information in a systematized way giving a comprehensive depiction of the services rendered by a program and guiding decisions of management. MIS comprises four elements: actors who take decisions on the project; data and information that is useful for decision-making; procedures that determine the associations Following elements: project actors; data and information; procedures; as

well as tools of data collection, analysis, storage, and dissemination of data(Rajalahti, Woelcke, & Pehu, 2005).

According to Gorgens & Kusek, (2010), the M&E system cannot function without able personnel, M&E system is functionless in execution of required M&E tasks. Hence, understanding required skills of staff in the M&E system and attending to capacity gaps is central to M&E system (Gorgens & Kusek, 2010. In a specific functional framework for 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 correct expertise for the task. Moreover, M&E manpower aptitude bulding needs a spectrum of activities, amongst them are official training, on-the-job training, mentorship, tutoring and placements. Finally, building M&E capacity should also concentrate in addressing expertise in leadership, facilitation, management of finances, supervisory roles, activism/advocacy and communication.

Developing a sufficient source of human resource with good capabilities is important for the sustenance of M&E system and should be continuous. Furthermore, it should be noted that ever increasing evaluators need much more M&E training which is technically oriented training which guarantees development with few workshops. Trainings such as formal and apprenticeships are imperative in providing evaluators with various Opportunities in training and development which include both public sector and the private sector as well as universities, expert associations, job obligation, and mentoring programs (Acevedo et al., 2010).

Untrained and unskilled personnel training M & E personnel probably consume more time, are expensive and can produce impractical and irrelevant results consequently influencing 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 M & E 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 M&E mechanisms and skills was a major systemic gap across the region. Furthermore, while there is no need for CSOs to possess extraordinarily complex M & E

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 are various constraints in implementation and management of M & E undertakings 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) studied the factors affecting implementation of M & E programs in kazi kwa kijana project, recommends that capacity building should be added as a main 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 M & E.

2.5 Monitoring and Evaluation Plan and the Success of Projects

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

According to Bryson (1995), strategic planning is a management activity used to fix priorities, focus energy and resources as well as reinforcing duties , whereas participatory planning is required in order for projects objectives to be achieved . Strategic planning encompasses indicating the utmost substantial choices towards actualization of a tangible goal. Any approach used stepwise by organizations to accomplish its mission effectively is regarded as a strategy. It is a reputable procedure which uses tools envisioned to help leader's, and decision makers reason and act purposefully. Barry (1997) asserts that strategic planning as a process not done out of

activity but usually a continuous process which assists project parties in determining anticipated achievement over a specified time period

Barry (1997) sees strategic planning as a process not done off activity but ongoing or continuous process. It assists stakeholders both in organization and project to determine what they anticipated to achieve in a specific period of time. This guarantees personnel and concerned parties; direct their efforts focusing on shared aims and recognize a covenant on envisioned results, assess and adjust a course in response to activities that determine and directs services of an organization and reasons of doing it as it aims on forthcoming BSSI, (2014). Timely strategic planning safeguards project completion and longevity. Notably, project continuity is not given the heaviness it merits as a vital feature of management of projects (Paul,2005).

coming up with a good M&E plan calls for proper know how of the program, inputs, processes, output and outcomes according to (Cooke, Bill, &Uma, 2001). The inputs required would include technically fit human resources in M&E, authority and directive to initiate an M&E plan and infrastructural technology as noted by (Kalali, Ali & Davod K, 2011). The process would involve advocating for basics of M&E, measuring strategic info requirements (including planning for M&E utilization dissemination), agreement and commitment among concerned parties, particularly on what should be indicators and how reporting format & tools should be, develop a means of reviewing M&E plan, and finally preparation of final document for endorsement, (Gusfield, 1975). there is need for M&E plan to be drafted during the early steps of program development, (Pfohl, 1986). The output would be an M&E plan that is a comprehensive document that describes the M&E system and includes the elements of an M&E plan.

Stakeholder analysis is commonly used to identify all the groups and individuals who have a stake, or entrusted interest, in the project or activity success or failure, as cited from (DFID 1995a, Clayton et al 1996). INTRA Resources, (2011) as cited from DFID (1995), ascertain stakeholder analysis isolation of project's main sponsors, carrying out needs analysis, and relating such needs to project risks and feasibility This affects monitoring as well as evaluation of communal projects (Ben, 2002). stakeholder analysis should first encompass isolation of all potential parties taking part in community based projects (IFAD, 2005b). These can be listed and categorized primary, secondary or even

external stakeholders. Primary stakeholders are categorized in social manner by looking at gender, socio-economic classes, occupational and service user groups as suggested by (Kalali, Ali & Davod K, 2011). There could be some diversity in categories of primary stakeholders such as women and people with low income, or trivial users of the forest or tribal subgroups. Similarly parties in Secondary category can be classified into financiers, implementers, monitors and advocating organizations, (UNDP Evaluation web site, 2011). further sub-divisions of such categories may include persons with vested interests or formal goals (DFID 1995a). organizations may have sub-groups which should be considered as stakeholders as written in (DFID 1995a). additional stakeholders may be formed due to involvement of a party that comes with different or extra resources (DFID 1995c).

The FAO (PPP) People's Participation Programme, highlights that stakeholder's analysis for participation focuses on qualitative processes and not quantitative results; that describes and interpreters rather than measuring and predicting, (Marsden and Oakley 1984). Knowing the nature of participation, indicators, appropriate methods of monitoring indicators and continuous record keeping requires very valid criteria, for judgment of concerned participants in the project. (Marsden and Oakley 1984). since traditional monitoring and evaluation is focused on finite measurements, current focus is on the qualitative features of participation However, both features of participation are equally important (Clayton et al 1994, Marsden and Oakley 1994, Oakley 1988, Oakley 1991, Rudqvist and Woodford- Berger 1996s). According to (IFAD, 2005b), participation is a dynamic process that must be evaluated over time and conventional ex post evaluations Are inadequate. Ongoing monitoring is the ultimate qualitative descriptions can be obtained over time. It should be participatory, involving the rural people involved in the project.

Key characteristics of this qualitative approach to evaluating stakeholder participation are described in (Clayton et al 1994, Oakley 1991). Naturalistic is a study of processes rather than on the basis of pre-determined and expected outcomes (John & Khilesh, 2008). Heuristic is a subject of endless redefinition as information of projects and its outcome increases. Holistic approach views the project wholly, requiring an understanding in vast dimensions, (UNDP Evaluation web site, 2011). And inductive is

looking for an understanding of results without subjection to pre meditated anticipations or benchmarks (IFAD, 2005b). It prioritises detailed remarks and shapes a general configuration of results (IFAD, 2005b). It begins with specific observations and builds towards a general pattern of outcomes (INTRAC Resources, 2011).

2.6 Theoretical Framework

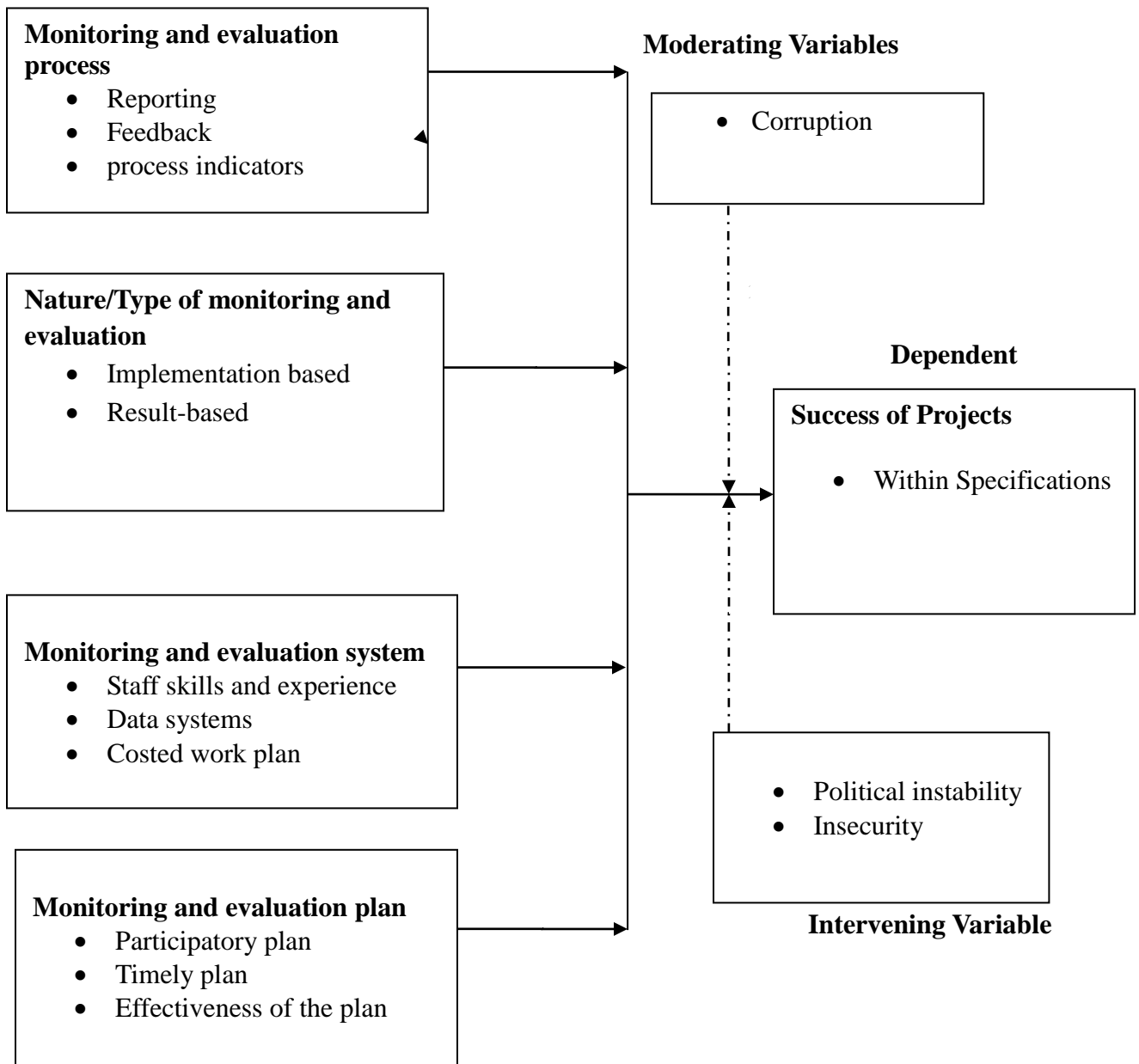
Weiss, (1995) clearly defined Theory of change (ToC) as an explanation of how something happens and gives a reason for the happenings. It can therefore be comprehended as a way of establishing assumptions that simplify the mini-steps leading to a long term goal and the connections between these activities and the outcomes of an intervention or programme. This study will be based on the Theory of change (TOC) advanced by Fredrick Perls (2005). Theory of change when applied in social change processes is a representative thinking action supplementary to non-dynamic planning methodologies. It outlines parts and stages prerequisite in yielding long term goal. It also defines types of involvements that bring about expected results. TOC includes comprises of assumptions (often supported by research) that stakeholders use to clarify the process of change (Rogers, 2008). As per TOC, assumptions and abstract projections on how project members believe authenticity could be untold in the immediate future.

Using current context in analysis, a self-assessment about their capabilities of process facilitation and a decisive and explicit review of the study, assumptions of community involvement in both monitoring as well as evaluation and a procedure that aids in deliberate monitoring and critical collective thinking, (Rogers, 2008). The TOC describes how changes might occur; the idea is not to predict transformation, but to get to know how changes may occur as a result of community involvement in M&E and in what way it might be influenced through some intervention tactics. The study found it most appropriate to adopt this theory because it is an alternative to logical framework that is seen as being rigid. County government projects should be planned with thoughts of answering the questions: how? and why? which will explain changes attained, the relationship between activities and outcomes are key for the project success. Theory of change basically is a means for future planning of M&E activities, as well as communication about such activities with all stakeholders. The problem that the study

pursues to examine and recommend on is supported by this theoretical examination in the sense of examining the influence of M & E on the success of county government projects in trans-nzoia county government through the research objectives stated.

2.7 Conceptual framework

The conceptual framework in a diagrammatic representation below containing all variables and indicators guided this study



2.8 Summary of literature review

The chapter was concerned with the literature on influence of M&E practices on the successfulness of county government projects. The dimensions discussed include the following; M & E process, nature/type of M & E, M&E system and M & E plan. Also, various scholars have been discussed about their opinions and researches on the topic. The chapter also focused a theory that relate to the topic and a conceptual framework of a diagram.

2.9 Knowledge gap

There is partial literature in the area of M&E in Trans-nzoia county projects and more essentially, there is lack of literature on how M&E practices influence the success of county government projects in the Trans-nzoia county. Little literature can be found on how monitoring and evaluation process, nature of M&E, M&E system and M&E plan influence the projects success in terms of projects being within specifications of the beneficiaries.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

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

3.2 Research Design

This study was based on descriptive survey research design, it allowed researchers to collect information, condense, present and deduce data purposefully for explanation, Orodho (2003). The descriptive research design was suitable because the researcher collected data and report it without manipulating of any variables.

3.3 Target population

According to Mugenda (2003), target population can be understood as the entire number of elements that researcher specifies in his or her research. The target population for this research was all the Trans-Nzoia county staff

3.4 Sampling size and sampling procedures

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

3.4.1 Sample size

A sample is a small proportion of an entire population; this study used 300 participants who were purposively selected from the population.

3.4.2 Sampling procedures

Sampling procedure is a method or technique used in selecting a portion from a entire population to play a part in the study. It involves selecting a number individuals for a study in such a manner that selected individuals exemplify the universe where they were selected (Mugenda & Mugenda, 1999).

The study adopted a non-probability sampling method, because of the conflicting information provided by county officials on the number of Trans-Nzoia county

government staff. Therefore, 300 participants was purposively selected which included include 2 M&E staff , 2 county managers/directors and 296 implementing staff.

3.5 Research Instruments

Questionnaires and interview guides were used in data collection. A questionnaire is an instrument used in research to collect data from a huge sample, Kombo & Tromp (2006). The questionnaires that was used in this research consisted of structured and open-ended questions.

3.6 Piloting of instruments

Pilot test was done to spot flaws in research design as well as research instrument in order to provide alternate 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. Piloting was was done in Bungoma county government. This study was not included in the final analysis of the data.

3.6.1 Validity of Research Instruments.

A test is said to be valid if it measures well what it is expected to be measured, Kombo (2006). Validity of an instrument is determined by the existence or nonexistence of systematic error in data or non-random error which has a consistent boosting effect on the measuring instrument Mugenda & Mugenda, (2003). The rationality of the questionnaire was established by by research expert before data collection in the field. My supervisor went through my instruments to assert the validity

3.6.2 Reliability of research instruments

Reliability is the degree to which an instrument produces consistent results after repeated trials. random error influences reliability in such a way that increase in random decreases reliability. Random error can be understood as nonconformity from a exact measurement resulting from factors that have not been addressed effectively by the researcher, Mugenda and Mugenda (2003). Reliability of the instrument was established by the researcher by conducting a pilot study. The test-retest method of assessing reliability was used in which it involved administering the same instrument to the same group twice, after a carefully considering 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 correlation was found to be 0.9 which was considered high enough. SPSS was used to compute this reliability.

3.7 Data Collection Procedures

The researcher applied 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 take part in the study. The researcher administered the questionnaires 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 statistical techniques. Frequencies, percentages, was also be computed using SPSS. Mugenda and Mugenda (2003) ascerts that descriptive statistics is a statistical processes that yields indices that summarizes data and defines the sample. Tables were used in the presentation of results for visual display.

3.9 Ethical considerations

Investigator guaranteed the respondents of the concealment of the information they provided, including their own personal information. The respondents were also explained to the reason of carrying out the study before data is collected from them.

3.10 Operational definition of variables

There are two variables that were considered in the study; independent and also the dependent variables. The independent variables in the study were: M&E process, nature of M&E, M&E system and M&E plan. The dependent variable was the success of county government projects

Objectives	Variables	Indicators	Measurement	
The influence of M&E process on the success of county government projects	1.Independence V <ul style="list-style-type: none"> ● M&E process 2.Dependence V <ul style="list-style-type: none"> ● Success of a project 	-Reporting -Feedback -process indicator	scale Nominal Ordinal Nominal	-Frequencies -percentages -Frequencies -percentages
The influence of nature of M&E on the success of county government projects	1 Independence V <ul style="list-style-type: none"> ● Nature of M&E 2.Dependent V Success of a project	-Implementation based -Result-based	 Ordinal Ordinal	 -Frequencies -percentages
The influence of M&E system on the success of county government projects	1 Independence V M&E System 2.Dependence V Success of a project	-Staff skills and experience -Data systems - Costed work plan	Nominal Ordinal	 -Frequencies -percentages
The influence of M&E plan on the success of county government projects	1 Independence V <ul style="list-style-type: none"> ● M&E Plan 2.Dependent V Success of a projects	-Participatory plan -Timely plan -Effectiveness of the plan	Nominal Ordinal	 -Frequencies -percentages

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF THE
FINDINGS

4.1 Introduction

The yielded results from data analysis are presented in this chapter. Data has been organized and presented as per the objectives of the study. The following objectives guided the study; To investigate how monitoring and evaluation process, nature of M & E, monitoring and evaluation system and M & E plan influence the success of county government projects. The analysis is based on ranking of respondents' opinion in the levels of agreement.

4.2 Questionnaire Return Rate

Table 4.1 contains the rate at which the questionnaires were returned after dispatch to the sampled respondents.

Table 4.1: Questionnaire Return Rate

Questionnaire	Frequency	Percentage
Delivered	298	100
Returned	287	96
Missing	11	4

Out of 298(100%) questionnaires that were delivered to respondents 287 (96%) were returned dully filled while 11(4%) were not returned. These were considered adequate for this analysis.

4.3 Demographic Information of Respondents

In this part, frequencies and also percentages were to used to analyse age of respondents, level of education, number of years working at county government

4.3.1 Present age of operation

The study was interested in knowing the age of respondents whose findings were summarized in table 4.2 below

Table 4.2 Present Age of Respondents

Present Age	Frequency	Percentage
18-25	35	12
26-35	45	16
36-45	163	57
46-55	23	8
Above 55	21	7
Total	287	100

Table 4.2 shows that, out of 287 (100%) respondents, those who were aged between (18 – 25) years were 35(12%), between (26 – 35) years were 45 (16%), between (36 – 45) years were 163 (57%) between the ages of 46 – 55 were 23 (8%) and above 55 were 21 (7%). The study revealed that most of county government staff were aged between (36 – 45) years old that comprising of 163 (57%).

4.3.1 Level of Education

The researcher was also interested in knowing the age of respondents and the results found were presented in the table 4.2 below

Table 4.2 Level of education

Level of education	Frequency	Percentage
Secondary	12	4
Diploma	182	63
Degree	87	30
Masters	6	3
Total	287	100

Out of 287(100%), 12(4%) had attained secondary education, 182(63%) had attained diploma qualification, 87(30%) had attained degree while 6(3%) had attained masters qualification. This shows that most of the participants had attained diploma qualification with smallest number of the respondents attaining masters level.

4.3.1 Number of years worked at the county government

For the purpose of personal information, the researcher eager to find out the number of years the respondents have worked at the county government of Trans-Nzoia. This was important since it would confirm that the respondents have the required information. The results are as presented in the table 4.3.

Table 4.3 Number of years worked at the county government

Number of years	Frequency	Percentage
Worked at county government		
2-5	233	81
5-10	52	18
>10	2	1
Total	287	100

Out of the 287(100%), 233(81%) had worked in Trans-Nzoia county between 2-5 years, 52(18%) between 5-10years and above 10 years were only 2(respondents). This shows that most of the participants had worked in the county government between 2-5 years

4.4: Monitoring and Evaluation process and the success of county government projects

This section looked at the effectiveness of reporting, feedback and process indicators and their influences on the project success.

4.4.1 Effective reporting in the county government

The researcher eager to find outthe respondents’ opinion on their level of agreement with the statement that there is effective reporting mechanism in the county government. Findings are presented in table 4.4 below

Table 4.4: There is effective reporting in count government

Responses	Frequency	Percentages
Yes	64	22
No	223	78
Total	287	100

Out of 287(100%), 64(22%) said yes that Trans-Nzoia county has an effective reporting mechanism while, 223(78%) which was the most said no.

4.4.2 Reporting and success of projects

The researcher was keen to see the opinion of the respondents on their level of agreement with the statement that effective reporting has positive influence on projects’ success. Findings are as shown in table 4.5 below

Table 4.5: There is effective reporting

Responses	Frequency	Percentages
Strongly agree	152	53
Agree	27	9
Not sure	18	6
Disagree	31	11
Strongly disagree	59	21
Total	287	100

Out of 287(100%), 152(53%) strongly agreed that effective reporting leads to projects' success, 27(9%) disagreed, 18(6%) were not sure, 31(11%) agreed and 59(21%) strongly agreed. Table 4.5 above shows that most of the respondents, 152(53%) strongly agreed that effective reporting mechanism leads to projects' success. This is an agreement with a study by Pradhan, (2011) which stated that effective reporting was a pillar stone in the success of projects.

4.4.3 Effective feedback in the county government

The researcher eager to find out the respondents' opinion if they are in agreement or they disagree with the statement that there is effective feedback mechanism in the county government. Findings are as shown in table 4.6 below

Table 4.6: There is effective feedback mechanism in count government

Response	Frequency	Percentages
Yes	64	22
No	223	78
Total	287	100

Out of 287(100%), 64(22%) said yes that Trans-Nzoia county has an effective reporting mechanism while, 223(78%) which was the most said no.

4.4.4 Feedback and success of projects

The researcher eager to find out the opinion of the respondents about how much they level of agreement with the statement that effective feedback has positive influence on the project success. Findings are as shown in table 4.7 below

Table 4.7: There is effective feedback

Response	Frequency	Percentages
Strongly agree	132	46
agree	34	12
Not sure	29	10
disagree	35	12
Strongly disagree	57	20
Total	287	100

Out of 287(100%), 132(46%) strongly disagreed that effective feedback mechanism has positive influence on the project success, 34(12%) agreed with this, 29(10%) were not sure, 35(12%) disagreed and 57(20%) strongly disagreed. Table 4.7 above shows that most of the respondents, 132(46%) strongly agreed that an effective feedback mechanism has positive influence on the project success. This study confirms a study done by Pfohl, (1986) which stated that feedback defined monitoring of projects geared towards achievement of results.

4.4.5 Process indicators in the county government

The researcher eager to find out the opinion of the respondents about point of agreement with the statement that M&E process in Trans-Nzoia county government has well defined process indicators. Findings are as shown in table 4.8 below

Table 4.8: There are well defined process indicators in county government

Responses	Frequency	Percentages
Yes	64	22
No	223	78
Total	287	100

Out of 287(100%), 64(22%) said yes that Trans-Nzoia county government M&E process has well defined process indicators while, 223(78%) which was the most said no to the same.

4.4.6 Process indicators and the success of the project

The researcher eager to find out the opinion of the respondents on level of agreement with the statement those well defined process indicators has positive influence in the project success. Findings are as shown in table 4.8 below

Table 4.8: Process indicators and success of projects

Response	Frequency	Percentages
Strongly agree	35	12
Agree	72	25
Not sure	131	46
Disagree	15	5
Strongly disagree	34	11
Total	287	100

Out of 287(100%), 35(12%) strongly agreed that well defined process indicators has positive influence in the project success 72(25%) agreed to this, 131(46%) were not sure, 15(5%) disagreed and 34(11%) strongly disagreed. Table 4.8 above shows that most of the respondents, 131(46%) were not sure if a well defined process indicators could have positive influence in the project success. A study done by Milika (2011) highlighted the importance of an organization documenting all types of indicators so as to achieve results. The managers admitted that the M&E is not an end in itself but the means to achieving the objectives, therefore, both managers emphasized that both reporting, feedback and process indicators have influence on the project success.

4.5: Nature of monitoring and evaluation and the success of county government projects

This section looked at the nature of M & E in terms of Implementation based and result-based M&E system and their influences on the project success.

4.5.1 The utilization of implementation based M&E in the county government

The researcher eager to find out the opinion of the respondents about point of agreement with the statement that Trans-Nzoia county government utilizes implementation based M&E. Findings are as shown in table 4.9 below.

Table 4.9: There is implementation based M&E.

Response	Frequency	Percentages
Yes	213	74
No	74	26
Total	287	100

Out of 287(100%), 213(74%) said yes that Trans-Nzoia county government utilizes implementation based M&E, while only 74(26%) which was the most said no to the same.

4.5.2 Implementation based M&E and success of projects

The researcher eager to find out the opinion of the respondents about how much they level of agreement with the statement implementation M&E has positive influence on the project success. Findings are as shown in table 4.10 below.

Table 4.10: Utilization of implementation M&E

Response	Frequency	Percentages
Strongly agree	35	12
Agree	56	20
Not sure	58	21
disagree	48	17
Strongly disagree	90	31
Total	287	100

Out of 287(100%), 35(12%) strongly agreed that utilization of implementation based M&E has positive influence on the success of projects, 56(20%) agreed to this, 58(21%) were not sure, 48(17%) disagreed and 90(31%) strongly disagreed. Table 4.10 above shows that most of the respondents, 90(31%) strongly disagreed that utilization of implementation based M&E system has positive influence on the success of projects. This study agrees with UNDP,(2000) that though implementation based M&E is useful strategy on track and to make any needed corrections accordingly, its usage does not define outcomes of the projects.

4.5.3 Result-based M&E in Trans-Nzoia county government

The researchereager to find outthe opinion of the respondents about point of agreement with the statement that Trans-Nzoia count government utilizes result-based M&E . Findings are as shown in table 4.11 below

Table 4.11 Result-based M&E system.

Response	Frequency	Percentages
Yes	13	6
No	274	94
Total	287	100

Out of 287(100%), 13(6%) said yes that Trans-Nzoia count government utilizes result-based M&E system, while 274(94%) which was the most said no to the same.

4.5.4 Result-based M&E in Trans-Nzoia county government

The researchereager to find outthe opinion of the respondents about how much theylevel of agreement with the statement that result-based M&E system has positive influence on the project successs. Findings are as shown in table 4.12 below

Table 4.12: Utilization of Result-base M&E

Response	Frequency	Percentages
Strongly agreed	120	42
Agreed	82	29
Not sure	62	22
disagree	3	1
Strongly disagreed	20	7
Total	287	100

Out of 287(100%), 120(42%) strongly agreed that utilization of result-based M&E has positive influence on the success of projects, 82(29%) agreed to this, 62(22%) were not sure, 3(1%) disagreed and 20(7%) strongly disagreed. Table 4.12 above shows that most of the respondents,120(42%) strongly agreed that utilization of result-based M&E has positive influence on the success of projects. From (John & Khilesh, 2008), we find that result-based M&E is a powerful management tool that is used to help stakeholders track progress and demonstrate the impact of their projects or programs as well as to meet the

increasingly rigorous requirements of their various donors and partners as noted by (Jody & Ray, 2004). Results based M&E is an essential tool to ensure the most effective and efficient uses of resources, determine the extent to which the. All the managers said that both implementation and result-based M&E types are crucial to the attainment of objectives.

4.6: Monitoring and evaluation system and evaluation and the success of county government projects

This section looked at the M & E system which included the staff skills on M&E, data management system, and costed workplan and their influences on the project successs.

4.6.1 M&E Trained staff in county government

The researcher sought to know the opinion of the respondents about point of agreement with the statement that Trans-Nzoia count government has well trained **M&E staff**. Findings are as shown in table 4.13 below

Table 4.13 Trained M&E staff

Response	Frequency	Percentages
Yes	10	4
No	277	96
Total	287	100

Out of 287(100%), 10(4%) said yes that Trans-Nzoia count government has well trained M&E staff, while 277(96%) which was the most said no to the same.

4.6.2 Staff skills on M&E and success of projects

The researcher sought to know the opinion of the respondents about how much theylevel of agreement with the statement that staff M&E skills has positive influence on the success of projects. Findings are as shown in table **4.14** below

Table 4.14: Skilled staff

Response	Frequency	Percentages
Strongly agree	119	42
Agree	88	31
Not sure	61	21
Disagree	3	1
Strongly disagree	16	6
Total	287	100

Out of 287(100%), 119(42%) strongly agreed that staff M&E skills has positive influence on the success of projects, 88(31%) agreed to this, 61(21%) were not sure, 3(1%) disagreed and 16(6%) strongly disagreed. Table 4.14 above shows that most of the respondents,119(42%) strongly agreed that staff M&E skills has positive influence on the success of projects. This agrees with Gorgens & Kusek, (2010), who stated that the M&E system cannot function without skilled people who effectively execute the M&E tasks for which they are responsible.

4.6.3 Data management system in county government

The researcher sought to know the opinion of the respondents about point of agreement with the statement that Trans-Nzoia count government has an effective data data management system. Findings are as shown in table 4.14 below

Table 4.15 Data management system

Response	Frequency	Percentages
Yes	95	33
No	192	67
Total	287	100

Out of 287(100%), 95(33%) said yes that Trans-Nzoia count government has an effective data data management system, while 192(67%) which was the most said no to the same.

4.6.4 Data management system and success of projects

The researchereager to find outthe opinion of the respondents about how much theylevel of agreement with the statement that effective data management system has positive

influence in the success of projects. Findings are as shown in table 4.14 below.

Table 4.16: Data management system

Response	Frequency	Percentages
Strongly agreed	176	62
Agreed	45	16
Not sure	50	18
Disagreed	15	5
Total	287	100

Out of 287(100%), 176(62%) strongly agreed that effective data management system has positive influence in the success of projects, 45(16%) agreed to this, 50(18%) were not sure, 15(5%) disagreed. Table 4.16 above shows that most of the respondents,176(62%) strongly agreed that effective data management system has positive influence in the success of projects According to buckingham et al (2008), cited by (Nielsen, 2012), data management system is useful to all staff including managers, staff, clients and citizens, any institution requires data system so as to achieve it objectives.

4.6.5 Costed work plan and success of projects

The researchereager to find outthe opinion of the respondents about how much theylevel of agreement with the statement that availability of a costed work plan has positive influence on the project success . Findings are as shown in table 4.17 below

Table 4.17: Costed work plan

Response	Frequency	Percentages
Strongly agreed	165	58
Agreed	59	20
Not sure	45	16
Disagree	18	6
Total	287	100

Out of 287(100%), 165(58%) strongly agreed that availability of a costed work plan has positive influence in the success of projects, 59(20%) agreed to this, 45(16%) were not sure, 18(6%) disagreed. Table 4.17 above shows that most of the respondents,165(58%)

strongly agree that availability of a costed work plan has positive influence in the success of projects. The managers said that skills and experience on M&E is needed for projects to be successful. The managers said that lack of M&E skills, data management system and a costed work plan can adversely influence the success of projects negatively.

4.7: Monitoring and evaluation plan and the success of county government projects

This section looked at the M & E plan. The indicators in this section include; participatory and timeliness.

4.7.1 Participatory M&E process in county government

The researcher eager to find out the opinion of the respondents about if they level of agreement with the statement that the formulation of M&E plan is a participative process in the Trabs-Nzioa county government . Findings are as shown in table **4.18** below

Table 4.18 Participatory M&E plan

Response	Frequency	Percentages
Yes	142	49
No	145	51
Total	287	100

Out of 287(100%), 142(49%) said yes that the formulation of M&E plan is a participative process in the Trabs-Nzioa county government, while 145(51%) which was the most said no to the same.

4.7.2 Participatory M&E and the success of county government project

The researcher eager to find out the opinion of the respondents about how much they level of agreement with the statement that participative M&E plan has positive influence on the project success . Findings are as shown in table **4.19** below

Table 4.19: Participative formulation of M&E plan

Response	Frequency	Percentages
Strongly agree	92	32
Agree	135	47
Not sure	42	14
Disagree	12	4
Total	287	100

Out of 287(100%), 92(32%) strongly agreed that participative M&E plan has positive influence in the success of projects, 135(47%) agreed to this, 42(14%) were not sure, 12(4%) disagreed. Table 4.19 above shows that most of the respondents, 135(47%) strongly agreed that participative M&E plan has positive influence in the success of projects. This result agrees with Bryson (1995), who stated that strategic planning is an organization management activity that is used to set priorities, focus energy and resources strengthen operations, participatory planning is required in order for projects objectives to be achieved

4.7.3 Timely formulation of M&E plan in the county government

The researcher eager to find out the opinion of the respondents about point of agreement with the statement that the formulation of M&E plan is always timely. Findings are as shown in table 4.20 below

Table 4.20 Timely formulation of M&E plan

Response	Frequency	Percentages
Yes	218	76
No	69	24
Total	287	100

Out of 287(100%), 218(76%) said yes that the formulation of M&E plan is always timely in the Trabs-Nzioa county government, while 69(24%) which was the most said no to the same.

Table 4.7.4: Timely formulation of M&E system

The researcher eager to find out the opinion of the respondents about how much they

level of agreement with the statement that timely formulation of M&E plan has positive influence on the success of projects. Findings are as shown in table 4.20 below

Table 4.21: Timely formulation of M&E system

Response	Frequency	Percentages
Strongly agreed	210	73
Agree	43	15
Not sure	22	8
Disagree	10	4
strongly disagree	2	1
Total	287	100

Out of 287(100%), 210(73%) strongly agreed that that timely formulation of M&E plan has positive influence in the success of projects, 43(15%) agreed to this, 22(8%) were not sure, 10(4%) disagreed and 2(1%) strongly disagreed. Table 4.21 above shows that most of the respondents, 210(73%) strongly agreed that timely formulation of M&E plan has positive influence in the success of projects. This study agrees with Paul, (2005) who stated that strategic planning that is timely ensures project completion and sustainability. It should be noted that project sustainability is not given the weight it deserves as an important aspect for projects management. The managers said that failure to involve the stakeholders can be devastating to the success of projects; they also said that planning should be timely.

4.8: success of county government projects

This section looked at the project success in teams of specification to beneficiaries requirements.

4.8.1 Specification to the requirement

The researcher sought to know the opinion of the respondents about point of agreement with the statement that county government projects are within beneficiaries' specifications. Findings are as shown in table 4.15 below

Table 4.15: Projects within the beneficiaries specifications

Response	Frequency	Percentages
No	200	70
Yes	87	30
Total	287	100

Out of 287(100%), 200(70%) said no, that county government projects are not within beneficiaries specifications, while 87(30%) which said yes to the same, that county government projects are within beneficiaries specifications.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the results, and inferences drawn from the study. Also, endorsements for policy and practice as well as suggestions for future studies. This study wanted to establish the influence of M&E practices on the project success

5.2 Summary of findings

5.2.1: Monitoring and Evaluation process and the success of county government projects

Most of the respondents, 152(53%) strongly agreed that effective reporting mechanism leads to success in projects. Which is in an agreement with a study by Pradhan, (2011) which stated that effective reporting was a pillar stone in the success of projects. Most of the respondents, 132(46%) strongly agreed that an effective feedback mechanism has positive influence on the project success. 131(46%) respondents were not sure that well defined process indicators has positive influence in the project success. A study done by Milika (2011) highlighted the importance of an organization documenting all types of indicators so as to achieve results.

5.2.1: Nature of monitoring and evaluation and the success of county government projects

Most of the respondents,90(31%) strongly disagreed that utilization of implementation based M&E system has positive influence on the success of projects, also, most of the respondents,120(42%) strongly agreed that utilization of result-based M&E has positive influence on the success of projects. This is supported by (John & Khilesh, 2008

5.2.3: Monitoring and evaluation system and evaluation and the success of county government projects

Most of the respondents, 119(42%) strongly agreed that M&E staff skills has positive influence on the success of projects. This agreed with Gorgens & Kusek, (2010), who stated that the M&E system is functionless without expert personnel who are effective in execution of M&E responsibilities also, 176(62%) strongly agreed that effective data management system has positive influence in the success of projects .According to buckingham et al (2008), cited by (Nielsen, 2012), data management system is useful to

all staff including managers, staff, clients and citizens, any institution requires data system so as to achieve its objectives.

5.2.4: Monitoring and evaluation plan and the success of county government projects

Most of the respondents, 135(47%) strongly agreed that participative M&E plan has positive influence in the success of projects. This result agrees with Bryson (1995), who stated strategic planning as an activity that is useful in setting priorities, concentrating energy and resources that ultimately reinforce operations. participatory planning is required in order for projects objectives to be achieved also, most of the respondents, 210(73%) strongly agreed that timely formulation of M&E plan has positive influence in the success of projects. This study agrees with Paul, (2005) who stated that strategic planning that is timely ensures project completion and sustainability. It should be noted that project sustainability is not given the weight it deserves as an important aspect for projects management.

5.3 Conclusion

On objective one, which was to determine how M & E process influences the success of county government projects, it was realized that the county government did not have effective mechanisms reporting and feedback which negatively influenced the success of projects in county government. The county government also did not have well documented process indicators. On the second objective which was to assess the influence of nature of monitoring and evaluation on the success of county government projects in Kenya, it was realized that even though the county government utilized implementation-based M&E, it was not associated with achievement of project outcomes. The third objective which looked at how M & E system on the success of county government projects in Kenya, it was realized that the county government did not have skilled and experienced staff, neither did the county government possess an effective data management system. The last objective which was to examine the influence M & E plan on the success of county government projects in Kenya, the study revealed that both participatory and timeliness of the M&E plan were effectively implemented, also, it was observed that participatory and timeliness had positive influence on the project success.

5.4: The study recommended the following:

1. County governments should strengthen its reporting and feedback systems as well clearly define its indicators.
2. The county government should endeavor to adopt a result-based M&E

5.5: Suggestion for further study

The study was conducted in Trans Nzoia County. The following observations were noted for further research

1. Future studies done could be done to investigate the influence of M & E practices on the success of projects in Uasin Gishu county

APPENDIX 1
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APPENDIX 2:
LETTER OF INTRODUCTION TO THE RESPONDENTS

Saidy Wekesa

Po. Box 422

Kakamega

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, which is designed to gather information on the **The influence of monitoring and evaluation practices on the success of county government projects,** 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,

Saidy Wekesa

**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 M & E 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.....

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

a.1-2

b.3-4.....

c.5-6

d.7-8.....

e.8-9.....

f. >_10.....

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.....

SECTION 2: Monitoring and Evaluation Process and Success of Projects in Trans-nzoia County Governmet

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 M&E process factors influenced success of county government projects in Trans-nzoia?

Factors under consideration					
There is effective reporting of Trans-nzoia county government projects	Yes	No			
Effective reporting of Trans-nzoia county government projects has positive influence in the success of projects	1	2	3	4	5
There is effective M&E feedback mechanism of Trans-nzoia county government projects	Yes	No			
Effective feedback mechanism of Trans-nzoia county government projects has positive influence on the success of projects	1	2	3	4	5
There is a well defined process indicator for projects in Trans-nzoia county government.	Yes	No			
Well defined process indicatorS for projects in Trans-nzoia county government has positive influence on the success of projects.	1	2	3	4	5

In your own view how does M&E process influence the success of projects in Trans-nzoia county government?-----

SECTION 3: Nature of M&E and Success Projects in Trans-nzoia County

Government

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 Nature of M&E factors influenced Projects in Trans-nzoia County Government

Factors under consideration					
There is efficient utilization of implementation-based M&E in the county government	Yes	No			
efficient utilization of implementation-based M&E in the county government has positive influence on the success of projects	1	3	3	4	5
There is efficient utilization of result-based M&E in the county government	Yes	No			
Efficient utilization of result-based M&E in the county government has positive influence on the success of projects	1	2	3	4	5

9. In your own view how does nature of M&E influence the success of projects in Trans-nzoia county government?-----

SECTION 4: M&E system and Success of projects

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 M&E system influenced the success of projects in Trans-nzoia county government?

Factors under consideration					
There is sufficient staff skills and experience on M&E in the county government	Yes	No			
sufficient staff skills and experience on M&E in the county government has positive influence on the success of projects	1	2	3	4	5
There is data system on M&E in the county government	Yes	No			
Availability of data system on M&E in the county government has positive influence on the success of projects	1	2	3	4	5
Projects have a costed work plan on M&E in the county government	Yes	No			
Costed work plan on M&E in the county government has positive influence on the success of projects	1	2	3	4	5

In your own view how does M&E system influence the success of projects in Trans-nzoia county government?-----

SECTION 5: M&E plan and Success of Projects

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 M&E plan influenced the success of projects in Trans-nzoia county government?

Factors under consideration					
	Yes	No			
There is utilization participatory approach in planning for M&E in the county government					
Utilization of participatory approach in planning for M&E in the county government has positive influence on the success of the projects	1	2	3	4	5
The county government M&E plans are effective	Yes	No			
The use of an effective M&E plans in the county government has positive influence on the success of the projects	1	2	3	4	5

In your own view how does M&E plan influence the success of Trans-nzoia county government?-----

SECTION 6: SUCCESS OF PROJECTS

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

Project being within specifications, Timeframe, Quality of Project product/service, within budget and sustainability of projects

Factors under consideration	1	2	3	4	5
Projects within specifications					

In your own view how is the success of projects in Trans-nzoia county government?-----

APPENDIX 4 .

INTERVIEW SCHEDULE

1. In your own opinion how does M&E process influence the success of projects in Trans-nzoia county government?-----
2. In your own opinion how does nature of M&E influence the success of projects in Trans-nzoia county government?-----
3. In your own opinion how does M&E system influence the success of projects in Trans-nzoia county government?-----
4. In your own opinion how does M&E plan influence the success of projects in Trans-nzoia county government?-----
5. According to your view, what factors influence the success of projects in Trans-nzoia the county government?-----
6. What challenges do you encounter in the implementation of projects in Trans-nzoia county government?-----
7. In your view, which suggestions/recommendations can be put in place to overcome the above challenges?-----

THANK YOU FOR YOUR PARTICIPATION