

**INFLUENCE OF MONITORING AND EVALUATION STRATEGIES ON  
THE IMPLEMENTATION OF NG-CDF PROJECTS: A CASE OF  
NGARIAMA NJUKIINI WATER PROJECT GICHUGU CONSTITUENCY  
KIRINYAGA COUNTY.**

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**A Research Project Report Submitted in Partial Fulfillment of the  
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**DECLARATION**

This research project is my original work and has never been presented in any Institution.

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The project has been submitted for award with my approval as University supervisor.

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## **DEDICATION**

This scholarly piece of work is dedicated to my wife Gladys Muthoni and children Rhoda Wawira and Evan Kariuki. They readily availed moral, material and psychological support throughout my studies

## **ACKNOWLEDGEMENT**

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>CIMES-</b>	County Integrated Monitoring and Evaluation System
<b>M&amp;E -</b>	Monitoring and Evaluation
<b>NACS-</b>	National Anti-Corruption Steering committee GOK Government of Kenya
<b>NIMES-</b>	National Integrated Monitoring and Evaluation System
<b>NG-CDF-</b>	National Government-Constituency Development Fund
<b>NG-CDFC-</b>	National Government-Constituency Development Fund Committee
<b>PMC-</b>	Project Management Committee
<b>UNDP-</b>	United Nation Development programme

## **ABSTRACT**

The purpose of this study was to assess the influence of monitoring and evaluation strategies on the implementation of NG-CDF projects in Ngariama Njukiini water project in Gichugu constituency, Kirinyaga County. The study sought to determine the influence of stakeholder involvement, monitoring and evaluation result, strength of monitoring and evaluation team, and finally frequency of the monitoring and evaluation on the implementation of NG-CDF projects in Gichugu constituency. The study employed a descriptive survey design and a correlation design. The study targeted 1200 beneficiaries and 79 committee members of Ngariama Njukiini water project. The study sampled a total of 144 respondents through stratified random sampling. Primary data was collected using structured questionnaires and interviews. Secondary data was collected through reviews of both empirical and theoretical data from books, journals, magazine and the internet. Data collected was then tabulated and analyzed for purpose of clarity, with the aid of SPSS version 20 software. The data was presented using tables, mean, and frequencies. Majority of the respondents stated that Stakeholder involvement, utilization of M&E result, strength of M&E teams and frequency of M&E activities influenced implementation of CDF projects to a very great extent. The study concluded that monitoring and Evaluation strategies should be properly formulated and adhered to. M&E strategies should be part of strategies used to implement projects .Involvement of stakeholders during monitoring provides information necessary in making management decisions and that makes human and resource mobilization for CDF project implementation easier. It is recommended that there is need to include all stakeholders in project M & E at each stage as they play an active role since they are the consumers of the project for the sake of sustainability. Cooperation of stakeholders should also be encouraged. All the stakeholders need to be clearly identified and their requirements documented. Each of the stakeholders' requirements needs to be prioritized and focus placed on those that are most critical to success

# CHAPTER ONE

## INTRODUCTION

### **1.1 Background of the Study**

According to Simon (1986), Project monitoring is the continuous assessment of Project implementation in relation to design schedules, and of the use of inputs, infrastructure, and services by project beneficiaries. Simon further observes that project evaluation is the periodic assessment of a project's relevance, performance, efficiency, and impact both expected and unexpected in relation to stated objectives. WBG, (1998), advises that there is need for effective Monitoring and Evaluation (M&E) which is increasingly being recognized as an indispensable tool of both project and portfolio management. This is because M&E provide a basis for accountability in the use of development resources. Further M&E can be applied to strengthen the project design and implementation and stimulate partnership with project stakeholders.

Due to the foregoing, different countries have adopted aspects of this approach. For example, Ghana came up with a commission the National Development Planning Commission (NDPC) as a regulatory policy to assimilate the principle of M&E operations. NDPC adapted the Results Based Monitoring and Evaluation System (RBMES) and Results Based Budgeting (RBB) in the M&E process. This was purposely to ensure cost effectiveness, institutional capacity strengthening, promotion of good governance and accountability as well as credibility to the partners and government. The success of project is critical to achieving development agenda in the local communities across the world. It is also understood that monitoring and evaluation of projects is fundamental if the project objectives and success is to be achieved.

Monitoring and evaluation of project improves overall efficiency of project planning, management and implementation. Various projects could be initiated to transform social, political and economic well-being of citizens in a country. UNDP (2002) reports that there has been growing demand for development effectiveness to improve people's lives. This calls for effective utilization of monitoring and evaluation results for continuous improvement and quality of performance in organization. This hinges with the new idea coined by UNDP as Results Based Management. The effectiveness of monitoring and evaluation process has seen significant impact

in education, social and political reforms in developed countries as compared to countries in Sub Saharan Africa. The only country in Sub Saharan Africa that has made significant impact changes is South Africa (Jansen and Taylor, 2013). This is justified with the fact after the period of apartheid rule; the government under Nelson Mandela has achieved notable successes.

Since acquisition of independence of Kenya in 1963, there have been several attempts to tailor a system of socio economic development best suited for the rural poor population. Towards this, the government came up with concept of pooling resources together in the spirit of *Harambee*' consequently many institutions especially schools and other facilities in the health sector were put up successfully in the spirit of *Harambee* (Moi, 1986). During the 1980s this concept of *Harambee* spirit of development was further enhanced by empowering committees at grass root level. The government on its part purposed to bring management of projects closer to the people through district focus for rural development, have budgeting process using the district as the focal point for allocation of financial resources.

M&E information, the Public Expenditure Review (PER) is an analysis, which covers vital factors as macro-economic performance, spending trends, and implications for each of Kenya's socioeconomic and governance sectors. More recently the PER has begun to benchmark Kenya's economic management against selected peer middle income countries that the country aspires to emulate. Finally, despite the numerous efforts that have been made under NIMES and through the PER and APR, Kenya's M&E system still faces challenges. Kenya's Constitution has fundamentally changed central and devolved governance structures and provides an opportunity for strengthening her M&E system. By underscoring timely and accurate information sharing to support policymaking, the Constitution is calling for a stronger nation-wide M&E system. This provides the greatest strength and opportunity for a national wide M&E system in Kenya for the realization of the Kenya Vision 2030 blue print which is being implemented through successive five-year Medium-Term Plans that is aimed at enabling the Kenyan nation to achieve the long-term development goals. Kenya is now in the second medium term plan cycle (2013-2017) whose theme is "Transforming Kenya: Pathways to Devolution, Socio-economic Development, Equity and National Unity" (Republic of Kenya19).

The NG-CDF was established through an act of parliament, CDF ACT, (2003) and reviewed in 2013, NG-CDF ACT, (2013). The aim was to devolve national resources to community level with aim to spring economic development at the grassroots level. That would result into overall National socio-economic growth. This was to empower local communities with ability to participate in socio economic activities that are related to their growth. Wabwire (2010), observed that the implementation of the devolved government system to County levels as stipulated in the new constitution has strengthened the strategic role of NG-CDF in the devolved County governments as it has brought it closer to the benefiting community. Despite the foregoing, there have been a lot of challenges in the implementation of the devolved structures which have negated the benefits of NG-CDF operations. The challenges include inappropriate implementation of the projects resulting in some projects not being completed as planned and management capabilities of some committee members being questionable.

In the study commissioned by Institute of Economic Affairs (I.E.A) in 25 constituencies to determine public participation in NG-CDF development processes, it was revealed that only 38.7% participated in the election and prioritization of project (IEA, 2006). In this study, low citizenship participation in the M & E of projects funded through NG-CDF was observed. This was attributable to the approach adapted by M&E committees. Here NG-CDF officials took trips around county to view the projects being implemented and referred to such visits as M & E of projects. In most cases the element of M&E tools was not and has not been evidently emphasized hence the need to establish a process that will enhance the influence of Monitoring and Evaluation strategies on implementation of NG-CDF projects in Kirinyaga County.

## **1.2 Statement of the Problem**

During the implementation of projects, disconnect may arise between commitments made at different levels and actual implementation on the ground. These commitments are designed to achieve the projects' desired results and would determine the success or failure of the projects. Project success can be defined in terms of timeliness, within budget, stake holder satisfaction and accountabilities. On the other hand, project failure would entail lateness, cost ineffectiveness dissatisfied stakeholders and lack of accountabilities. The implementation of project effectively and within budget would be influenced by the execution of project activities, accuracy of project financial forecasts and the subsequent forces of demand and supply on the project inputs.

Stakeholders' satisfaction entails meeting their expectations in the implementation of the projects.

Financial accountabilities entail prudence and transparency in the utilization of projects for the purposes they are intended for Otieno (2011), did a study on influence of successful implementation of National Government Constituency Development Fund towards achieving vision 2030 in Gatanga NG-CDF, all the studies done on NG-CDF have reviewed different aspects of NG-CDF. Despite this, there would still be some deficiencies along the performance measures that would render projects unsuccessful. The literature available shows that none of the studies have focused on influence of monitoring and Evaluation strategy on implementation of Constituency Development Fund projects in Kenya, hence the knowledge gap. This study seeks to fill the existing research gap by conducting a study to determine the influence of strategy implementation on performance of National Government Constituency Development Fund projects in Kenya. A case of Ngariama Njukiini water project in Kirinyaga County.

### **1.3 Purpose of the study**

The purpose of this study was to establish the influence of monitoring and evaluation strategies on the implementation of NG-CDF projects in Gichugu constituency; a case of Ngariama Njukiini water project in Kirinyaga County

### **1.4 Research objectives**

- i) To determine the influence of stakeholder involvement on the implementation of NG-CDF projects in Gichugu constituency.
- ii) To find out how results of monitoring and evaluation influence implementation of NG-CDF projects in Gichugu constituency.
- iii) To examine the influence of the strength of monitoring and evaluation team on the implementation of NG-CDF projects in Gichugu constituency.
- iv) To determine how frequency of the monitoring and evaluation influence implementation of NG-CDF projects in Gichugu constituency.



## **1.5 Research questions**

- i) How does stakeholder involvement influence the implementation of NG-CDF projects in Gichugu constituency?
- ii) How does monitoring and evaluation result influence implementation of NG-CDF projects in Gichugu constituency?
- iii) What influence does the strength of monitoring and evaluation team have on the implementation of NG-CDF projects in Gichugu constituency?
- iv) How does frequency of the monitoring and evaluation influence implementation of NG-CDF projects in Gichugu constituency?

## **1.6 Significance of the Study**

This output of the study may assist formulation of a systematic process of applying M and E strategies on NG-CDF projects completion. The outcome may help completion and maintenance of viable projects that will have significant impact on the development of communities and viability of institutions. Finally, it may also contribute to scientific knowledge base for academic purpose as well as project planning, implementation and sustainability of regional, national and international levels.

## **1.7 Delimitation of the Study**

This study was designed to examine the influence of M&E strategies on the implementation of NG-CDF projects in Gichugu constituency. The study was confined to Ngariama Njukiini water project in Kirinyaga County. There were many projects running but this study was only interested with the NG-CDF projects. Amongst the many M & E strategies, only four were considered in this study and these are: stakeholder involvement, monitoring and evaluation result, strength of the monitoring and evaluation team and frequency of the monitoring and evaluation.

## **1.9 Limitations of the study**

There were no standard M&E strategies formulated for project implementation and Completion across the country consequently; therefore, to address this limitation, the researcher was at liberty to adopt whatever was suitable. The empirical documented data on M&E strategies on NG-CDF projects is still scanty and to address this limitation a wide area literature review was undertaken on M&E strategies. There were problems in eliciting information from the

respondents and to address this limitation an introduction letter was presented to the respondent to assure them the data was to be confidential and of academic use only.

### **1.10 Assumptions of the study**

The study assumed; M&E strategies would influence the completion projects; NG-CDF projects implementers would utilize M&E strategies; the study also assumed the respondents filled the questionnaires with honesty and integrity which enabled collection of the data.

### **1.11 Definitions of significant terms**

**Frequency of the monitoring and evaluation:** This is the number of times the progress of NG-CDF projects is monitored and evaluated through meetings held, period of engagement and available budget during the implementation of the project.

**Implementation of NG-CDF projects:** This is the actual undertaking of project activities

**Results of monitoring and evaluation:** These are the feedback on project progress, record keeping and follow ups on progress

**Stakeholder involvement:** This is the level of engagement with stakeholders, training of various stakeholders and importance attached to participation

**Strength of monitoring and evaluation team:** This is the level of training of M&E staff, their competence and the importance placed on the M&E process.

**Monitoring Strategies:** Plan of Actions in monitoring and evaluation designed to achieve a major or overall aim.

### **1.12 Organization of the study**

The study is organized into five chapters.

**Chapter One;** covers introduction which entails the background of the study, statement of the problem and purpose of the study. This is followed by the research objectives, research questions, justification of the study, limitations of the study, delimitations of the study, significance of the study, definition of significant terms and concludes with the organization of the study.

**Chapter Two;** covers the literature review from various sources to establish work done by other researchers, their findings, conclusions and identification of knowledge gaps which forms the

basis of setting objectives and research questions of the study. The theoretical and conceptual frameworks are also explained.

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

**Chapter four;** covers the findings from data analysis, presentation of findings and interpretation of findings. It concluded with the summary of the chapter.

**Chapter five;** covers the summary of findings, discussions, conclusions and recommendations of the study. It will be concluded with suggested areas for further research.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter covers relevant literature on the influence of monitoring and evaluation strategies on the implementation of community development fund funded projects in Kirinyaga County. The chapter also offers theoretical review, empirical review, theoretical framework and the conceptual framework of the study.

#### 2.2 Implementation of NG-CDF projects.

The Kenya National Government Constituency Development Fund was introduced in 2013 with the passage of the NG-CDF Act 2013. NG-CDF was designed to support constituency-level, grass-root development projects and was aimed to achieve equitable distribution of development resources across regions and to control imbalances in regional development brought about by partisan politics (NG-CDF, 2013). NG-CDF targeted all constituency-level development projects, particularly those aiming to combat poverty at the grassroots. The NG-CDF program has facilitated development projects putting up and renovation of water, health and education facilities in all parts of the country, especially in remote areas that are usually overlooked during funds allocation in national budgets. Three quarters of the amount is divided equitably between Kenya's 290 constituencies whilst the remaining quarter is divided based on a poverty index to cater for poorer constituencies. The total Gichugu NG-CDF disbursements

**Table 2.1 Total Annual NG-CDF disbursements**

Year	Date of disbursement	of NG-CDF disbursements (Kenya Shillings)
2016/2017	24 <sup>th</sup> NOV 2016	36,853,449.00
2016/2017	04 <sup>th</sup> OCT 2016	4,094,827.60
2015/2016	16 <sup>th</sup> MAR 2016	10,000,000.00
2015/2016	14 <sup>th</sup> DEC 2015	20,000,000.00
2015/2016	18 <sup>th</sup> NOV 2015	20,000,000.00
2014/2015	08 <sup>th</sup> JUL 2015	23,955,867.00

The Measure Evaluation – PIMA initiative was an initiative by the United States Global Health Initiative that was aimed at building the monitoring and evaluation capacity of Kenyan health workers. This initiative assists with the development of monitoring and evaluation systems in Kenya. It seeks to decrease Kenya's need for external M&E technical assistance in the future. MEASURE Evaluation PIMA moderates a community of practice that connects M&E professionals in Kenya to identify, discuss, and exchange best practices in M&E. Monitoring and Evaluation (M & E) is an integral part of the principles and practices of management and contributes positively to both decision making; by improving planning, enhancing implementation and accountability of the project undertakings (PMBOK Report, 2010). It involves routine reporting and assessing impacts of the project.

Monitoring and evaluation helps project managers to: Plan for and guide change of the project and keep track of the progress, results and impacts to improve future management practice. Baker (2008) stated that monitoring represents an on-going activity to track project progress against planned tasks. It is aimed at providing regular oversight of the implementation of an action in terms of input delivery, work schedules and targeted outputs. Monitoring actions must be undertaken throughout the lifetime of the project. Chen (1997) added that monitoring includes activities such as field visits, stakeholder meetings, documentation of project activities & regular reporting. Baker (2008), also stated that evaluation represents a systematic and objective assessment of ongoing or completed projects or programs in terms of their design, implementation and results.

Evaluation usually deals with strategic issues such as project relevance and effectiveness in light of specified objectives as well as program/project impact and sustainability (Baskin, 2010). However, periodic evaluations of ongoing projects are conducted to review implementation progress, predict project's likely effects and highlight necessary adjustments in projects design. Mackay (2007) added that, final evaluations also referred to as summative or terminal evaluations are carried out after completion of the project to provide an overall assessment of project performance and impact, in as far as achieving objectives and meeting the over all goal.

A research carried out by Ika et' al (2010) established that project success was insensitive to the level of project planning efforts but on the other hand ascertained that a significant correlation does exist between the use of monitoring and evaluation strategies and project schedule, a which was a method determining project long-term impact. He wrote that M&E is even more important than planning in achievement of project success.

In project management, monitoring and evaluation is a major contributor to project success. PMBOK (2001), is a set of standard guidelines book which contains generally accepted and consistently applied standards, continually stressing the importance of M&E in achieving project success. M&E of projects is important to various stakeholders such project sponsors as it would ensure similar projects are replicated elsewhere as witnessed in various projects undertaken by the financial sector which revolve around a few areas (Marangu, 2012).

### **2.3 Stakeholder Involvement and Implementation of NG-CDF Projects in Kenya**

Stakeholder's participation, involvement of members and monitoring the indicators of the project work progress are some of the key strategies used to manage the project work (Georgieva & Allan, 2008). A good monitoring team is the one that has good stakeholders' representation. Likewise an M&E team which embraces involvement of members is a sign of strength and an ingredient for better project performance.

According to the Project Management Institute (PMI), the term project stakeholder refers to, 'an individual, group, or organization, who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project' (Project Management Institute, 2013). All project stakeholders have to be involved in the progress of the project process. All individuals and institutions that have any interest in the project, at all levels, should participate in monitoring of the activities. Stakeholder participation is of benefit to the project in that; it develops a common undertaking, enhances accountability, enhances decision making, helps in performance improvement and provides improved design and more information (Campo, 2005).

According to Gikonyo (2008) involving the stakeholders helps in the achievement of common understanding. Monitoring and Evaluation strategies helps stakeholders to know the problems and formulate solutions facing the community members or project, their causes, magnitude,

effects and implications. Stakeholder involvement enhances accountability. Monitoring and Evaluation strategies increases the member's awareness and motivate their involvement participation in preventing against project resource misappropriation, hence guarding against resource misappropriation.

Involvement of stakeholders during monitoring provides information necessary in making management decisions. Participatory monitoring means that all stakeholders participate in providing management information and contributed to decision making. The decisions from this are more likely to be acceptable and relevant to the majority of the population. This makes human and resource mobilization for project implementation easier (Papke- Shields, 2010). Stakeholder involvement helps in the generation of information that helps in prioritizing NG-CDF projects and helps in re-designing projects in that locality to make them more acceptable. Stakeholder participation ensures that there is greater likelihood to come up with more accurate information. Each stake holder puts varying emphasis on the different aspects of the project using different methods.

Further, monitoring puts an emphasis on transparency and accountability in the use of resources to the stakeholders such as donors, beneficiaries and the wider community where the project is implemented. Chambers (2009) argue that the starting point in politics as an element of evaluation involves asking who would gain lose and how. This also involves how the results make a difference to the various stakeholders. Evaluation on the other hand provides an assessment of the effectiveness of the project in achieving the goal and the relevance and sustainability of the on-going project (McCoy, 2005). Evaluation compares the impact of the project as set to be achieved by the project plan (Shapiro, 2004). According to Chambers (2009), participation in monitoring is resource based and is a demanding process that can over-stretch volunteer spirit at community level and financial resources at district and national levels, thus it must be simple and focused to vital elements. However, some stake holders, from the community to the national level, may intentionally provide wrong information to depict better performance and outputs or because of community or project differences.

Counteracting wrong or incorrect reporting needs sensitization and consensus building that is difficult to attain. Stakeholders engagement requires to be managed with caution as too much stakeholder involvement could lead to undue influence on the evaluation process while too little could result to evaluators' domination on the process (Patton, 2008). Mapesa and Kibua (2006) reported that majority of politicians takes the government funds such as the Youth Development Fund as their own development gestures to the people. With this kind of approach such elements as embezzlements and misuse cannot be accounted for.

#### **2.4 Results of monitoring & evaluation and implementation of NG-CDF projects**

During the past 50 years, organizations worldwide in the public sectors have established Monitoring and Evaluation (M&E) functions to improve their sustainability outcomes. Due to the growing importance of the monitoring & evaluation all-over the world, many projects identified the benefits and they are trying to establish it in their operations (Baker, 2011). Project and infrastructural implementation is a major challenge in many developing countries, Large number of projects are implemented at huge costs often tend to experience difficulties with sustainability. All major stakeholders, such as the World Bank, the Asian Development bank and the multilateral aid agencies have expressed their concerns, (Khan, 2012). Results of monitoring and evaluation are articulated as outcome and outputs. Indicators are used to measure progress in achieving the outcomes and related outputs (UNICEF, 2009). The results of monitoring and evaluation efforts help in the management of project activities; enhance future planning of policies, programs and projects; help in policy analysis and policy and program development and in performance-informed budgeting.

The utilization of M&E information is central to the performance and sustainability of an M&E system and depends on the nature and strength of demand for M&E information (Mackay, 2007). Feedback gathered in M&E assists the NG-CDF committees to enhance transparency and accountability to the stakeholders. Managing for Development Results (MfDR) is a management strategy focused on development performance and sustainable improvement in country outcomes (UNDP, 2000). It provides a coherent framework for development effectiveness in which performance information is used to improve decision making, and it includes practical tools for strategic planning, risk management, progress monitoring and outcome evaluation. Its core



principles are: UNDP (2011), emphasizes that focus the dialogue on results at all phases; align programming, monitoring and evaluation with results; keep measurement and reporting simple; manage for, not by results, and use results information for learning and decision making.

M&E results are utilized for decision-making of policy planning, budget allocation, personnel management and organizational learning. The feedback gathered from M&E activities are vital in improving learning (Chweya, 2006). The recipients of feedback can be categorized into: Stakeholders in the policy management cycle. The evaluation results should be given to government agencies where the findings, lessons, recommendations derived from the evaluation are used for new and on-going policies, programs and projects for improvement; Stakeholders outside the policy management cycle, who are parliamentary committees, budgetary office ministers, boards, auditors, the general public, NGOs, donors and the media, who are not directly involved in the policy management cycle but who should be informed of the evaluation results for accountability reasons. Finally, the budget office is involved in the feedback process when the evaluation results are linked with a budget allocation. The office uses the evaluation results as a decision-making tool for allocating budget (Crawford, 2013).

AusAID (2000) report, indicates that feedback during project implementation from local project staff and the opportunity for beneficiaries to influence appropriate revisions to project activities contributed to the quality of monitoring information in projects. Additionally, to improve performance information good baseline data combined with ongoing consultation with beneficiaries provides a firm basis upon which to make judgments about appropriate and timely interventions, and later about the achievement of major development objectives.

Results-based monitoring (RBM) is vital in M&E, where a results-based monitoring system is set up in parallel, to observe the results achieved throughout the project term. Partner structures are particularly important in this context: where possible, RBM should be integrated into existing structures and make use of available potential (Char, 2012). In order to do this, it uses existing analytical instruments, monitoring tools and data that have already been collected by the partner and by other donors, where applicable. Using the results framework, indicators are defined that measure the results of the projects. Once implementation of a commission starts, data are

continuously collected that provide information on the degree to which indicators are being met. These data allow the responsible project officers to steer the project and to make managerial and strategic decisions.

Georgiva (2008) stated that RBM essentially involves collecting data on the results of a project and on the changes brought about in its specific setting. These data are then analyzed and evaluated and the findings used to make managerial decisions in projects. RBM thus constitutes a key element of project steering. It also supports learning processes and knowledge management within the NG-CDF team, and provides a reliable basis for fulfilling accountability obligations.

## **2.5 Strength of monitoring & evaluation team and implementation of NG-CDF projects**

To ensure that the monitoring and evaluation team adds value to the NG-CDF activities, there is need to provide support and strengthening the M & E team (Naidoo, 2011). A motivated team usually achieves high performance (Zaccaro et' al, 2002). The more a team is strengthened, the better the performance and value addition to the organization. This also applies to the monitoring and evaluation teams in project management. Financial availability, number of monitoring staff, monitoring staff skills, Information systems and teamwork among the members are some of the aspects that define the strength of an M&E team. Human resource constraints are the single most important issue facing most development agencies (Hassan, 2013). They suffer from an acute shortage of technically qualified staff and employ far many unskilled workers. Consequently, there is heavy dependence on expatriates. In addition, poor remuneration has led to a rapid exodus of experienced and competent technical staff.

The M&E system 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 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 (Ika, 2010).

IFAD (2005), in a report state that 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 (Jerry, 2008). Both formal training and on-the-job experience are important in developing evaluators with various options for training and development opportunities. 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 impact the success of projects (Nabris, 2002).

Locating the right staff is strategically very important; it requires careful thought and a substantial time commitment. However, investing any less in the hiring process may result in a need to repeat the hiring process and a prolonged gap in M&E capacity in your team, both of which will ultimately inhibit progress towards achieving M&E objectives (Kerote, 2007). The strength of the M&E program will ultimately improve based on thoughtful and thorough hiring efforts. To achieve success in the monitoring and evaluation endeavor, an effective team needs to be assembled, with the project relationships identified, documented and all roles and responsibilities assigned, added White (2013).

Monitoring and evaluation activities will require enough personnel to carry out all the activities involved, including, but not limited to program design and M&E plan development, design of M&E tools and surveys, evaluations, conducting baseline surveys, monitoring and surveillance systems and final evaluations (Marangu, 2012). As such the M&E team needs to be adequately staffed and funded. Qualification criteria for M&E should cover the following; qualification in the field of the assignment, technical and managerial capabilities and the ability to work in REA. Lead staff should exhibit strong background in community organization and institutional capacity building experience. The monitoring and evaluation team should be multidisciplinary, ensuring a mix of professional skills and expertise (Musumba, 2013). To cover both quantitative and qualitative aspects of monitoring and evaluation, it will be necessary to have two teams. One will be responsible for the participatory assessments and the other will oversee the socioeconomic impact survey. These teams, however, should coordinate and interact closely.

## **2.6 Frequency of the monitoring and evaluation and implementation of NG-CDF projects.**

It is important that monitoring efforts are conducted without fail. Field visits are frequently used as a monitoring mechanism. It is common policy to conduct regular field visits. Consideration should be given to the timing of the visit, its purpose in terms of monitoring, and what to look for in order to measure progress (Yang, Sun & Martin, 2008). This affects greatly the monitoring and evaluation of strategy implementation of the community based projects.

Monitoring continuously tracks performance against what was planned by collecting and analysis data on the indicators established for monitoring and evaluation purposes. It provides continuous information whether progress is being made towards achieving results (outputs, outcomes, goals) through record keeping and regular reporting systems. It identifies strength and weaknesses in a project (Prabhakar, 2008). Monitoring efforts may be oriented towards the validation of results. They provide the latest information on progress. These reports of field visits are action-oriented and brief, submitted within a week of return to the office according to (UNDP 2000). Field visits serve the purpose of validation. They validate the results reported by program and projects (Pfohl, 1986). They involve an assessment of progress, results and problems (IFAD, 2005b).

Frequent engagement with the various players in the project assures to some degree, positive progress towards achievement of project objectives. Frequency of meetings is aimed at consideration of performance and compliance (Shapiro, 2004). The frequency of project coordinators meetings depends on any specifications in the enabling legislation, any guidelines or policies from the portfolio department or the circumstances in which the public entity is operating at any time (Taut, 2007). The dates for meetings should be set well in advance with the agreement of all stakeholders and confirmed in writing directly to the stakeholders.

## **2.7 Theoretical Framework**

The study is guided by the following theories.

### **2.7.1 Program Theory**

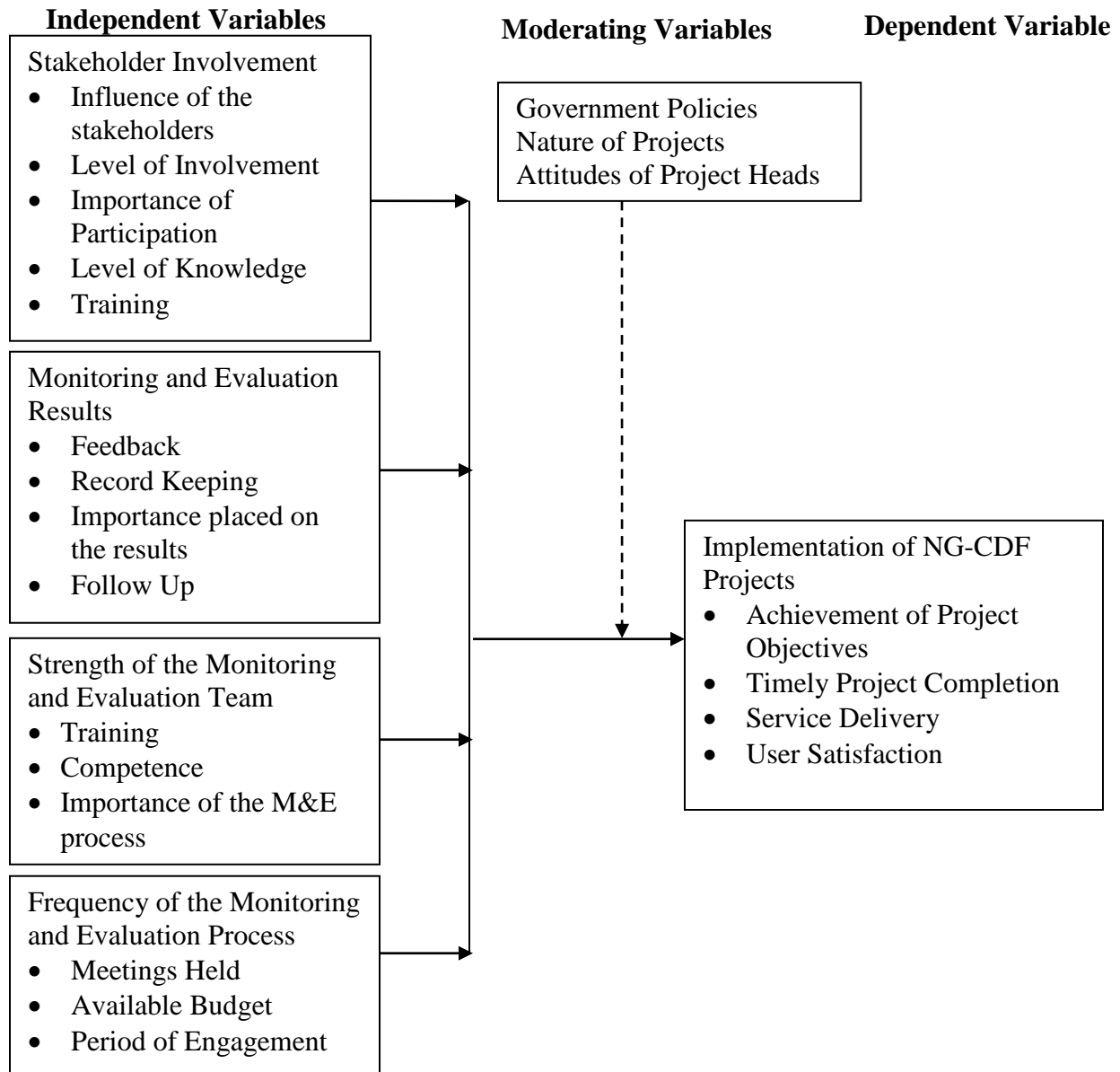
The program theory is a proposition about the transformation of input into output and how to transform a bad situation into a better one through inputs (Lipsey, 1993). It is also illustrated as the process through which program components are presumed to affect outcomes. Rossi (2004) argued that a program theory consists of an organizational plan on how to deploy resources and organize the activities of the program activities to ensure that the intended service system is developed and maintained. Uitto (2000) illustrates the advantages of using a theory based framework in monitoring and evaluation. It includes the ability to attribute project outcomes of specific projects or activities as well as identification of anticipated and undesired program consequences. Theory based evaluations as such enables the evaluator to understand why and how the program is working (Weiss, 2013).

### **2.7.2 Theory of Effective Projects Implementation**

Theory of Effective Project Implementation according to Nutt, (2006) puts a series of steps taken by responsible organizational agents to plan change process to elicit compliance needed to install changes. Managers use implementation to make planned changes in organizations by creating environments in which changes can survive and be rooted (Nutt, 2006). Implementation is a procedure directed by a manager to install planned changes in an organization. There is widespread agreement that managers are the key process actors and that the intent of implementation is to install planned changes, whether they be novel or routine. However, procedural steps in implementation have been difficult to specify because implementation is ubiquitous (Nutt, 2006).

## **2.8 Conceptual Framework**

A conceptual framework is a brief explanation of the relationships between the variables identified for study in the statement of the problem, objectives and research questions. In this research, the operational framework will be the concise description of the phenomenon under study accompanied by visual depiction of the variables under study (Mugenda & Mugenda



**Figure 1 Conceptual Framework**

### 2.8 Explanation of the conceptual framework

The figure above is the diagrammatic representation of the relationship between the independent and the dependent variables. The arrows indicate the direction of influence and thus showing the independent variables. The independent variables; frequency of monitoring and evaluation process, monitoring and evaluation results, stakeholder involvement and strength of monitoring and evaluation team influences dependent variables that is achievement of project objectives, timely project completion, product or service delivery, or user satisfaction. There are other

variables that can influence the dependent variables but which are beyond the control of management of the independent variables.

## **2.9 Research Gaps**

From the literature reviewed, it is evident that the factors that influence the implementation of NG-CDF projects have been generalized. NG-CDF projects are meant to benefit the community. Many Studies conducted on the issue of NG-CDF focus on community participation in project initiation and implementation and none has focused on the M&E strategies that influence project implementation. Most studies have focused on the factors that affect project success in general. However, very few of the writers have narrowed their research to capture the importance of initiatives such as monitoring and evaluation on project implementation, despite the significant role it plays in project implementation. This study hence will aim at bridging this gap in the study.

## **2.10 Summary**

This chapter will review existing literature on the influence of monitoring and evaluation strategies. The concept of monitoring and evaluation systems and the factors that lead to successful monitoring and evaluation are looked at. The chapter also presents a conceptual framework reflecting the relationship between the independent variables and dependent variable.

**CHAPTER THREE**  
**RESEARCH METHODOLOGY**

**3.1 Introduction**

This chapter considers the methodological procedure for the project research. The projected research process, includes, research design, target population, sampling. Research instruments, methods of data collection, methods of data analysis and ethical issues.

**3.2 Research design**

The research employed a descriptive survey design and a correlation design. The descriptive survey design was used because according to Best *et al.*, (2013) this design enables one to capture all pertinent aspects of a situation while employing a unit study and investigation. The correlation design allowed the researcher to compare the completion rates of the projects with the use of the various Monitoring and Evaluation tools.

**3.3 Target population**

The study was conducted in Gichugu Constituency in Kirinyaga County. The study targeted 1200 beneficiaries and 79 committee members of Ngariama Njukiini water project.

**Table 3.1 Target population**

<b>Respondents</b>	<b>Target population</b>
Beneficiaries	1200
Committee Members	79
<b>Total</b>	<b>1279</b>

**3.4 Sample size and sampling procedures.**

This section shows the number of respondents sampled and the procedure which used in picking the sample

**3.4.1 Sample size**

A sample is a smaller group obtained from the accessible population. With a large sample, the researcher is confident that if another sample of the same size were to be selected, findings from the two samples would be similar to a high degree. To determine the sample size the



research used Yamane (1967) simplified formula for calculating sample sizes assuming a 95% confidence level and  $P = 0.05$ .

$$n = \frac{N}{1 + N(e)^2}$$

Where  $n$  is the sample size,  $N$  is the population size, and  $e$  is the level of precision

$$n = \frac{1279}{1 + 1279(0.05)(0.05)} = 305 \text{ Total sample size}$$

$$\text{Sample size for beneficiaries } \frac{1200}{1279} \times (305) = 286$$

$$\text{Sample size for Committee members } \frac{79}{1279} \times (305) = 19$$

**Table 3.2 Sample size**

<b>Respondents</b>	<b>Target population</b>	<b>Sample Size</b>
Beneficiaries	1200	286
Committee Members	79	19
Total	1279	305

### **3.4.2 Sampling Procedure**

A sample is a small group obtained from accessible population, (Mugenda & Mugenda, 2013). Sampling is the procedure a researcher uses to gather people, places or things to study, (Kombo & Tromp, 2006). It is the process of selecting many individuals or objects from a population such that the selected group contains elements representative of characteristics found in the entire group, (Orotho and Kombo, 2002). For the purposes of the research stratified sampling was used to select the sample for each category, from each category random sampling was used to select the respondent in each category. The study sampled a total of 305 respondents through stratified random sampling. Stratified random sampling ensured inclusion, in the sample, of sub groups, which otherwise would be omitted entirely by other sampling methods because of their small number of population, (Mugenda & Mugenda, 1999).

### **3.5 Data Collection Instruments**

Data was collected using structured questionnaires. Structured questionnaires refer to questions which are accompanied by a list of all possible alternatives from which the respondents select the answer that best describe their situation, (Mugenda & Mugenda, 2013). Structured questions are easier to analyze since they are in the immediate usable form, (Orodho and Kombo, 2002). Likert type of scale was used for example beside each statement presented below, please indicate whether you are extremely satisfied, satisfied, dissatisfied or extremely dissatisfied. Likert scales are often used in matrix questions and compose of 5-7 categories, and are ordered in such a way that they indicate the presence or absence of the characteristic being measured, (Mugenda & Mugenda, 2013). Questionnaires were administered to the respondent to complete the questions themselves, the questionnaires were hand-delivered to them. Secondary data was collected through reviews of both empirical and theoretical data from books, journals, magazine and the internet.

#### **3.5.1 Pilot testing of the instruments**

Once the questionnaires were finalized, they were tried out in the field. This is called “pretesting” or pilot testing the questionnaire. The questionnaire should be pretested to a selected sample which is like the actual sample which the researcher plans to use in the study. The number of cases in the pretest should not be very large. Normally the pretest sample is between 1% and 10% depending on the sample size (mugenda and mugenda,1999).

#### **3.5.2 Validity of the Instruments**

According to Berg and Gall (1989) validity is the degree by which the sample of test items represents the content the test is designed to measure. Validity is defined as the extent to which the instrument measures what it purports to measure. Content validity which was employed by this study is a measure of the degree to which data will be collected using an instrument represents a specific domain or content of a concept. Content validity therefore pertains to the degree to which the instrument fully assesses or measures the construct of interest. Mugenda & Mugenda (1999) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a field.

The development of a content valid instrument is typically achieved by a rational analysis of the instrument by raters (ideally 3 to 5) familiar with the construct of interest. Specifically, raters

review all the items for readability, clarity and comprehensiveness and come to some level of agreement as to which items should be included in the final instrument. The content validity of the instrument was determined in two ways. First the researcher discussed the items in the instrument with committee members who are directly involved with NG-CDF activities. These people were expected to indicate by tick or cross for every item in the questionnaire if it measures what it is supposed to measure or not. Advice given by these people helped the researcher to determine the validity of the research instruments.

### **3.5.3 Reliability of the instrument**

Reliability is defined as the extent to which a questionnaire, test, observation or any measurement procedure produces the same results on repeated trials. In short, it is the stability or consistency of scores over time. Reliability in research is influenced by random error. As 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. Errors may arise from inaccurate coding, ambiguous instructions to the subjects, interviewer's bias, etc. When testing reliability of the instrument A construct composite reliability co-efficient (Cronbach alpha) of 0.7 was obtained and was considered adequate for this study. This goes in line with Rousson & Seifer, (2012) who stated that the acceptable reliability coefficient should be 0.7 and above.

### **3.7 Data Analysis Techniques**

Once the questionnaire and other measuring instruments were administered, the mass of raw data collected was systematically organized in a manner that facilitated analysis. Most questions in the questionnaire were close-ended to facilitate assigning numbers to responses. In this study data collected was organized and analyzed for purpose of clarity, with the aid of SPSS version 20 software and MS Excel spreadsheets. The specific inferential analysis correlational thus the Pearson Product-Moment Correlation( $r$ ) was used to gauge the influence of M&E strategies on implementation of NG-CDF projects in Gichugu constituency (a case of Ngariama/Njukiini water project).

### **3.8 Ethical Considerations**

During the data collection, the respondents were approached was informed about the nature of the study, through a formal letter, to request for permission to carry out data collection in

Ngariama/Njukiini water project. The objectives of the study were stated carefully to avoid any misconception and respect for confidentiality of information from respondents.

### **3.9 Operationalization of variables**

This section explains the relationship between the variables, indicators, objectives, and scale of measurement.

**Table 3.3 Operational definitional of variables**

Objective	Variable	Indicator(s)	Measurement	Scale	Data collecting method	Data Analysis
To determine the influence of stakeholder involvement on the implementation of NG-CDF projects in Gichugu constituency	<u>Independent variable</u> stakeholder involvement	Level of Involvement Importance of Participation Level of Knowledge Training	Stakeholder involvement	Ordinal	Questionnaire	Descriptive statistics
To establish how monitoring and evaluation result influence implementation of NG-CDF projects in Gichugu constituency	<u>Independent variable</u> Monitoring and Evaluation result	Feedback Record Keeping Importance placed on the results Follow Up	Monitoring and Evaluation result	Ordinal	Questionnaire	Descriptive
To examine the influence of the strength of monitoring and evaluation team on the implementation of NG-CDF projects in Gichugu constituency	<u>Independent variable</u> strength of monitoring and evaluation team	Training Competence Importance of the M&E process	strength of monitoring and evaluation team	Interval	Questionnaire	Descriptive
To determine how frequency of the monitoring and evaluation influence implementation of NG-CDF projects in Gichugu constituency.	<u>Independent variable</u> Frequency of the monitoring and evaluation	Meetings Held Available Budget Period of Engagement	Frequency of the monitoring and evaluation	Ordinal	Questionnaire	Descriptive

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATIONS, AND INTERPRETATIONS

#### 4.1 Introduction

Data analysis is the process of reducing large collected data in a study to data that addresses the initial proposition of the study (Chandran, 2004). In this regard, this chapter discusses the analysis of data, interpretation and presentation of the research findings in line with the study objectives. The findings are presented in form of tables showing frequencies and percentages

#### 4.2 Response Rate

The data collection tools used in this study is questionnaires and interview schedules. Out of the 144 questionnaires distributed, only 138 were returned. The data is summarized in Table 4.1.

**Table 4.1 Response rate**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Returned	138	96
Not Returned	6	4
<b>Total</b>	<b>144</b>	<b>100</b>

The findings indicate that 138 (96%) of the respondents returned the questionnaires, against 6 (4%) who did not. The findings indicate a 96% return rate, which is good enough considering the recommended response rate of over 60% as suggested by Kothari (2005).

#### 4.2 Demographic Information

This section presents the findings on the respondents' demographic characteristics: Age; gender and level of education

##### 4.2.1 Gender of the Respondents

The findings on the gender of the committee members and the beneficiaries of the study are shown in Table 4.2.

**Table 4.2 Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	14	64
Female	8	36
<b>Total</b>	<b>22</b>	<b>100</b>

From the table, 14 (64%) of the respondents were male while 8 (36%) were female. These findings imply that there was no gender equality in the leadership of the Ngariama – Njukiini water project since the men vastly outnumbered the women.

#### 4.2.2 Gender of the Project Beneficiaries

The study sought to find out the gender of the project beneficiaries. The results were as presented in Table 4.5

**Table 4.4 Gender of the Project Beneficiaries**

<b>Gender of the Project Beneficiaries</b>	<b>Frequency</b>	<b>Percentage (%)</b>	<b>Cumulative Percentage (%)</b>
Male	64	55	55
Female	52	45	100
<b>Total</b>	<b>116</b>	<b>100</b>	

The findings illustrated that 64 (55%) of the beneficiaries were male while 52 (45%) were female. The findings implied that most of the project beneficiaries were male.

#### 4.2.3 Age of the Respondents

When asked to state their ages, the responses of the respondents were as shown in Table 4.6

**Table 4.5 Age of the Respondents**

<b>Age</b>	<b>Frequency</b>	<b>Percentage (%)</b>	<b>Cumulative Percentage (%)</b>
18 – 25	13	9	9
26 – 40	37	27	36
41 – 55	61	44	80
56 and above	27	20	100
<b>Total</b>	<b>138</b>	<b>100</b>	

The analysis of the findings revealed that 13 (9%) of the respondents were aged between 18-25; 37 (27%) were aged between 26 -40; 61 (44%) were aged between 41 – 55 and finally 27 (20%) were 56 and above years old. These findings imply that the majority of the respondents were people approaching retirement age.

### 4.3 Stakeholder involvement

The first objective of the study was to determine the influence of stakeholder involvement on the implementation of CDF projects. The questions posed in this section were based on the likert scale where the respondents were asked to state how much they agreed or disagreed with a query posed to them. 1 – Strongly Agree; 2 – Agree; 3 – Neither Agree nor Disagree; 4 – Disagree; 5 – Strongly Disagree.

### 4.3.1 Knowledge and Documentation of Project Stakeholders

The researcher asked to know whether the project stakeholders were known and documented to the members of the Ngariama - Njukiini water project. The findings were as shown in table 4.7

**Table 4.6 Knowledge and Documentation of Project Stakeholders**

Likert Score	Frequency	Percentage (%)	Cumulative Percentage (%)
1	83	60	60
2	40	29	89
3	8	6	95
4	4	3	98
5	3	2	100
<b>Total</b>	<b>138</b>	<b>100</b>	

Analysis further revealed that most of the respondents 83 (60%) strongly agreed that the project stakeholders were known and well documented. The other respondents, 40 (29%) agreed; 8 (6%) neither agreed; 4 (3%) disagreed and 3 (2%) strongly disagreed. The findings implied that the various stakeholders were involved in various stages of project implementation hence they were well known. Gikonyo (2008) stated that involving the stakeholders helped in common understanding of the project requirements.

### 4.3.2 Stakeholder Involvement in M&E activities

When asked whether stakeholders were involved in monitoring and evaluating activities, the respondents provided the following responses as indicated in table 4.8 below.

**Table 4.7 Stakeholder Involvement in M&E activities**

Likert Score	Frequency	Percentage (%)	Cumulative Percentage (%)
1	72	52	52
2	40	29	81
3	17	12	93
4	9	7	100
5	-	-	
<b>Total</b>	<b>138</b>	<b>100</b>	

Analysis of findings revealed that the majority, 72 (52%) strongly agreed that stakeholders were very involved in M&E activities. The rest; 40 (29%) agreed; 17 (12%) neither agreed nor disagreed that stakeholders were involved and finally 9 (7%) disagreed. This implies that the project members understood the vital role played by stakeholders and their participation



in monitoring was resource based and had to be focused on vital project elements as stated by Chambers (2009).

### 4.3.3 Knowledge in M&E practices by the stakeholders

The study aimed to find out whether the project stakeholders had knowledge in M&E practices. The findings were as revealed in table 4.9 below

**Table 4.8 Knowledge in M&E practices by the stakeholders**

Likert Score	Frequency	Percentage (%)	Cumulative Percentage (%)
1	15	11	11
2	10	7	18
3	25	18	36
4	67	49	85
5	21	15	100
<b>Total</b>	<b>138</b>	<b>100</b>	

The findings as shown in the table indicate that 15 (11%) strongly agreed that the stakeholders had knowledge in M&E practices; 10 (7%) agreed; 25 (18%) were neutral in their responses; 67 (49%) the majority, disagreed that the stakeholders had knowledge in M&E activities and finally 21 (15%) of the respondents strongly disagreed that the stakeholders had knowledge in M&E practices. In addition, the respondents stated that the stakeholders did not seem to have knowledge in M&E practices. This, they attributed to the fact that the committee members were the ones who were thoroughly involved in all monitoring activities reported findings to the stakeholders. The stakeholders did not actively seek knowledge on how to conduct M&E activities.

### 4.3.4 Training of stakeholders on M&E

The researcher further asked whether the stakeholders had any form of training on M&E. The responses were as shown in the table 4.10 below.

**Table 4.9 Training of stakeholders on M&E**

Likert Score	Frequency	Percentage (%)	Cumulative Percentage (%)
1	74	54	54
2	43	31	85
3	11	8	93
4	4	3	96
5	6	4	100
<b>Total</b>	<b>138</b>	<b>100</b>	

The analysis revealed that most of the respondents, 74 (54%) were in a strong agreement that the stakeholders had been trained on M&E activities. The other 43 (31%) agreed; 11 (8%) were neutral; 4 (3%) disagreed and 6 (4%) strongly disagreed that the stakeholders had training in M&E. These findings revealed that training of stakeholders in M&E was vital in determining the implementation of development projects in Kenya, as emphasized in the Kenya Vision 2030 blueprint.

#### 4.3.5 Negative influence on project activities by the stakeholders

The researcher sought to know whether the stakeholders presented a negative influence to ongoing project activities. The findings were as shown in the table 4.11

**Table 4.10 Negative influence on project activities by the stakeholders**

Likert Score	Frequency	Percentage (%)	Cumulative Percentage (%)
1	2	1	1
2	3	2	3
3	3	2	5
4	54	39	44
5	77	56	100
<b>Total</b>	<b>138</b>	<b>100</b>	

The findings revealed that the majority of respondents, 77 (56%) did not feel that stakeholders presented a negative influence. The respondents revealed that they thought the stakeholder involvement helped to maintain smooth running of project activities since the project committee members were held accountable for their activities. These findings echoed Gikonyo (2008) who asserted that participative monitoring enhanced accountability.

#### 4.3.5 Projects should involve stakeholders in M&E activities

On the issue of stakeholder involvement, the researcher sought to know whether the projects should involve stakeholders in M&E activities. The findings were as shown in the table 4.12

**Table 4.11 Projects should involve stakeholders in M&E activities**

Likert Score	Frequency	Percentage (%)	Cumulative Percentage (%)
1	49	36	36
2	41	30	66
3	12	9	75
4	16	11	86
5	20	14	100
<b>Total</b>	<b>138</b>	<b>100</b>	

Analysis of findings as shown in table 4.9 reveal that 49 (36%) strongly agreed that projects should involve stakeholders. The other findings were that 41 (30%) agreed; 12 (9%) were neutral in their findings; 16 (11%) disagreed that projects should involve stakeholders in M&E activities and finally 20 (14%) strongly disagreed. The findings implied that participatory monitoring meant that all stakeholders participate in providing management information and contribute to decision making as emphasized by Papke- Shields (2010).

#### 4.4 Monitoring and evaluation results

The second objective of the study was to establish how monitoring and evaluation results influence implementation of CDF projects in Gichugu constituency. This section provides the analysis of findings as gathered from the respondents

##### 4.4.1 Budgets for M&E Processes

The study aimed to find out if the project had a dedicated budget for M&E processes. The findings were as shown in table 4.13 below.

**Table 4.12 Budgets for M&E Processes**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>	<b>Cumulative Percentage (%)</b>
<b>Yes</b>	104	75	75
<b>No</b>	34	25	100
<b>Total</b>	<b>138</b>	<b>100</b>	

When asked whether the project had dedicated budget for M&E processes the majority of the respondents 104 (75%) stated that indeed there was a dedicated budget while 34 (25%) said there was no dedicated budget for M&E activities. The findings implied that M&E was considered an important aspect in the project. These findings tally with McCoy (2005) who stated that budgeting for Monitoring and evaluation budget within the overall project costing gives the monitoring and evaluation function the due recognition it plays in project running.

##### 4.4.2 Number of M&E officers deployed

The researcher sought to investigate whether the number of deployed M & E officers met the capacity required for serving the project. The findings were as revealed in the table 4.14

**Table 4.13 Number of M&E officers deployed**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>	<b>Cumulative Percentage (%)</b>
<b>Yes</b>	48	35	35
<b>No</b>	90	65	100
<b>Total</b>	<b>138</b>	<b>100</b>	

The analysis revealed that 90 (65%) felt that the number of M&E officers was not sufficient enough to meet the requirements for serving the project. The other 48 (35%) agreed that the number was sufficient. The findings implied that the respondents felt that the number of M&E personnel needed to be increased to ensure that the project works were done on time and that monitoring results could be provided in time to keep the project on track.

#### 4.4.3 Presence of a structured M&E action plan

The study aimed to find out if there was a structured monitoring and evaluation plan for the project. The findings were as shown in table 4.15

**Table 4.14 Presence of a structured M&E action plan**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>	<b>Cumulative Percentage (%)</b>
<b>Yes</b>	124	90	90
<b>No</b>	14	10	100
<b>Total</b>	<b>138</b>	<b>100</b>	

The findings revealed that 124 (90%) of the respondents confirmed the existence of a structured M&E plan while 14 (10%) stated that there was no structured M&E plan. These findings imply that the project members understood that Monitoring and evaluation forms the basis of strengthening understanding around the many multi-layered factors influencing the success of community based projects.

#### 4.4.4 Influence of proper record keeping on effectiveness of the M&E process

The researcher sought to find out the influence of proper record keeping on the effectiveness of the M&E process. The findings were as shown in table 4.16

**Table 4.15 Influence of proper record keeping on effectiveness of the M&E process**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>	<b>Cumulative Percentage (%)</b>
Great Influence	80	58	58
Medium Influence	47	34	92
Low Influence	11	8	100
<b>Total</b>	<b>138</b>	<b>100</b>	

The study analysis revealed that 80 (58%) of the respondents believed that proper record keeping was of great influence; 47 (34%) believed it had medium influence and finally 11 (8%) believed that proper record keeping had little influence on the effectiveness of the M&E process. The findings imply that keeping track of activities by recording information can provide important immediate feedback, and can be used in the future for participatory evaluations (Nabris, 2002).

#### 4.4.5 Attention to the results compiled after M&E activities

The study sought to find out whether the M&E team paid attention to the results compiled after M&E activities. The results were as shown in table 4.17

**Table 4.16 Attention to the results compiled after M&E activities**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>	<b>Cumulative Percentage (%)</b>
<b>Yes</b>	131	95	95
<b>No</b>	7	5	100
<b>Total</b>	<b>138</b>	<b>100</b>	

The analysis revealed that 131 (95%) of the respondents felt that the M&E team paid attention to the results compiled after their activities while 7 (5%) felt that they did not. The findings imply that record keeping is important and the gathered information should keep everyone informed of progress (or lack of progress) toward planned objectives and activities.

#### 4.4.6 Does the management act on the feedback gathered?

The study sought to find out whether the management acted on all the gathered feedback. The responses were as shown table 4.18

**Table 4.17 Does the management act on the feedback gathered?**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>	<b>Cumulative Percentage (%)</b>
<b>Yes</b>	123	89	89
<b>No</b>	15	11	100
<b>Total</b>	<b>138</b>	<b>100</b>	

The findings revealed that 123 (89%), the majority, felt that the management acted on the gathered feedback. They attributed this to the systematic upgrades made in the project because of the feedback gathered from the respondents. This implies that the project team appreciated the importance of feedback as it helps identify the strength and weaknesses in the project (Prabhakar, 2008).

#### 4.5 Strength of monitoring and evaluation team

The third objective of the study was to establish how monitoring and evaluation results influence implementation of CDF projects in Gichugu constituency. This section provides the analysis of findings as gathered from the respondents and will also presents various aspects touching on strength of monitoring and evaluation on implementation of CDF projects in Gichugu constituency the findings are depicted in Table 4.19

**Table 4.18 Strength of monitoring and evaluation team**

<b>Strength of M&amp;E team</b>	<b>SA</b>		<b>A</b>		<b>N/A/D</b>		<b>SD</b>	
frequency (f) and Percentage (%)	F	%	F	%	F	%	F	%
Staff training is a huge determinant of how M&E in carried out	73	52.89	51	36.95	4	2.89	10	7.25
Project staff are properly trained on project M&E	120	86.95	14	10.14	1	0.72	3	2.17

**SA=Strongly Agree      A=Agree      N/A/D=Neither Agree/Disagree      SD=Strongly Disagree.**

Based on Table above the findings are explained systematically according to each of the components embodied in Strength of M&E team.

#### **4.5.1 Staff training is a huge determinant of how M&E in carried out**

The component of training in strength of monitoring and evaluation of team was addressed; the respondents noted the importance of training and acquiring the right skills in monitoring and Evaluation team during the project implementation and completion. They responded appropriately using the scales provided in the questionnaire. Based on the responses 52.89% (73) strongly agreed that Staff training is a huge determinant of how M&E in carried out, 36.95 % ( 51) agreed, 2.89(1) neither agreed nor disagreed and finally 7.25 % (10) strongly disagreed with the statement staff training is a huge determinant of how M&E in carried out. Based on most of the participant strongly agreed that Staff training is a huge determinant of how M&E in carried out. This implies that M&E system 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 is at the heart of the M&E system (Gorgens & Kusek, 2010). This goes in line with UNAIDS (2008) noted that, not only is it necessary to have dedicated and adequate numbers of M&E staff, it is essential for the staff to have the right skills for the work.

#### **4.5.2 Project staff are properly trained on project M&E**

The study tested whether project staff are properly trained on project M&E and whether that had any effect on strength of monitoring and evaluation hence influence on implementation of CDF projects. It was noted that an 86.95% strongly agreed that project staff are properly trained on project Monitoring and Evaluation this were the majority participants this implies that both formal training and on-the-job experience are important in developing evaluators

with various options for training and development opportunities. 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 impact the success of projects (Nabris, 2002)

#### **4.6 Frequency of the monitoring and evaluation**

The fourth objective of the study was to determine how frequency of the monitoring and evaluation influence implementation of CDF projects in Gichugu constituency. This section provides the analysis of findings as gathered from the respondents and will also presents various aspects touching on the frequency of M&E.

##### **4.6.1 Number of M&E staff influences effective M&E process**

The study inquired whether the number of M&E staff influences effective M&E process. The responses were as shown in table below 4.20

**Table 4.19 Number of M&E staff influences effective M&E process**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>5</b> Strongly agree	98	71
<b>4</b> Agree	12	8
<b>3</b> Neutral	28	20
<b>2</b> Disagree	0	0
<b>1</b> Strongly disagree	0	0
<b>Total</b>	<b>138</b>	<b>100</b>

Based on the findings in the table, most of the respondents 71(71%) strongly agreed that the number of M and Evaluation staff influences effective monitoring and Evaluation Process, 12(8%) Strongly agreed while 28(20%) disagreed. The findings imply that the number of monitoring and Evaluation staff in any project is very critical hence it influences effective monitoring and Evaluation process

##### **4.6.2 Frequency of the M&E on implementation of CDF projects.**

This section provides the analysis of findings as gathered from the respondents and will also presents various aspects touching on Frequency of the M&E on implementation of CDF projects in Gichugu constituency the findings are depicted in Table 4.21

**Table 4.20 Frequency of the M&E on implementation of CDF projects.**

Frequency of the M&E frequency (f) and Percentage (p)	SA		A		N/A/D		SD	
	F	%	F	P%	F	P%	F	P%
Amount provided on the budget sufficient for an effective M&E exercise	56	42	25	18	20	14	37	27
Budgetary allocation amount disbursed meet the time deadlines	36	26	43	31	29	21	30	22
Period of engagement with the officers in the M&E exercise sufficient to exhaust requirements of the tasks involved	20	14	50	36	28	20	40	29

Based on the findings in table component of frequency of monitoring and Evaluation was addressed, the respondents noted the importance of frequency of monitoring and evaluation during project implementation and completion was very important. They responded appropriately using the scales provided in the questionnaire. Based on most of the participants 42 %( 56) strongly agreed the amount provided on the budget was sufficient for an effective M&E exercise .18 %( 25) agreed, 14(20) neither agreed nor disagreed and finally 27 % (37) that implied that the amount provided on the budget was sufficient for an effective M&E exercise. The second question on whether budgetary allocation amount disbursed met the time deadlines, 26 %( 36) strongly agreed budgetary allocation amount disbursed met the time deadlines, 31% (43) agreed, 21 %( 29) neither agreed nor disagreed and finally 22(30%) strongly disagreed. The third question under the frequency of monitoring and evaluation on whether the period of engagement with the officers in the M&E exercise was sufficient to exhaust requirements of the tasks involved based on the response from the participants there was a mixed reaction whereby 29%(40) strongly disagreed with that question, 14%(20) strongly agreed, 36(50%) majority of the respondents agreed and finally 20%(14) neither agreed nor disagreed.

#### **4.7 Extent which monitoring and evaluation strategies influence implementation of CDF projects**

Finally, the study sought to establish from the respondents the extent which the following monitoring and evaluation strategies which are Stakeholder Involvement; Monitoring and Evaluation Results; Strength of the Monitoring and Evaluation Team and Frequency of the Monitoring and Evaluation Process, the findings were shown in table below



Frequency (f) Percentage (p) VLE (very low extent) LE (Low extent) ME (Moderate Extent) GE (Great Extent) VGE (Very Great Extent)

**Table 4.21 Extent which monitoring and evaluation strategies influence implementation of CDF projects**

M&E Strategies	VGE		GE		ME		LE		VLE	
	F	P%	F	P%	F	P%	F	P%	F	P%
Stakeholder involvement	100	72	38	28	0	0	0	0	0	0
M&E result	97	70	41	30	0	0	0	0	0	0
Strength of M&E Team	92	67	46	33	0	0	0	0	0	0
Frequency of M&E activities	84	61	54	39	0	0	0	0	0	0

Each strategy of monitoring and Strategies has been analyzed according to the findings from the respondents. The extent to which monitoring and evaluation strategies influenced implementation of CDF projects was very clear from the frequency and percentages based on the analysis in the first strategy which was stakeholder involved majority 72%(100) of the respondents stated Stakeholder involvement influenced implementation of CDF projects at a very great extent. According to Gikonyo (2008) involving the stakeholders helps in the achievement of common understanding. Participative monitoring helps stake holders to get a shared understanding of the problems facing the community or project, their causes, magnitude, effects and implications. Stakeholder involvement enhances accountability. It increases the awareness of people's rights, which elicits their participation in guarding against project resource misappropriation, hence guarding against resource misappropriation.

The second strategies was M&E result based on the analysis majority of the respondents 70 (97%) indicated that utilization of M&E result influenced implementation of CDF project while at very great extent while 38(28%) agreed. According to UNICEF, (2009) results of monitoring and evaluation are articulated as outcome and outputs. Indicators are used to measure progress in achieving the outcomes and related outputs. The results of monitoring and evaluation efforts help in the management of project activities; enhance future planning

of policies, programs and projects; help in policy analysis and policy and program development and in performance-informed budgeting. The utilization of M&E information is central to the performance and sustainability of an M&E system and depends on the nature and strength of demand for M&E information (Mackay, 2007).

The third strategy was to establish the extent to which strength of M&E teams influence implementation of CDF projects based on the analysis majority of the respondents 92(67%) indicated that strength of M&E influenced implementation of monitoring and evaluation at a very great extent this implies that monitoring and evaluation team adds value to the CDF activities. According (Naidoo, 2011), there is need to provide support and strengthening the M & E team a motivated team usually achieves high performance (Zaccaro et' al, 2002). The more a team is strengthened, the better the performance and value addition to the organization. This also applies to the monitoring and evaluation teams in project management. Financial availability, number of monitoring staff, monitoring staff skills, Information systems and teamwork among the members are some of the aspects that define the strength of an M&E team.

The fourth strategy was to establish the extent to which frequency of M&E activities influence implementation of CDF projects based on most of the respondents 84(61%) stated that frequency and M&E influenced implementation of CDF project at very great extent this implies that monitoring continuously tracks performance against what was planned by collecting and analysis data on the indicators established for monitoring and evaluation purposes. It provides continuous information whether progress is being made towards achieving results (outputs, outcomes, goals) through record keeping and regular reporting systems. According (Shapiro, 2004) frequent engagement with the various players in the project assures to some degree, positive progress towards achievement of project objectives. Frequency of meetings is aimed at consideration of performance and compliance

**CHAPTER FIVE**  
**SUMMARY OF FINDINGS, DISCUSSION CONCLUSIONS AND**  
**RECOMMENDATIONS**

**5.1 Introduction**

This chapter presents the summary of findings and the conclusions and recommendations drawn from the study.

**5.2 Summary of the Findings**

This section presents the summary of findings as drawn from the responses provided by the respondents.

**5.2.1 The influence of stakeholder involvement on the implementation of CDF projects**

Project stakeholders are those individuals or organizations with a vested interest in the success of a project and are actively involved in the project. Their interests may be positively or negatively affected because of project implementation or successful project completion (PMI, 2000). This was as 67 (49%) respondents, the majority, disagreed that the stakeholders had knowledge in M&E activities. They stated that the project stakeholders heavily relied on the word of the committee members on the ongoing progress of the project. Stakeholder training in monitoring and evaluation practices is important and the findings revealed that all project stakeholders had at some point received some form of training in M&E, be it in forums held or meetings with funding partners. This was as 74 (54%) of the respondents, representing the majority, were in a strong agreement that the stakeholders had been trained on M&E activities. The respondents further revealed that the majority of respondents thought the stakeholder involvement helped to maintain smooth running of project activities since the project committee members were held accountable for their activities. They did not feel that the stakeholders had a negative influence on the project. 77 respondents (56%) attested to this. In conclusion, the findings revealed that the members of the Ngariama Njukiini water project were in agreements about the importance of project stakeholders. As the findings showed, 49 (36%) of the respondents strongly agreed that projects should involve stakeholders while 41 (30%) agreed.

### **5.2.2 Influence of monitoring and evaluation results on implementation of CDF projects**

According to Mackay (2007), the utilization of monitoring and evaluation results is central to the performance and sustainability of a project undertaking. Monitoring and evaluation is carried out with the intention to use the results to meaningfully inform decision making process. Record keeping is vital as it ensures that there is a reference point for future M&E activities. The study analysis revealed that 80 (58%) of the respondents believed that proper record keeping was of great influence while 47 (34%) believed it had medium influence. The findings imply that keeping track of activities by recording information can provide important immediate feedback, and can be used in the future for participatory evaluations (Nabris, 2002). The findings gathered from the questions posed in this objective revealed that record keeping was important and the gathered information should be kept everyone informed of progress (or lack of progress) toward planned objectives and activities. The respondents also felt that the management acted on the gathered feedback as evidenced by the systematic upgrades made in the project because of the feedback gathered from the respondents.

### **5.2.3 Influence of Strength of the M&E team on implementation of CDF projects**

The more a team is strengthened, the better the performance and value addition to the organization. This also applies to the monitoring and evaluation teams in project management. Financial availability, number of monitoring staff, monitoring staff skills, Information systems and teamwork among the members are some of the aspects that define the strength of an M&E team. They responded appropriately using the scales provided in the questionnaire. It was also noted that an 86.95% strongly agreed that project staff are properly trained on project Monitoring and Evaluation this were the majority participants this implies that both formal training and on-the-job experience are important in developing evaluators with various options for training and development opportunities. 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.

### **5.2.4 Influence of Frequency of M&E team on implementation of CDF projects**

Frequency of monitoring and evaluation team tracks performance against what was planned by collecting and analysis data on the indicators established for monitoring and evaluation purposes. It provides continuous information whether progress is being made towards achieving results (outputs, outcomes, goals) through record keeping and regular reporting systems. It identifies strength and weaknesses in a project. Majority of the respondents

71(71%) strongly agreed that the number of M and Evaluation staff influences effective monitoring and Evaluation Process, 12(8%) Strongly agreed while 28(20%) disagreed. The findings imply that the number of monitoring and Evaluation staff in any project is very critical hence it influences effective monitoring and Evaluation process. 84(61%) stated that frequency and M&E influenced implementation of CDF project at very great extent this implies that frequent engagement with the various players in the project assures to some degree, positive progress towards achievement of project objectives. Frequency of meetings is aimed at consideration of performance and compliance.

### **5.3 Discussion of Findings**

This section presents the discussion of findings as drawn from the responses provided by the respondents.

#### **5.3.1 Stakeholder involvement and the implementation of CDF projects**

The findings of this study revealed that the project stakeholders of the Ngariama Njukiini water project were well documented since they had been actively involved in the various stages of the project. This was attested by 83 (60%) of the respondents who strongly agreed that the project stakeholders were known and well documented. The projects continued existence was also attributed to the fact that the stakeholders were very involved in monitoring and evaluation activities, as the majority, 72 (52%) respondents, strongly agreed that stakeholders were very involved in M&E activities. The findings indicated a good understanding of the vital role played by stakeholders. However, the research revealed that even though the stakeholders knew about monitoring and evaluation, they had no adequate knowledge in monitoring and/or evaluation practices. 72%(100) of the respondents stated Stakeholder involvement influenced implementation of CDF projects at a very great extent. According to Gikonyo (2008) involving the stakeholders helps in the achievement of common understanding. Participative monitoring helps stake holders to get a shared understanding of the problems facing the community or project, their causes, magnitude, effects and implications. Stakeholder involvement enhances accountability. It increases the awareness of people's rights, which elicits their participation in guarding against project resource misappropriation, hence guarding against resource misappropriation

#### **5.3.2 Monitoring and evaluation results and implementation of CDF projects.**

The findings of this study revealed that the project had a dedicated M&E budgetary allocation thus emphasizing the magnitude of importance of M&E in successful project implementation.

The majority of the respondents 104 (75%) stated that indeed there was a dedicated budget. To successfully carry out M&E activities requires that the team is properly and adequately staffed. The analysis of findings revealed that 90 (65%) of the respondents felt that the number of M&E officers was not sufficient enough to meet the requirements for serving the project. A clear monitoring and evaluation system that was well planned for ensures the objectivity and credibility of the laid-out M&E plans. The findings revealed that 124 (90%) of the respondents confirmed the existence of a structured M&E plan thus implying that the project members understood that Monitoring and evaluation forms the basis of strengthening understanding around the many multi-layered factors influencing the success of community based projects. The second strategies was M&E result based on the analysis majority of the respondents 70 (97%) indicated that utilization of M&E result influenced implementation of CDF project while at very great extent while 38(28%) agreed. According to UNICEF, (2009) results of monitoring and evaluation are articulated as outcome and outputs. Indicators are used to measure progress in achieving the outcomes and related outputs. The results of monitoring and evaluation efforts help in the management of project activities; enhance future planning of policies, programs and projects; help in policy analysis and policy and program development and in performance-informed budgeting.

### **5.3.3 Strength of the M&E team and implementation of CDF projects**

Based on the responses 52.89% (73) strongly agreed that strengthening of the M&E team when carrying out staff training is a huge determinant of how M&E in carried out, 36.95 % (51) agreed, 2.89(1) neither agreed nor disagreed and finally 7.25 % (10) strongly disagreed with the statement staff training is a huge determinant of how M&E in carried out. Based on most of the participant strongly agreed that Staff training is a huge determinant of how M&E in carried out. This implies that M&E system 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 is at the heart of the M&E system (Gorgens & Kusek, 2010). This goes in line with UNAIDS (2008) noted that, not only is it necessary to have dedicated and adequate numbers of M&E staff, it is essential for the staff to have the right skills for the work. The third strategy was to establish the extent to which strength of M&E teams influence implementation of CDF projects based on the analysis majority of the respondents 92(67%) indicated that strength of M&E influenced implementation of monitoring and evaluation at a very great extent this implies that monitoring and evaluation team adds value to the CDF activities. According (Naidoo, 2011),

there is need to provide support and strengthening the M & E team a motivated team usually achieves high performance (Zaccaro et' al, 2002).

#### **5.3.4 Frequency of M&E team on implementation of CDF projects**

The fourth strategy was to establish the extent to which frequency of M&E activities influence implementation of CDF projects based on most of the respondents 84(61%) stated that frequency and M&E influenced implementation of CDF project at very great extent this implies that monitoring continuously tracks performance against what was planned by collecting and analysis data on the indicators established for monitoring and evaluation purposes. It provides continuous information whether progress is being made towards achieving results (outputs, outcomes, goals) through record keeping and regular reporting systems. According (Shapiro, 2004) frequent engagement with the various players in the project assures to some degree, positive progress towards achievement of project objectives. Frequency of meetings is aimed at consideration of performance and compliance

#### **5.4 Conclusions**

Based on the findings it was observed that monitoring and Evaluation strategies should be properly formulated and adhered to. M&E strategies should be part of strategies used to implement projects .Involvement of stakeholders during monitoring provides information necessary in making management decisions and that makes human and resource mobilization for CDF project implementation easier; utilization of monitoring and evaluation results helps in the management of project activities; enhance future planning of policies, programs and projects; help in policy analysis and policy and program development and in performance-informed budgeting. The utilization of M&E information is central to the performance and sustainability of an M&E system and depends on the nature and strength of demand for M&E information. The study also noted that to ensure that the monitoring and evaluation team adds value to the CDF projects, there is need to provide support and strengthening the M & E team. This ensures a well-motivated team usually achieves high performance and that is done by providing; adequate fund, number of monitoring staff, monitoring staff skills, Information systems and teamwork among the members. Finally, it is important that monitoring efforts are conducted without fail and field visit should frequently be used as a monitoring mechanism since it is common policy to conduct regular field visits. Consideration should be given to the timing of the visit, its purpose in terms of monitoring, and what to look for to measure progress. The study also concludes that budget should be realistic and address actual needs and It should reflect all the components of the expected outcomes.

#### **5.4 Recommendations**

Based on the findings of the study, the researcher recommends that:

- i. There is need to include all stakeholders in project M & E in each stage as they play an active role since they are the consumers of the project for the sake of sustainability. Cooperation of stakeholders should also be encouraged.
- ii. All the stakeholders need to be clearly identified and their requirements documented. Each of the stakeholders' requirements needs to be prioritized and focus placed on those that are most critical to success
- iii. Strengthening monitoring and Evaluation team through Adequate funding needs to be devoted to implementation of M&E practices for its potential to be realized in a project because insufficient financing is a major factor in poor maintenance which, in turn, is often cited as a reason for project failure
- iv. It was established that the M&E strategies had influence on project implementation therefore it is important that further research be undertaken to put in place a framework that would ensure that there are mandatory components of project planning and implementation process.

#### **5.5 Suggested areas for further research**

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

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



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## APPENDICES

### Appendix I: Letter of Transmittal

HARUN KIURA  
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KIANYAGA  
DATE.....

Dear Respondent

REF: REQUEST TO CARRY OUT RESEARCH

I am a post-graduate student of university of Nairobi pursuing a project leading to Master of Arts degree in project planning and management. As part of the course I am expected to conduct a research.

Your kind attention is drawn to issue. You have been carefully selected to participate in this research study entitled “**Influence of Monitoring and Evaluation Strategies on the Implementation of Constituency Development Fund projects in Kirinyaga County**”

Kindly fill this questionnaire to the best of your ability. Any information given by you will be treated with utmost confidentiality and shall not be divulged to anybody.

Thank you in advance for your anticipated cooperation.

Yours Faithfully,

Harun Kiura

## Appendix II Request Letter to Water Project Chairman

HARUN KIURA

P.O. BOX 46

KIANYAGA

DATE 28<sup>th</sup> March 2017

CHAIRMAN,  
NGARIAMA/NJUKIINI WATER PROJECT,  
P.O BOX 27,  
KIAMUTUGU.

Dear Mathew Ileri,

REF: REQUEST FOR PERMISSION TO CARRY OUT RESEARCH

I am a post graduate student of university of Nairobi pursuing a project leading to Master of Arts degree in project planning and management. As part of the course I am expected to conduct a research.

Your kind attention is drawn to aforementioned issue. I have carefully selected your organization for my research study entitled “**Influence of Monitoring and Evaluation Strategies on the Implementation of Constituency Development Fund projects in Kirinyaga County**”.

Any information given by your members will be treated with utmost confidentiality and shall not be divulged to anybody.

Thank you in advance for your permission.

Yours Faithfully,

Harun Muchira Kiura

**Appendix III Water Project Permission Letter**



**NGARIAMA NJUKI-INI WATER PROJECT**  
**P.O BOX 100-10309 KIAMUTUGU**  
**Email: ngariamanjukliniwaterproject@gmail.com**

**DATE: 30 March 2017**

**TO THE CHAIR  
SCHOOL OF CONTINUING AND DISTANT EDUCATION  
DEPARTMENT OF EXTRA MURAL STUDIES  
UNIVERSITY OF NAIROBI  
P.O. BOX 30197  
NAIROBI.**

Dear Sir

**ACCEPTANCE TO ACCOMMODATE HARUN KIURA L50/84560/2016 TO CARRY  
OUT HIS POST GRADUATE REASEARCH IN OUR INSTITUTION**

**Following the request from the above named, we hereby affirm that we  
accepted him to carry out his research until he completes.**

**I wish him the best as he undertakes his research.**

**Yours faithfully,**

**PETER MUGO**

**Project Manager**



**Appendix IV Permission letter to NG-CDF**

HARUN KIURA

P.O. BOX 46

KIANYAGA

DATE 28<sup>th</sup> March 2017

THE ROJECT MANAGER,  
GICHUGU NG-CDF,  
P.O BOX 234,  
KIANYAGA.

Dear Richard Murage,

REF: REQUEST FOR PERMISSION TO CARRY OUT RESEARCH

I am a post graduate student of university of Nairobi pursuing a project leading to Master of Arts degree in project planning and management. As part of the course I am expected to conduct a research.

Your kind attention is drawn to aforementioned issue. I have carefully selected your organization for my research study entitled “**Influence of Monitoring and Evaluation Strategies on the Implementation of Constituency Development Fund projects in Kirinyaga County**”.


Any information given by your members will be treated with utmost confidentiality and shall not be divulged to anybody.

Thank you in advance for your permission.

Yours Faithfully



**Appendix V Permission**

  
NG-CDF

**National Government Constituencies Development Fund**  
GICHUGU  
P.O Box234-10301  
KIANYAGA

Tel: ..... | Cell: .....  
Email: [cdfgichugu@cdf.go.ke](mailto:cdfgichugu@cdf.go.ke) / [info@cdf.go.ke](mailto:info@cdf.go.ke).  
Website: [www.cdf.go.ke](http://www.cdf.go.ke)

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REF: GIC NG-CDF/DEPART/VOL1/13-2017

29<sup>TH</sup> MARCH 2017

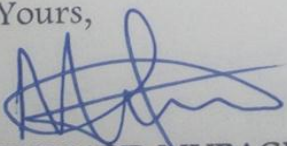
THE CHAIR  
SCHOOL OF CONTINUING AND DISTANT EDUCATION  
DEPARTMENT OF EXTRA MURAL STUDIES  
UNIVERSITY OF NAIROBI  
P.O BOX 30197-00100  
TEL: 318262  
NAIROBI


Dear Sir,

**RE: PERMISSION TO GRANT HARUN KIURA L50/84560/2016 TO CARRY OUT HIS POST GRADUATE RESEARCH IN PROJECTS FUNDED BY OUR INSTITUTE**

The above subject refers.

The above named person has requested our department to grant him permission to carry out research within NG-CDF Funded Projects in Gichugu Constituency. We therefore accept the request as detailed in his letter to us dated 28<sup>TH</sup> MARCH 2017. We wish him all the best in his endeavors.

Yours,  
  
RICHARD MURAGE  
GICHUGU NG-CDF PROJECT MANAGER



## Appendix VI Questionnaire

The researcher seeks to establish the influence of M&E strategy on implementation of NG-CDF projects in Kirinyaga County. Kindly spare some time to provide the information as accurately as possible. Any information given will be treated with utmost confidentiality and will be used for academic purposes only.

### Part A: DEMOGRAPHIC INFORMATION

Kindly tick appropriate box.

1. What is your gender?

Male  Female

2. Age

18-25

26-40

41-55

56 and above

3. Indicate your level of education (tick as appropriate)

High School level

Diploma level

Bachelor's degree

Masters Degree

### PART B: STAKEHOLDER INVOLVEMENT

STATEMENT	STRONGLY AGREE	AGREE	NEITHER AGREE / DISAGREE	DISAGREE	STRONGLY DISAGREE
Project stakeholders are known and documented					
Stakeholders are involved in M&E activities					
Participation of stakeholders is crucial					

to successful implementation of M&E					
Stakeholders have knowledge of M&E practices					
Stakeholders have capacity and have been trained on M&E					
Stakeholders have had a negative influence on project activities					
Projects should involve stakeholders in M&E activities					

**PART C: MONITORING AND EVALUATION RESULTS**

4. Is there a dedicated budget for M & E processes?
5. Do you think that the number of deployed M & E officers deployed meets the capacity required for serving the projects?
6. Is there an existing structured M&E action plan
7. Proper record keeping of project sites influence the effectiveness of M&E process
8. Does the M&E team pay attention to the results compiled after M&E activities?
9. How important do you think the results are, to project implementation?
10. Does the management act on the feedback gathered?
11. Does the existing M&E plan have exhaustive capacity guidelines for effective and efficient M&E processes?

**PART D: STRENGTH OF THE M&E TEAM**

STATEMENT	STRONGLY AGREE	AGREE	NEITHER AGREE / DISAGREE	DISAGREE	STRONGLY DISAGREE
Staff training is a huge determinant of how M&E is carried out					
Project staff are properly trained on project M&E					
Project staff exhibit skills and competence in M&E					
Staff have undertaken short courses on M&E					
M&E is not a core staff function but has been done by external consultants					

**PART E: FREQUENCY OF MONITORING AND EVALUATION**

12. How often have you carried out site visits?
13. Number of M&E staff influences effective M&E process
14. Was the amount provided on the budget sufficient for an effective M&E exercise?
15. Do you think that budgetary allocation amount disbursed meet the time deadlines?
16. Was the period of engagement with the officers in the M&E exercise sufficient to exhaust requirements of the tasks involved?
17. Extent which the following monitoring and evaluation strategies influence the implementation of NG-CDF projects

To what extent do the following monitoring and evaluation strategy influence implementation of NG-CDF projects in Kirinyaga County, Kenya.

Use a scale of 1-5 where 1= To a very low extent, 2= To a low extent, 3= To a moderate extent , 4= To a great extent and 5= To a very great extent Please tick the appropriate box).

Monitoring and evaluation strategies	1	2	3	4	5
Stakeholder Involvement					
Utilization of M&E results					
Strength of the M&E team					
Frequency of M&E activities					

## Appendix VII Interview Schedule

The researcher seeks to establish the influence of M&E strategy on implementation of NG-CDF projects in Kirinyaga County.. Kindly spare some time to provide the information as accurately as possible. Any information given will be treated with utmost confidentiality and will be used for academic purposes only.

1. Have you been engaged by the M & E team during the monitoring exercise.
2. Do you think that as a manager of the NG-CDF kitty you have an influence in implementation of M&E process?

3. Indicate the degree to which you agree or disagree with the following statements.

(Where 1= Strongly Disagree 2= Disagree 3= Weakly Agree 4= Agree 5= Strongly Agree).

STATEMENT	STRONGLY AGREE	AGREE	NEITHER AGREE / DISAGREE	DISAGREE	STRONGLY DISAGREE
Managers' experience influences the success of M&E processes.					
Level of education of the NG-CDF staff has an influence on the effectiveness of M&E.					
Lack of follow up influences success of M&E process					
M&E is not a priority to the NG-CDF committee					
Was the amount provided on the budget sufficient for an effective M&E exercise					



Appendix VIII: Map of Kirinyaga County

