

**FACTORS INFLUENCING THE EFFECTIVENESS OF
MONITORING AND EVALUATION OF GOVERNMENT
PROJECTS IN KENYA: A CASE OF THE NATIONAL
GOVERNMENT CONSTITUENCY DEVELOPMENT FUND
PROJECTS IN DAGORETTI NORTH SUB-COUNTY, NAIROBI
COUNTY, KENYA**

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the Award of Degree of Master of Arts in Project Planning and Management of the
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DECLARATION

This research project is my original work and has not been presented for academic award in this or any other University.

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DEDICATION

This research project report is dedicated to all the children from poor and humble background trying to get education, my role model in life Apostle Joe Kayo and my husband George Meroka for their love and support in carrying out this study

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LIST OF ABBREVIATION

AIDS:	Acquired Immune Deficiency Syndrome
C.D.F:	Constituency Development Fund
CDFC:	Constituency Development Fund Committee
IFAD:	International Fund for Agricultural Development
IFRC:	International Federation of Red Cross
KHRC:	Kenya Human Rights Commission
KHRC:	Kenya Human Rights Commission
M&E:	Monitoring and Evaluation
MOF:	Ministry of Finance
NACOSTI:	National Council for Science and Technology and Innovation
NGCDF:	National Government Constituency Development Fund
NGCDFCs:	National Government Constituency Development Fund Committees
PM&E:	Participatory monitoring and evaluation
PMCs:	Project Management Committees
SPSS:	Statistical Package for Social Scientists
UNAIDS:	United Nations Programme on HIV/AIDS
UNDP:	United Nations Development Programme

ABSTRACT

Monitoring and evaluation helps track project performance at any given time and provides reasons for an observed project status. The study sought to establish the factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya: A Case of the National Government Constituency Development Fund Projects in Dagoretti North Sub-County, Kenya. The objectives of the study were to establish the influence of training levels on the effectiveness of monitoring and evaluation of Government Projects case of National Government Constituency Development Fund projects in Dagoretti North Sub-County, to determine the influence of cost of monitoring and evaluation on the effectiveness of monitoring and evaluation of Government Projects case of National Government Constituency Development Fund projects in Dagoretti North Sub-County, to assess the influence of time allocation on the effectiveness of monitoring and evaluation of Government Projects case of National Government Constituency Development Fund projects in Dagoretti North Sub-County, and to examine the influence of stakeholder Participation on the effectiveness of monitoring and evaluation of Government Projects case of National Government Constituency Development Fund projects in Dagoretti North Sub-County. Currently, there is inadequate knowledge on the factors influencing the effectiveness of monitoring and evaluation of government project a situation that this study seeks to address. It is hoped an understanding of factors influencing the effectiveness of M&E can improve the practice of M&E and consequently project performance among government institutions, students of project management and researchers in M&E. The study targets monitoring team in ongoing NGCDF projects in the Dagoretti North Sub-County. In total 2000 respondents, representing monitoring and evaluation team were targeted. The study utilized formula by Yamane (1967) to arrive at a sample size of 95 respondents. In addition 10 sub-county administrative staffs were purposively sampled to form key respondents. The sample for this research study was selected using stratified random sampling method. The main tools of data collection for this study were questionnaires. A questionnaire was used to gather primary data. Data will be collected, examined and checked for completeness and clarity. Numerical data collected using questionnaires were coded and entered and analyzed with the help of computer Statistical Package for Social Scientists (SPSS) versions 21 software programme. The data was analyzed using Correlation regression; the study used Spearson correlation to relate the variables. The study found that the coefficient of determinant (R^2) was 0.862 suggesting that the explanatory power of the independent variables over the dependent variable was 77.1 percent with the remaining 22.9 percent of the variation being taken care of by the error term. This finding leads to the conclusion that level of training, time allocated to m&e, cost of m&e and stakeholder participation are factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya: A Case of the National Government Constituency Development Fund Projects in Dagoretti North Sub-County, Nairobi county, Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Monitoring is an ongoing function that employs the systematic collection of data related to specified indicators in Public projects. Monitoring and evaluation (M&E) is described as a process that assists project managers in improving performance and achieving results. The goal of M&E is to improve current and future management of outputs, outcomes and impact (United Nations Development Programme, 2012; Abeyrama et al., 2008). Gyorkos (2013) asserts that monitoring provides management and the main stakeholders of a development intervention with indications of the extent of progress and achievement of expected results and progress with respect to the use of allocated funds. Monitoring provides essential inputs for evaluation and therefore constitutes part of the overall evaluation procedure. Evaluation is an organised and objective assessment of an ongoing or concluded policy, program/project, its design, execution and results (Bamberger, 2008). The aim is to provide timely assessments of the relevance, efficiency, effectiveness, impact and sustainability of interventions and overall progress against original objectives. According to Aden (2012), monitoring and evaluation is a process that helps program implementers make informed decisions regarding program operations, service delivery and program effectiveness, using objective evidence (Carroll, 2009).

Monitoring and Evaluation, ensures that the project/program results at levels of impact, outcome, output, process and input can be measured to provide the basis for accountability and informed decision making at both program and policy levels. Actually the Ministry of Finance (MOF) of China which is leading in the world's economic growth expressed the keenness to strengthen mechanisms of Monitoring and Evaluation to ensure funds are well-spent (Wong, 2012). Monitoring and Evaluation was also used extensively in the USA government to measure its performance (Pfeiffer, 2011). This is

indicative of the significance of Monitoring and evaluation in all nature of projects (Armstrong and Baron, 2013).

Mwangi, Nyangwara, and Ole Kulet (2015) note that, development of the local communities relies to a large extent on how successful the Constituency Development Fund (C.D.F) projects in the area are. It is therefore crucial to lay emphasis on how well those projects are monitored and evaluated across the country (Ochieng and Tubey, 2013). Monitoring and evaluation of project improves overall efficiency of project planning, management and implementation and therefore various projects are started with the sole goal of changing positively the socio-political and economic status of the residents of a given region (Kenya Human Rights Commission KHRC, 2010). Monitoring is the project-long process of ascertaining whether the plan has been adhered to, any deviations noted and corrective measures undertaken in a timely manner. The project information is obtained in an orderly and sequential manner as the project is on-going (Patton, 2010).

Kimenyi (2005) emphasizes that, the reason why C.D.F projects are monitored is to make them more efficient and effective in meeting the needs of the constituents. Ochieng' and Tubey (2013) in Mwangi et al. (2015) notes that monitoring is done in accordance to the prior set targets and all its activities are as predetermined during the planning phase. These activities ensure that everything is on track and can let the project managers detect early enough when deviations occur. According to Mwangi et al. (2015), if monitoring is conducted as expected, it is a very important management tool that acts as a basis for project evaluation since through it the concerned parties establish the sufficiency and adequacy of the available resources and whether they are optimally used and in the case of human resources if they are competently constituted so as to do what was planned. The process of project monitoring enables the CDFC and PMCs get a response on how the project is going on and makes them able to detect early enough any anomaly that can hinder the realization of project objectives so that they adopt corrective measures and realign the project (Kimenyi, 2005).

In Kenya, the Constituency Development Fund (C.D.F.) was introduced and launched in 2003 by the Kibaki government under the C.D.F. Act of that year with the objective of combating poverty at the grass root level through implementing community based projects and to relieve the members of parliament the burden of fundraising for development projects (Gikonyo, 2008). C.D.F is an annual budgetary allocation by the central government of Kenya to each of the parliamentary jurisdictions constituencies (Kimenyi, 2005). Mungai (2009) states that these funds are called Constituency Development Fund because they are funds meant for the implementation of development initiatives at the constituency level which is assumed to be the lowest level of governance. These funds are released directly to the constituencies and do not have to go through any meticulous bureaucratic process (Gikonyo, 2008).

According to Mungai (2009), C.D.F. gives the local communities at the grass root level an opportunity to take part in its administration by contributing towards identification of development priorities within the community. C.D.F. can then be seen as community driven development initiative that empowers local communities by giving them the chance to manage their development projects (Kimenyi, 2005). The adoption of devolution in most of the projects under implementation and the empowerment of communities on governance is one of the few programmes that have helped the government of Kenya to redeem its already tattered image in the critical eyes of the public (Ayuku, 2013; and Mwangi, 2009). For the first time in the history of development in Kenya, failure in projects implementation is not only seen as an abdication of responsibility by the government of the day but also a letdown on the part of the public in playing their rightful role of being the watchdog of the government (Demery, 2009).

Monitoring and evaluation process is an indispensable tool that is significant in ensuring the major objectives and goals of the C.D.F projects are achieved (Mwangi et al., 2015). These objectives and goals include activation of development activities at constituency level so as to fight poverty at the grass root level, promotion of equity in sharing national resources and providing an opportunity for local communities to participate in development planning and project implementation (Kenya Human Rights Commission,

2010). This study therefore seeks to establish community based factors influencing monitoring and evaluation of C.D.F projects.

1.2 Statement of the Problem

The government earmarks substantial resources through the CDF for provision of services. In recent times, there has been much controversy about the management of the funds with regard to accountability; allocation, targeting and priority setting; and overall effectiveness. There have also been concerns on governance and representation, and that the funds had been established in a rush without preparing the grassroots communities on participation in the management of the fund. Issues on conflict of interest were raised around the proposed structure for the management of the CDF, arising from the role of MPs as the conveners of CDCs. The existing monitoring and evaluation (M & E) mechanisms of such funds are said to be weak due to poor accountability; improper procurement and tendering; over-invoicing; wasteful expenditure; and lack of openness in the budget process.

A research by Wambugu (2008), in Dagoretti Constituency reveals that there is political interference on the implementation of CDF projects which leads to underperforming of CDF projects in the period of study. The performance of the CDF is to be determined or measured by reduction in poverty index, improved infrastructure, better education facilities, improved health care as well as completion of the said CDF funded projects. Mutunga (2010), reports that public funds go to waste since CDF projects stall and yet the government keeps pumping more money into the kitty. It further reports that in some areas within the country, most of the projects have either stalled or failed to kick off; in others, shoddy performance by merchants had been noted. However, no systematic study has been carried out and revealed to the public to support these arguments. A report by Mars Group 2012, reveals that project that were initiated between 2009 and 2013 amounting to over 12 billion most of them are yet to be completed(Mars Group, 2013).

The government of Kenya has pumped colossal sums of taxpayers money into C.D.F. The implementation is done by project committee assisted by relevant government departments. The biggest challenge in C.D.F is the way project committees are appointed by the area MP without involving the committees that benefit from the projects. Popular participation in decision making and democratic accountability are lacking and these impacts negatively on sustainability of projects. Williams, (2003) observes that failure by communities and other stakeholders to take up ownership of projects have plunged community projects into immense financial huddles threatening the sustainability and hence threatening them to cease operations daily. Monitoring and evaluation of the C.D.F projects should carry on board the community it serves. Although participatory monitoring and evaluation (PM&E) at a community level is a relatively new subject area in Kenya, failure by community members to assume ownership of C.D.F projects has thrown community projects into vast financial challenges threatening them to stop operations. The lack of effective monitoring and evaluation has resulted to huge loses of public funds through construction of poor C.D.F projects. Hence there is need for a study to find out if any factors could be influencing monitoring and evaluation of C.D.F projects in Kenya.

In order to solve these challenges, there is need to improve effectiveness of monitoring and evaluation in NGCDF projects and provides comprehensive guidance on how to set up and implement a monitoring and evaluation system by avoiding the pitfalls that may lead to its failure. The teams charge M & E Government Projects in Kenya should consider adopting a modern information and communications technology in carrying out monitoring and evaluations to capture real time data. 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.

A number of studies carried out on constituency development funded projects have been general or have failed to give detailed insights on factors influencing monitoring and evaluation of C.D.F projects in Kenya. Adan (2012) did a study on the influence of

stakeholders' role on performance of constituencies' development fund projects focusing on Isiolo County. Kibebe and Mwirigi (2014) carried out a study on selected factors influencing effective implementation of constituency development fund (C.D.F) projects in Kimilili Constituency, Bungoma County, Kenya. The study found that there was a significant relationship between managerial factors, and social factors and implementation of C.D.F projects. Although these studies among many others attained their objectives, they did not delve into the factors influencing monitoring and evaluation of constituency development fund projects in Dagoretti north sub-county. This study intends to bridge this gap in knowledge that exists.

1.3 Purpose of the Study

The purpose of this study was to determine the factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya: A Case of the National Government Constituency Development Fund Projects in Dagoretti North Sub-County, Nairobi county, Kenya.

1.4 Objectives of the Study

The objectives of this study was:

- i. To establish how training levels influence the effectiveness of monitoring and evaluation of Government Projects.
- ii. To determine the extent to which cost of monitoring and evaluation influence the effectiveness of monitoring and evaluation of Government Projects.
- iii. To assess how time allocation influence the effectiveness of monitoring and evaluation of Government Projects
- iv. To examine how stakeholder Participation influence the effectiveness of monitoring and evaluation of Government Projects

1.5 Research Questions

The study was guided by the following research questions

- i. How does training levels influence the effectiveness of monitoring and evaluation of Government Projects?
- ii. To what extent does cost of monitoring and evaluation influence the effectiveness of monitoring and evaluation of Government Projects?
- iii. How does Time Allocation influence the effectiveness of monitoring and evaluation of Government Projects?
- iv. How does Stakeholder Participation influence the effectiveness of monitoring and evaluation of Government Projects?

1.6 Significance of the Study

The study was beneficial to both National and County Governments, especially to decision makers in the C.D.F board involved in implementation of sustainable C.D.F projects in the Counties. The study was valuable to the national C.D.F board in that it may provide an insight on factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya and also provide them with recommendations on the way forward. Necessary measures identified could be undertaken to enhance strategy formulation to counter the challenges faced in implementation of C.D.F projects in the Counties and the larger Republic of Kenya.

The study findings from this project may enhance capacity and response by some PMCs leading to improvement in their performance through proper participatory monitoring and evaluation of C.D.F projects. The consequent awareness and information among the PMCs will lead to positive engagements and follow up with NGCDFCs for resources as well as improvement in management. This will be manifested by their enhanced capacity to timely account for allocated funds and present subsequent work plans for further funding.

The study may provide additional information into the already existing body of literature regarding C.D.F projects. The findings of this study may enrich existing knowledge and hence will be of interest to both researchers and academicians who seek to explore and carry out further investigations. It provides basis for further research.

1.7 Limitations of the Study

The researcher faced the challenge of uncooperative informants due to suspicion on the real motive of the study. The researcher overcome this challenge, the researcher however created a rapport with the respondents and assure them that all information provided was treated as confidential, was not to be used against them.

In addition, the findings of this study was limited to the extent to which the respondents were willing to provide accurate, objective and reliable information. The researcher checked for consistency and test the reliability of the data collected.

This study cannot not be generalized to other areas since differing cultural and environmental conditions affect project implementation differently. Nevertheless, the underlying theoretical assumptions and methodology of this study, as well as the findings of this study were of assistance to other areas.

1.8 Delimitations of the Study

The study was made successful by the anticipated easy access of respondents by researcher in gathering information regarding factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya: A Case of the National Government Constituency Development Fund Projects in Dagoretti North Sub-County, Nairobi county, Kenya. The study was also grounded on a well researched literature review.

1.9 Assumptions of the Study

The study assumes that the sample population chosen voluntarily participated in the study and were honest in their reporting. It also assumed that the respondents will be able to understand the questions in the questionnaires and respond objectively.

1.10 Definition of Significant Terms

National Government Constituency Development Fund: The fund was designed to support constituency-level, grass-root development projects. It was aimed to achieve equitable distribution of development resources across regions and to control imbalances in regional development brought about by partisan politics

Monitoring & Evaluation: Monitoring is the collection of data by various methods for the purpose of understanding natural systems and features, evaluating the impacts of development proposals on such systems, and assessing the performance of mitigation measures. Evaluation is a periodic but comprehensive assessment of the overall progress and worth of a 'project'. The term used for final assessment of whether the BMP has achieved its predefined objectives.

Government projects: Public facilities and improvements financed by the government for the public good. Public works include hospitals, bridges, highways, and dams. These projects may be funded by local, state, or federal appropriations.

Effectiveness: The degree to which a development intervention or a development partner operates according to specific criteria or achieves result in accordance with stated plans.

Training: Organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill.

Stakeholder Participation: Stakeholder participation is the process by which an organization involves people who may be affected by the decisions it makes or can influence the implementation of its decisions

Cost of monitoring and evaluation: Costs associated with monitoring and evaluation of projects

Time allocation: Time allocation in this study alludes to the total time designed for monitoring and evaluation of projects

1.11 Organization of the Study

The study was organized into five chapters. Chapter one provided details on the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, limitations, and delimitations, basic assumptions of the study and definition of terms used. Chapter two offered a review of the relevant literature on factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya, theoretical and conceptual framework. Chapter three covered research methodology that was applied to source, process and requisite data. Chapter four ought to covered data analysis, presentation and interpretation of the study findings. This was followed by Chapter Five that ought to contain summary of findings, conclusions and recommendations as well as further research. References and appendices were at the end.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, available literature on the effectiveness of monitoring and evaluation systems has been critically analysed. The review includes work by other scholars both at the international and local scale. By pointing out weaknesses and gaps of the previous researches, it helped support the current study with the view of suggesting possible ways of filling them. The chapter began with background information to Monitoring and Evaluation, then discusses the theoretical framework upon which this study was founded. The review also discussed the connection between the independent variables: training levels, cost of M&E, time allocated to M&E, stakeholder participation and effectiveness of monitoring and evaluation

2.2 The Concept of Monitoring and Evaluation

Managing development projects require an operational M&E system. The M & E system is the set of planning, information gathering and synthesis, reflection, and reporting processes, along with the necessary supporting conditions and capacities required for the outputs of M & E to make valuable contributions to decision making and learning. A well-functioning M & E system manages to integrate the more formal, data-orientated side commonly associated with the task of M&E together with informal monitoring and communication, such as project field staff sharing impressions of their fieldwork with each other and their managers over lunch (or coffee). Clear definition of the purpose and scope of the intended M & E system helps when deciding of issues such as budget levels, number of indicators to track, type of communication needed and so forth. When formulating the project purpose at appraisal or revising it during start-up, ask yourself the following questions; What are the main reasons to set up and implement M & E for implementing partners and primary stakeholders –and for other key stakeholders

The structural arrangements of an M & E system are important from a number of perspectives; one is the need to ensure the objectivity, credibility and rigor of the M & E information that the system produces (Mackay, 2006). Khan (2003), concurs that the

conceptual design of an M&E system is supposed to address issues with regard to the objectives of the system, competent authority, credibility of information, its management, dissemination and recycling into the planning process with special emphasis on community participation. M & E systems should be built in such a way that there is a demand for results information at every level that data are collected and analyzed. Furthermore, clear roles, responsibilities, formal organizational and political lines of authority must be established (Kusek & Rist, 2004).

There is often a need for some structural support for M & E, such as a separate evaluation unit which at the very least needs one person who is the internal champion identified to make sure the system is implemented and develops. Moreover, the systems must be consistent with the values at the heart of the organization and work in support of the strategy (Rick, 2001). There are twelve components of a functional monitoring and evaluation namely: structure and organizational alignment for M and E systems; Human capacity for M and E systems; M and E partnerships; M and E plans; Cost of M and E work plans; Advocacy, communication and culture for M&E systems; Routine monitoring; periodic surveys; Databases useful to M&E systems; Supportive supervision and data auditing; Evaluation and research; and using information to improve results (UNAIDS, 2008).

Monitoring and evaluation have been in existence since the ancient times (Kusek and Rist, 2004). The requirement for M&E as management tools to show performance has grown with the demand by stakeholders for accountability and transparency in public institutions and other institutions including the government (Gorgens et al, 2010). Development Banks and bilateral aid agencies also regularly apply M&E to measure development effectiveness as well as demonstrate transparency (Chapman and Mancini's, 2011; Scott, 2008). Governmental and non-governmental organisations in development co-operation are increasingly coming under pressure to improve monitoring and evaluation of activities, with particular emphasis on measuring the effects of their interventions on beneficiaries (Cousins and Earl, 2012; Segone, 2010).

Three main reasons for improving monitoring and evaluation effects are given. The first one is accountability towards stakeholders. On the one hand, the beneficiaries (communities) demand an explanation on the benefits or effects of work done, especially when they are formally organised in one way or another (David, 2010). On the other hand, the funding agencies demand an explanation on financial aspects, especially on the efficiency of the work done. The second key reason for improving effectiveness of monitoring and evaluation is learning from experiences. There is need to increase the learning effects and improve the effectiveness and efficiency within the implementing organisation and within the sector (Estella and Gaventa, 2012; Puddephatt, et al, 2009). Monitoring and evaluation also helps to ascertain sustainability of a project. In the view of limited resources and limited time span of projects, there is need to understand when activities can be left in the hands of local organisations and be ran and sustained at the local level (Fetterman, 2010).

Monitoring and Evaluation is a combination of two processes which are different yet complementary (Gorgens and Kusek, 2009). It is the process of systematically collecting and analysing information of an ongoing project and comparing the project outcome/impact against the project intentions (Hunter, 2009). An M&E system on the other hand is a set of components which are related to each other within a structure and serve a common purpose of tracking the implementation and results of a project (Jackson, and Kassam, 2012). It is therefore an integrated system of reflection and communication that support project implementation (Foresti, 2014). An M&E system is made up of four interlinked sections which are: setting up of the M&E system, implementation of the M&E system, involvement of the project stakeholders and communication of the M&E results (Guijt et al, 2002; Jackson, 2012). Theoretically, an ideal M&E system should be independent enough to be externally credible and socially legitimate, but also not independent to lose its relevance (Briceno, 2010). It should therefore be able to influence policy making from recommendations and lessons learnt as well as be sustainable overtime for it to be sustainable over time and be responsive to the needs of the stakeholders (Frankel, et al., 2007).

Information got from M&E can be used to serve many purposes. A successful M&E system is therefore measured by the utilisation of the information got from it (Briceno, 2010). It should also be able to: clarify the expected impact of the project; show how progress and impact will be assessed; collect and analyse necessary information for tracking progress and impact, give detailed reasons for success and failure, and show how this information can improve future actions (Welsh et al, 2005).

Monitoring and Evaluation is an integral part of the project design, implementation and completion (Chaplowe, 2008). It is useful to all projects, big or small, since information got from it enables better decision making by helping to identify project areas that are on target and those that need to be adjusted or replaced. Although different types of projects require different types of M&E systems, collection of data and information at all levels of project life cycle adds value to every stage of the project by ensuring project targets are met. Weaknesses in the project are also identified on time and collective measures taken (Georgens et al, 2010). An effective M&E system also calls for the interaction between the employees, procedures, data, technology and key stakeholders, in order to ensure feasibility and ownership (Chaplowe, 2008). Although monitoring and evaluation are not of inherent value by themselves the information they provide is significant to improving performance (Mackay, 2010), which helps in learning from what/how we are doing or have done by focusing on efficiency, effectiveness, impact, relevance and sustainability (Hunter, 2009).

According to Kenya Social Protection Sector Review (2012), that focused on main programmes in the social protection sector in Kenya conducted through literature review, landscape survey and in-depth interviews with project implementers, not many programmes in Kenya have a functional M&E system despite being credited for promoting transparency and accountability. From the programs reviewed, 96% had developed some type of indicator framework for M&E, 91% conducted monitoring activities, 61% had a planned or ongoing impact evaluation and 39% had no M&E report for public consumption. This was attributed to programs not allocating the required resources at the design stage of the M&E system.

According to the international benchmark, the M&E allocation should be 10-12% of the total program cost. However, most programs in Kenya were seen to allocate less than this. There was also an inconsistency in the choice of performance indicators among the Kenyan programs which led to incoherent and incomprehensive M&E systems. Out of 88.1% of the Kenya Safety Net programmes, only 16.7% could provide the review team with a logical framework. The review also established that although M&E rarely influenced the decision making process, its information was being used to inform project and programme designs as well as inform policies. The review also notes that the country relies much on M&E international consultants and therefore recommends capacity building of locals.

2.3 Training Levels and the effectiveness of M&E

Training is a process by which individuals gain knowledge, skills and attitudes that are helpful (Weisner, 2011). In a study on influence of training on the implementation of community based projects in Nyeri district, Wamuhu (2010) indicated that training in skills and knowledge of basic project management should be emphasized in order to steer projects effectively. Nabris (2002) asserts that M&E carried out by untrained and inexperienced people is bound to be time consuming, costly and the results generated could be impractical and irrelevant. This impacts on the success of the project (Visser et al., 2014; Sivagnanasothy, 2013). Wageningen.. Kusek (2004) further adds that capacity building in the workforce is needed in order to develop, support and sustain a result based monitoring and evaluation system. The staffs implementing the M&E plan need to be trained on modern data collection and analysis methods to ensure success of the process (Simons, 2010; Sheperd, 2014).

The technical capacity of the organization in conducting evaluations, the value and participation of its human resources in the policy making process and their motivation to impact decisions, can be huge determinants of how the evaluation's lessons are produced, communicated and perceived (Vanessa and Gala, 2011). M&E is a skill intensive endeavour and as such, training of staff is integral. Different approaches can be used in training of staff. The first step in carrying out training should be a training needs

assessment (Stackenbruck, 2011). The training officer should first seek to identify the knowledge gaps within the organization which the training intervention will be seeking to fill. This should be followed by developing course content that is targeted at filling the identified knowledge gap. This training can be done on site, where the staff are trained in the process of carrying out their normal duties or off site in short term courses (Tache, 2011).

Human resources on the project should be given clear job allocation and designation befitting their expertise, if they are inadequate then training for the requisite skills should be arranged. For projects with staff that are sent out in the field to carry out project activities on their own, there is need for constant and intensive on-site support to the outfield staff (Reijer et al, 2002).

According to Jarya (2007), training and education offer the greatest asset to an enterprise. Investing in human capital with the requisite skills and knowledge is a worthy undertaking because workers with a wealth of knowledge make resources more productive. For an M&E system to perform as expected, organisations must equip their staff with the necessary skills in data collection, analysis and interpretation. M&E officers must have a thorough knowledge on the use of the tools and techniques used by the particular organisation. For a monitoring and Evaluation system to perform to the expected levels, the staff who are an important component of the system must have thorough knowledge in the processes of monitoring and evaluating projects and programs. There is need also for the staff to keep in touch with new trends in the discipline. This can be done by joining professional bodies for evaluators where they can interact with other practitioners in the field

2.4 Cost of monitoring and evaluation and the effectiveness of M&E

Monitoring and evaluation costs associated with projects can be identified relatively easily and be charged directly to the respective project budgets Sourcing and securing financial resources for monitoring and evaluation of outcomes or programmes can pose additional challenges, as there is not one project where these costs can be directly charged (UNDP, 2012). According to the UNDP handbook for monitoring and evaluation

the most commonly observed financing mechanism is to draw resources together from relevant projects (UNDP, 2007). Another way is to create a separate monitoring and evaluation fund, facility or project associated with an outcome or a programme to which all the constituent projects would contribute through transfer of some project funds (UNDP, 2013). This facility could be located in the same entity that manages the outcome or programme. Another way is to mobilize funds from partners directly for an outcome or programme monitoring and evaluation facility. Another alternative is to allocate required funds annually for each outcome on the basis of planned costs of monitoring and evaluation from overall programme budget to the facility or fund.

Financial resources for monitoring and evaluation should be estimated realistically at the time of planning for implementation of monitoring and evaluation (UNDP, Handbook on planning, monitoring and evaluating for development results, 2009). The availability of finances will determine what can be achieved as far as implementation, strengthening and sustainability of monitoring and evaluation system is concerned (UNAIDS, 2008a). A key function of planning for monitoring and evaluation is to estimate the costs, staffing, and other resources needed for monitoring and evaluation work. It is important for monitoring and evaluation specialists to weigh in on monitoring and evaluation budget needs at the project design stage so that funds are allocated specifically to the implementation of key monitoring and evaluation tasks (Chaplowe, 2008). Program managers often ask what proportion of a project's budget should be allocated to monitoring and evaluation. There is no set formula; various donors and organizations recommend that between 3 to 10 percent of a project's budget should be allocated to monitoring and evaluation (IFAD, 2002). A general rule of thumb is that the monitoring and evaluation budget should not be so small as to compromise the accuracy and credibility of results, but neither should it divert project resources to the extent that programming is impaired (Chaplowe, 2008).

The project budget should provide a clear and adequate provision for monitoring and evaluation activities. A monitoring and evaluation budget can be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project management (McCoy, 2005; Gyorkos, 2003). A monitoring

and evaluation budget should be about 5 to 10 percent of the total budget (AIDS Alliance, 2006; Kelly & Magongo, 2004; IFRC, 2001).

The Program Evaluation Standards James (2011) also indicates that, evaluation planning budget could certainly be more carefully estimated and actual expenditure on the evaluation more carefully monitored. The problem of cost overruns during evaluation has been raised up by several evaluators. Smith & Chircop (2010) say that solid and systematic learning cost money. Financial resources are needed for the time people spend, for supporting information management system, training, transport and so forth. Key items to include in the budget are contracts for consultants/external expertise (fees and travel expenses), physical non contractual investment costs, recurrent labour cost, focused labour input, training and study tours for M&E related capacity building, and nonoperational costs like stationery, meetings, allowances for primary stakeholders and project implementers. In the recent past donors have put emphasis on ensuring that monitoring and evaluation is budgeted for before approving any proposals for funding. In contrast, implementing agencies put little or no emphasis at all towards M&E and most of them try to resist having structures that can support M&E in their organizations (Preskill & Boyle (2012).

Applying too few resources to any given activity slows progress and applying too many can cause crowding that reduces productivity and wastes resources that could be used more efficiently by other activities. Therefore the effective and efficient allocation of scarce resources among development phases and among activities within phases is a realistic management opportunity for improving project schedule performance (Lee et al., 2007). Inadequate resources lead to poor quality monitoring and evaluation. To ensure effective and quality monitoring and evaluation, it is critical to set aside adequate financial and human resources at the planning stage. The required financial and human resources for monitoring and evaluation should be considered within the overall costs of delivering the agreed results and not as additional costs (UNDP, 2012). This is in line with Mugo (2014) findings on a study of Monitoring and Evaluation of Development Projects and Economic Growth in Kenya. The study revealed that the amount of budgetary allocation for monitoring and evaluation was also found to be a positively

significant determinant of M&E system implementation in development projects. An additional amount of budgetary allocation on monitoring and evaluation in development project is likely to increase the probability of M&E system implementation significantly by 13.13% holding other factors constant. This implies that an extra amount of money allocated for project M&E leads to an increase in the likelihood of M&E system implementation in development projects

Financial resources for monitoring and evaluation should be estimated realistically at the time of planning for monitoring and evaluation. While it is critical to plan for monitoring and evaluation together, resources for each function should be separate. In practice, each project should have two separate budget lines for its monitoring and evaluation agreed in advance with partners. This will help UNDP and its partners be more realistic in budgeting. It will also reduce the risk of running out of resources for evaluation, which often takes place towards the end of implementation (Kusek & Rist, 2012)

At the national level, the CDF Act 2003 Section 4(2a) mandates that at least 2.5% of the government's annual ordinary revenue be channelled to the Constituencies for purposes of development. Section 19 (1) of the NGCDF Act stipulates the allocation criteria for the above 2.5% to the constituencies; 75% is allocated equally among all 210 constituencies and the remaining 25% is allocated based on the national poverty index multiplied by the constituency poverty index.

2.5 Time allocation and the effectiveness of M&E

National monitoring and evaluation systems in resource-limited settings tend to be chronically challenged, with persistently incomplete reporting and inaccurate data posing a major threat to their utility (Kawonga, 2012; IFAD, 2002). Reasons include competing priorities and limited resources for collection and use of data; inadequate training of data collection personnel; lack of timely feedback of useful data to those in a position to improve programs; outmoded, duplicative, or irrelevant indicators; lack of proper reporting tools like registers and forms; poor documentation of services provided within health facilities; and overly onerous reporting requirements (Nash, et al., 2009). An effective monitoring and evaluation system is more than a statistical task or an external

obligation (Worldbank, 2004). Thus, it must be planned, managed, and provided with adequate resources (UNAIDS, 2008a). Situation analysis of human and organisation capacity in monitoring and evaluation in Guyana revealed a range of limitations to the monitoring and evaluation system performance including both technical and organizational (Cohen and Swerdlik, 2001). The primary barrier towards implementation of an effective monitoring and evaluation system is said to be finances (UNAIDS, 2008a).

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

2.6 Stakeholder Participation and the effectiveness of M&E

While examining the best method for enhancing effectiveness and efficiency of implementing projects, Crawford and Bryce (2013) argue that the best way to achieve results for a large organization like a country is through stakeholders' participation. Further, Crawford and Bryce (2013) suggest that the only way for the stakeholders to safeguard the project and guarantee its sustainability is when the process is inclusive from the project design to its closure.

Engaging stakeholders in discussions about what, how and why of program activities is often empowering for them and additionally, promotes inclusion and facilitates meaningful participation by diverse stakeholder groups (Donaldson, 2013). Stakeholder participation means empowering development beneficiaries in terms of resources and needs identification, planning on the use of resources and the actual implementation of development initiatives (Chitere, 2004). Hence, a project manager should identify all stakeholders at the early stages of the project and document their requirements, interests, level of involvement, expectations, influence and power, possible impact, and communication requirements in the stakeholder register.

It is important to note that some of these stakeholders may have little interest or influence on the project but the project manager has to take care of them as well because they may later turn out to be dominant stakeholders. Best practice demonstrate that a central factor facilitating update of evaluations is stakeholder involvement. Stakeholders should be involved at the early stages of the evaluation process, attract support of high profile champions and include political agents interested in learning or using instruments to demonstrate effective M&E. Proudlock (2009) established that the entire process of impact evaluation and specifically the analysis and interpretation of results can greatly improve if the intended beneficiaries participate since they are the primary stakeholders and the best placed to judge their own situation. However, stakeholder engagement needs to be managed with care. Too much stakeholder involvement could lead to undue influence on the process of evaluation, and too little may result in evaluators over-dominating the process (Patton, 2010). The choice regarding the purpose and scope of impact evaluations are political and has important implications on choosing of suitable methodologies, the kind of knowledge and conclusions generated, and how this knowledge will be used. It is important then to factor in adequate time for the adequate participation of all stakeholders in determining the purpose and scope of impact evaluations (Patton, 2010; Sandison, 2006; Proudlock, 2009).

There should be effort to shift from conventional to more participatory approaches to M&E. However, the extent to which different project stakeholders are involved in M&E varies according to the purpose of M&E and the general institutional receptiveness to the

use of participatory approaches. In each instance, project managers must decide which group of stakeholders should be involved, to what extent and how. The level of stakeholder participation in evaluations, however, is dependent on the evaluation questions and circumstances. Participatory evaluations are usually useful when there are concerns about implementation challenges or effects of the project on different stakeholders or when information is needed on stakeholders' knowledge of project goals or their opinion on the progress. A conventional approach to evaluation is usually more suitable when there is need for objective and independent outside judgement and when specialized information is needed that can only be provided by technical experts. Such an approach is also more appropriate when key stakeholders don't have time to participate, or when such serious lack of agreement exists among stakeholders that collaborative approach is likely to fail (Nina and Anastasia, 2007).

2.7 Theoretical framework

There are different theories on monitoring and evaluation, each identifying own paradigm and concept on M&E. Kothari (2004) defines theory as a set of properly argued ideas intended to explain a phenomenon by specifying variables of the laws that relate the variables to each other. Since projects are change agents, this study was guided by the theory of change and realistic evaluation theory

2.7.1 Theory of Change

The theory of change, first published by Carol Weiss in 1995, is defined quite simply and elegantly as a theory of how and why an initiative works. Theory of change when applied to social change processes represents a thinking action alternative to other more rigid planning approaches and logics. A theory of change defines pieces and steps necessary to bring about a long term goal. It also describes the types of interventions that bring about results hoped to. A theory of change includes assumptions (often supported by research) that stakeholders use to explain in the process of change (Rogers, 2008). According to the theory of Change, set of assumptions and abstract projections regarding how project members believe reality could be untold in the immediate future. Based on a realistic analysis of current context, a self-assessment about their capabilities of process

facilitation and a crucial and explicit review of the study, assumptions of community involvement in monitoring and evaluation and a process that helps monitor consciously and critically individual and also collective way of thinking (Rogers, 2008). The theory of change describes how changes might occur; the point is not to predict change, but to understand how change may happen through community participation in monitoring and evaluation and how it could be influenced through intervention strategies.

The study finds it most appropriate to adopt the theory of change because it is a conscious and visualization exercise that enables project stakeholders to focus energy on specific future realities which are not only desirable. Theory of change therefore serves as a basis for future planning M&E activities, as well as communication about such activities with partners and funders.

This theory is appropriate in this study because it is a tool used for developing solutions to complex social problems. It provides a comprehensive picture of early and intermediate term changes that are needed to reach a long term set goal. It therefore provides a model of how a project should work, which can be tested and refined through monitoring and evaluation. A theory of change is also a specific and measurable description of change that forms the basis for planning, implementation and evaluation. Most projects have a theory of change although they are usually assumed

2.7.2 Realistic Evaluation Theory

The realistic evaluation theory, first published by Pawson in 1997, provides a model centred on finding out what outcomes are produced from project interventions, how they are produced, and what is significant about the varying conditions in the which the interventions take place (Pawson & Tilley, 2004). Realistic evaluation deals with ‘What works for whom in what circumstances and in what respects, and how?’ (Pawson & Tilley, 2004). The model allows the evaluator to understand what aspects of an intervention make it effective or ineffective and what contextual factors are needed to replicate the intervention in other areas (Cohen, Manion, & Morison, 2008). Realistic evaluation seeks to find the contextual conditions that make interventions effective therefore developing lessons about how they produce outcomes (Fukuda-Parr, Lopes, & Malik, 2002).

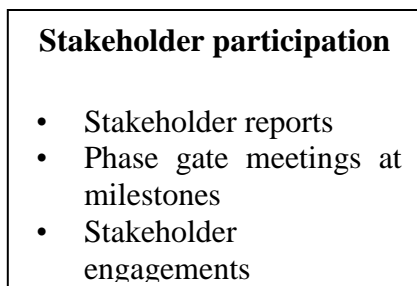
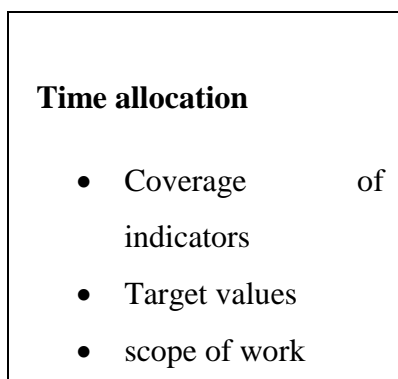
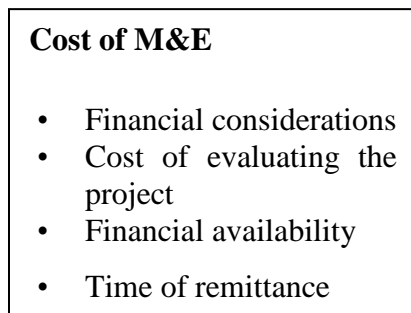
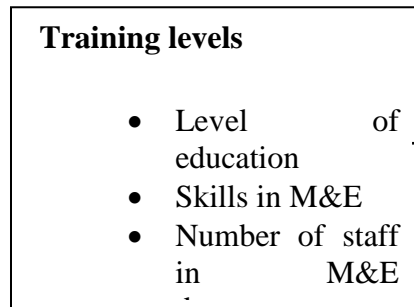
Realist evaluation is a species of theory-driven evaluation. The cornerstone of the realist project is a distinctive viewpoint on how intervention brings about change. It is only by understanding and probing its apparatus of change that one can evaluate a programme. According to realist evaluation programmes are ‘theories’, they are ‘embedded’, they are ‘active’, and they are parts of ‘open systems’. Programmes are theories incarnate. They begin in the heads of policy architects, pass into the hands of practitioners and, sometimes, into the hearts and minds of programme subjects. These conjectures originate with an understanding of what gives rise to inappropriate behaviour, or to discriminatory events, or to inequalities of social condition and then move to speculate on how changes may be made to these patterns. Interventions are always inserted into existing social systems that are thought to underpin and account for present problems. Changes in patterns of behaviour, events or conditions are then generated by bringing fresh inputs to that system in the hope of disturbing and re-balancing it.

This theory can greatly aid in understanding how project deliverables are produced, however it falls short, as it is not explicitly about that influences effectiveness of monitoring and evaluation – the concern of this study

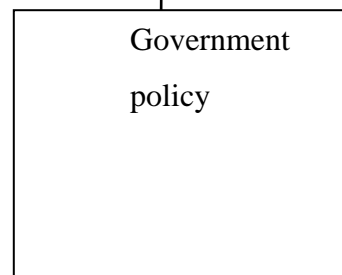
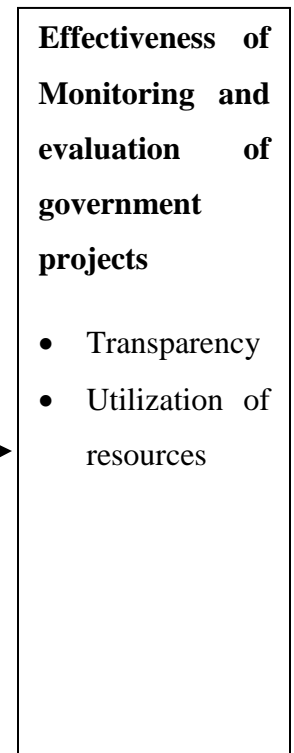
This theory is deemed significant in this study because, it is centred on finding not only what outcomes were produced from interventions but also 'how they are produced, and what is significant about the varying conditions in the which the interventions take place. It seeks to find the contextual conditions that make interventions effective therefore developing lessons about how they produce outcomes to inform policy decisions.

2.8 Conceptual Framework

Independent variables



Dependent Variables



Intervening variables

Figure 2.1: Conceptual Framework

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

Dependent variable is a factor which is observed and measured to determine the effect of the independent variable. The dependent variable is effective monitoring and evaluation participation of CDF projects. The moderating variable is measured and manipulated to discover whether or not it modifies the relationship between the independent variable and dependent. The government policy is identified as a moderating variable. Evaluations ought to be carried on with the relevant skills, wide-ranging methods, adequate resources and transparency, for it to be quality, Jones et al, (2009). This infers to as the training and skills of employees largely determine the effectiveness of monitoring and evaluation. The factor to reflect is the budgetary apportionment.

Monitoring and evaluation budget can be obviously outlined within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project running, Gyorkos, (2003), and McCoy et al, (2005). Better involvement is equally necessary. Rogers (2008) suggests the use of multi-stakeholders dialogues in data collection, hypothesis testing, in order to allow greater involvement and recognize the differences that may arise.

2.9 Knowledge gap

Devolution of resource to the decentralized unit of management is seen as one of the positive move by the central authorities, there is a concern about the organizational and management structure of the NGCDF since politicians (mps) control the project formulation and disbursement of the finance. Besides the control the NGCDF and at time are the chairmen or patrons. Patron title does not even exist in the Act, Onhoya and Lumallas, (2005). This essentially means they are likely to influence what aspect of a project to monitor and what information to be share with other stakeholders. Secondly, the logical framework approach of project formulation and implementation is largely ignored. Some of the project in the education and health sectors is idle due to lack of personnel KHRC, (2010). According to Mwangi (2005), Projects are prioritized not because of the immediate socio-economic needs but for political maximization, besides community mobilization is likely to suffer due to the feeling that the NGCDF money is free which causes fiscal illusion. Thirdly, project cutting across locational and constituency borders will be avoided since communities want to own their own project and as such they wouldn't prioritize or consider project whose benefits seep over to neighbouring constituencies, clans or tribes. Fourthly, the institutional framework is weak and therefore they cannot support the effective monitoring and evaluation. Finally, the financial resource being devolved through NGCDF is not enough to address the public project needed adequately

The Logical Framework Approach of project formulation and implementation is largely ignored. Some of the projects in the education and health sectors idle due to lack of personnel, KHRC, (2010). Projects are prioritized not because of the immediate socioeconomic needs but for political maximization, Mwangi, (2005). Besides community mobilization is likely to suffer due to the feeling that the NGCDF money is free. This causes 'fiscal illusion', Mwangi, (2005). Finally, projects cutting across locational or constituency borders will be avoided since communities want to 'own' their own projects and as such they wouldn't prioritize or consider projects whose benefits seep over to neighbouring constituencies, clans or tribes, Mwangi,(2005).

This study will be a step in the right direction since it will try to give an insight of Factors Influencing effectiveness of monitoring and evaluation of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Dagoretti North Sub-County. This has posed a knowledge gap which this study seeks to fill.

2.10 Summary of Literature Review

There is concern about the organizational and management structure of the CDF since the politicians (Members of Parliament) control the project formulation and disbursement of the finances. Besides their control of CDF and times their heavy influence of the funds as chairmen or patrons, the latter title does not even exist in the Act (Ongoya and Lumalla, 2005). This essentially means they are likely to influence existence of the Act (Ongoya and Lumallas, 2005). This essentially means there are likely to influence what aspects of a project to monitor and what information to be shared with other stakeholders. A study by Gwadoya, Robinson A. (2012) on Factors influencing effective implementation of monitoring and evaluation practices in donor funded projects in Kenya: a case of Turkana District found that staff competency, resource adequacy, technology adoption and donor policies play a pivotal role in determining the performance and success of donor funded project. A study by Cliff, (2013), How Monitoring and evaluation affects success of Projects in public sector, found that M & E has a great impact on the success of public funded project.

Omanga (2010), while studying factors affecting the implementation of CDF funded projects in Lari Constituency found out that the constituents believed that CDF projects fail because the procurement is not transparently done. He found out from the research that 70 % of the respondents strongly believe that the procurement process is highly influenced and thus negatively impacts on performance of CDF projects while only 30 % believe that the CDF projects fail for other reasons and not because of procurement process. The study further reveals that 12 % of the projects were complete, 67 % of the projects were on-going, 15 % had stalled and 6 % had been abandoned altogether. He does not however indicate how many of the stalled or abandoned (21 % in total) projects were as a result of failed procurement.

This study will be a step in the right direction since it will try to give an insight of factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya: A Case of the National Government Constituency Development Fund Projects in Dagoretti North Sub-County, Kenya. This has posed a knowledge gap which this study seeks to fill.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter the researcher presented the methodology that was used in carrying out the study. The chapter consisted of the research design, target population, sampling procedures and sample size, research instruments, validity and reliability of the instruments, data collection procedures, data analysis, ethical issues and operationalization of the study variables.

3.2 Research Design

Research design is the scheme outline or plan that is used to generate answers to research to research problems (Orodho, 2003). This study employed descriptive survey. This approach was appropriate for this study as it helped to describe the state of affairs as they exist without manipulation of variables which was the aim of the study (Amin, 2005; Krishnaswamy, 2009). The study fitted within the provisions of descriptive survey research design because the researcher collected data and reported the way things are without manipulating any variables. According to Mugenda and Mugenda (2003) the purpose of descriptive research is to determine and report the way things are and it helps in establishing the current status of the population under study. The design was chosen for this study due to its ability to ensure minimization of bias and maximization of reliability of evidence collected. The descriptive survey research attempts to collect data from members of a population, helps the researcher to get the descriptive existing phenomena by asking individuals about their perceptions, attitudes, behavior or values (Nachmias and Nachmias, 2007). Kothari (2007) contends descriptive survey designs as suitable where the researcher needs to draw conclusions from a larger population.

3.3 Target Population

Population is defined as all the members of a real or hypothetical set of people, event or objects to which a researcher wishes to generalize the results of the study. The study targets monitoring and evaluation team in ongoing NGCDF projects in the Dagoretti North Sub-County. In total 620 respondents (457 representing males while the remaining 163 comprised of females), representing monitoring and evaluation team was targeted. The target population was made up of 620 NGCDF, M & E Committee members, Project leaders, Project Committee members, as well as Community Leaders

Table 3.1: Target Population

Group	Male	Female	Total
NGCDF M &E Committee members	71	25	96
Project leaders	130	47	177
Project Committee members	196	70	267
Community Leaders	59	21	81
Total	457	163	620

Source (CDF, 2016)

3.4 Sample size and Sampling Procedures

In this survey study sample size was determined using Yamane formula

3.4.1 Sample size

The study utilized formula by Yamane (1967) to arrive at a sample size of 170 respondents. In addition 10 sub-county administrative staffs was purposively sampled to form key respondents. Purposive sampling technique is a form of non-probability sampling in which decisions concerning the individuals to be included in the sample are taken by the researcher, based upon a variety of criteria which may include specialist knowledge of the research issue, or capacity and willingness to participate in the research. Purposive sampling helped the researcher to collect focused information, by selecting the useful cases only which helped to save time and resources.

In this particular study as preferred number of respondents was used in sample be 95 using the formula by Yamane (1967). As follows

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

Where n is the sample size N is preferred sample size and e is the error = 0.1

$$n = \frac{620}{1 + 620(0.1)^2}$$

$$= 86.11$$

Availing a sample size of 86

Table 3.2: Sample size

Group	Total	Percent	Sample Size
NGCDF M &E Committee members	96	14%	13
Project leaders	177	14%	25
Project Committee members	267	14%	37
Community Leaders	81	14%	11
Total	620		86

Source (CDF, 2016)

3.4.2 Sampling procedure

According to Mugenda & Mugenda (2003), sampling is the process of selecting the subjects or cases to be included in the study as representative of the target population. The sample for this research study was selected using stratified random sampling method. The selected respondents within Dagoretti North Sub-County was put in strata based on their sector of operation and then a sample units for the study selected from each stratum (Kothari, 2004). This approach was considered because it is easier in assembling the sample. It also considered as a fair way of selecting a sample from a given population

since every member was given equal opportunities of being selected (Mugenda and Mugenda 2009). According to Gay (2010) random sampling is the process of selecting a sample in such a way that all individuals in the defined population have an equal independent chance of being selected for the sample

3.5 Research Instruments

This study used both primary and secondary data. Primary data was collected using a questionnaire while secondary data was collected by use of desk search techniques from published reports and other documents. The questionnaire had both close-ended and open-ended questions. The open-ended questions enabled the collection of qualitative data. The questionnaire consisted of items applying the likert scale with the responses ranging from strongly agree, agree, neutral, disagree and strongly disagree on a 1,2,3,4,5 rating scale. The likert scale tested the attitude of the respondents. The questionnaire consisted of both open- ended and closed ended questions to offer opportunities for comments, suggestions and areas of improvement that would make a positive difference when using monitoring and evaluation systems.

The questionnaires was divided into five sections with the first section discussing Section A: General Information and Section B: Cost of M&E and Its Influence to effectiveness of monitoring and evaluation, Section C: Time Allocated To Monitoring and Evaluation and Evaluation and Its Influence to effectiveness of monitoring and evaluation, Section D: Levels of training and Its Influence to effectiveness of monitoring and evaluation and Section E: Stakeholder participation and Its Influence to effectiveness of monitoring and evaluation.

3.5.1 Pilot testing of the instrument

This involved checking for the suitability of the questionnaire. The quality of research instrument determines the outcome of the study (Alan & Emma, 2011). The questionnaires were administered to 5 project managers and 5 M&E officers from Kasarani Sub County. The selected individuals for piloting are expected to respond to the items in the questionnaires. Piloting established whether the instrument was able to measure the construct adequately; establish whether the respondents find the items easy

to respond to; established whether the instrument was comprehensive enough to elicit the intended information and the level of the respondent; and establish whether the time allocated for the data collection is adequate. The respondents were the piloting exercise was not to be included in the final administration of the questionnaires.

3.5.2 Validity of instruments

Validity is described as the degree to which a research instrument measures what it intends to measure (Cherry, 2015). As a way of improving validity, the questionnaires were discussed with the supervisor. Content validity refers to how well a test measures the behavior for which it was intended (Lune, Parke, and Stone, 1998). As such, the study only considered inferences which had relationship with the variables under study when matching the test questions and content of the subject area.

3.5.2 Reliability of the Instruments

Reliability is the degree to which an assessment tool produces stable and consistent results. Orodho (2004) posits that reliability is the extent to which the measuring procedure produces similar results when repeatedly administered. To establish the reliability of the instrument, the researcher used the split-half reliability method. The test was first divided into halves and administered to the total respondents in the pilot study and scored separately. The scores of one half of test were then compared to the scores of the remaining half to test the reliability (Kaplan and Saccuzzo, 2001). Cronbach's Alpha (α) was used to test the reliability of the items in the instrument. Larry (2013) indicates that Cronbach Coefficient is used to test internal consistencies of items/traits of a construct when a research instrument has Likert scales with multiple responses for data collection. Therefore, it was the most appropriate for this study since the instrument had Likert scale with multiple responses. Creswell (2012) indicates that a reliable research instrument should have a composite Cronbach Alpha, α of at least 0.7 for all items under study. Thus, reliability coefficient, α , of 0.7 was considered acceptable. Coefficient, α , of 0.73 was obtained meaning the instrument is reliable.

3.6 Data Collection Procedure

The researcher sought approval for this study from the University of Nairobi and National Council for Science and Technology and Innovation (NACOSTI). As soon as permission was granted and an introduction letter obtained by the researcher, the study proceeded in the following chronology: recruitment of one research assistant; conducting briefing for the assistant on the study objectives, the researcher administered questionnaires by interviewing respondents, data collection process and study instrument administration; pilot testing; revising of the data collection instruments after the pilot study; reproduction of required copies for data collection; administering instruments via interview; assessment of filled questionnaires through serialization and coding for analysis; data analysis and discussion; preparation of the conclusion and recommendations

3.7 Data Analysis Techniques

Data was collected and checked for completeness. Numerical data was coded and analyzed with the help of SPSS versions 21. A frequency table with varying percentages was used to present the findings. Stake (1995) describes this method of data analysis as a way of analysing data by organizing it into categories on the basis of themes and concepts. Descriptive statistics will be presented in form of means, standard deviation, frequency as well as percentage. The data also was analysed using correlation regression; the study used Pearson correlation in order to establish the level of relationship between the study variables, while multiple regressions was guided by the model specification as follows

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

Where;

Y = Monitoring and evaluation of government projects

β_0 = Constant Term

β_1 = Beta coefficients

X₁= Level of Training

X₂= Time Allocated to M&E

X₃= Cost of M&E

X₄= Stakeholder participation

3.8 Ethical Consideration

Permission was obtained from the concerned authorities including the National Council for Science and Technology and Innovation (NACOSTI). The researcher obtained consent of participants after assuring them that participation was voluntary and that they could withdraw from the study up until the time the data was analyzed. They were not required to include their names and were assured of confidentiality.

3.9 Operationalization of Variables

The relationship of variables was illustrated in table 3.2 which shows their respective indicators.

Table 3.3: Operationalization of the Variables

Objectives	Variables	Indicators	Measurement Scale	Tools of Analysis
To establish the influence of training levels on the effectiveness of monitoring and evaluation of Government Projects case of National Government Constituency Development Fund projects in Dagoretti North Sub County	<u>Independent:</u> Level of Training <u>Dependent:</u> Monitoring and evaluation of government projects	<ul style="list-style-type: none"> • Level of education • Skills in M&E • Number of staff in M&E 	-Interval -Ordinal -Nominal	Descriptive statistics Inferential statistics
To determine the influence of cost of monitoring and evaluation on the effectiveness of monitoring and evaluation of Government Projects case of National Government Constituency Development Fund projects in Dagoretti North Sub County	<u>Independent:</u> cost of monitoring and evaluation	<ul style="list-style-type: none"> • Financial considerations • Cost of evaluating the project • Financial availability • Time of remittance 	-Interval -Interval -Nominal -Interval	Measure of Central tendency; Mean Inferential statistics
To assess the influence of time allocation on the effectiveness of monitoring and evaluation of Government Projects case of National Government Constituency Development Fund projects in Dagoretti North Sub County	<u>Independent:</u> Time allocation on monitoring and evaluation	<ul style="list-style-type: none"> • Coverage of indicators • Target values • scope of work 	-Interval -Nominal -ordinal	Descriptive statistics Inferential statistics
To examine the influence of stakeholder Participation on the effectiveness of monitoring and evaluation of Government Projects case of National Government Constituency Development Fund projects in Dagoretti North Sub County	<u>Independent:</u> stakeholder Participation	<ul style="list-style-type: none"> • Stakeholder reports • Phase gate meetings at milestones • Stakeholder engagements 	-Nominal -Interval -ordinal	Measure of Central tendency; Mean Inferential statistics

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

This chapter presents results arising from the analysis of data collected using questionnaires. The data collected was analyzed using descriptive and inferential statistical methods for each variable and the findings presented in tabular summaries, and their implications discussed.

4.2 Response Rate

Questionnaires were issued to 86 respondents but 80 questionnaires were collected. The other 6 questionnaires were not collected reason being that the respondents were not present at the time of collection. This translates to 93% response which according to Mugenda & Mugenda (2003) a response rate of more than 80% is sufficient for a study.

4.3 Demographic Characteristic of Respondents

This section discusses the demographic characteristics of the respondents in the study .These include , distribution of respondents by their gender, age, level of education and The results are presented in terms of the study objectives.

4.3.1 Gender Distribution of the Respondents

In this section the researcher sought to establish the gender of the respondents. Their responses are shown in Table 4.

Table 4.1: Gender of the Respondents

Description	Frequency	%
Male	45	56
Female	35	44
	80	100

From Table 4.4 the male respondents were 56% and Female respondents were 44%. These indicate that men are more active in M & E of Government projects a case of National Government Constituency Development Fund Projects in Dagoretti North Sub-County as compared to women. This demonstrate that women need to be involved in training of M & E and more sensitization should be directed to women to empower them to participate in stakeholder participation.

4.3.2 Distribution of Respondents by their Age bracket

The researcher sought to know the age group of the respondents and the figures were as shown in the Table 4.2

Table 4.2: Age Bracket of the Respondent

Description	Frequency	%
Below 30 Years	15	19
31 – 40 Years	25	31
41 – 50 Years	28	35
Above 50 Years	12	15
	80	100

According to Table 4.5, 35% of the respondents indicated that age brackets of employees participating in M & E of Government projects a case of National Government Constituency Development Fund Projects in Dangoreti North Sub-County is of the age between 41-50 years 35%, followed by 31-40, Below 30 years 19% and those with least response are those aged above 50 years with 15%. The study show that youth need to be trained on importance of M & E and more sensitization should be directed to youth to empower them to participate in stakeholder participation.

4.3.3 Number of years in current position

A combined question sought to know the work experience in a predetermined range of intervals scale to establish the knowledge held about by the respondents. The respondents gave the following range of experience when asked. The findings of the study are as shown in Table 4.3

Table 4.3: Years Worked by Respondents

Description	Frequency	%
Below 1 year	10	13
1-5 years	24	29
6-11 years	18	23
12-17 Years	11	14
18-23 years	9	11
24 years and above	8	10
	80	100

Respondents were requested to indicate the number of years they have been in their current position. 13% of the respondents indicated that they have been in their current position for 1-5 years, followed by 6-11 years 23%, 12-17 years 14%, below 1 year 13%, 18-23 years 11% and least respondents 24 years and above as represented by 10%. Most respondents hold their current between 1-5 years 13%, and least respondents 24 years and above 10%. This implies that the respondents have been in their current position for a quite period of time and therefore higher chances of giving reliable information

4.3.4 Level of Education of the Respondent

In order to participate meaningfully in monitoring and evaluation process or project management altogether, the employee's level of education should enable this to be done easily. The respondents were asked to state their level of education according to Table 4.4

Table 4.4: Respondents Level of Education

Description	Frequency	%
Secondary	26	33
College	40	50
University	8	10
Post graduate	6	7
	80	100

Based on the Table 4.7, 50% of the respondents indicated that they attained College, those with Secondary education represented 33%, University education 10% and Post Graduate 7%. The highest response was respondents with college education and thus they were well knowledgeable on the subject matter under investigation

4.3.5 Involvement in Developing Projects

The research sought to find out whether respondents have been involved in developing projects in Kenya and responses are given in Table 4.5

Table 4.5: Respondents Involved in Developing Projects

Description	Frequency	%
Yes	38	47
No	24	53
	80	100

From Table 4.5 above 53% of the respondents indicated that they were not involved in developing projects while 47% of the respondents' results showed that they were involved in developing projects. This indicates that most projects were undertaken without involving stakeholders as showed by most respondents

4.3.6 Developing Projects Involved

Among the respondents who indicated they have been involved in development projects in Kenya were further probed to indicate the project/ Programme they have been involved in. The findings are as shown in Table 4.6 below

Table 4.6: Developing Projects Involved

Description	Frequency	%
Education	26	33
Roads	19	24
Youth	15	19
Water	10	12
Health	10	12
Total	80	100

According to the analysis of the findings in Table 4.6 above 33% of the respondents indicated that they were involved in M & E of Education, followed by M & E of roads as indicated by 24%, Youth empowerment as shown by 19% and least is water and health at 12% respectively.

4.4 Training Levels

The study sought to establish how training levels influence the effectiveness of monitoring and evaluation of Government Projects (case of National Government

Constituency Development Fund projects in Dagoretti North Sub-County). The study findings are as shown in subsequent headings

4.4.1 Training Levels Influence on effectiveness of M & E

The study sought to establish level of agreement or disagreement on training factors influence effectiveness of monitoring and evaluation. Table 4.7 summarizes the study findings

Table 4.7: Training Levels Influence on effectiveness of M & E

Parameter	Mean	SD
Level of education	3.897	0.8770
Skills in M&E	3.985	0.8992
Number of staff in M&E	3.763	0.7515

Those agreed recorded statements that Skills in M&E influence effectiveness of monitoring and evaluation had a mean of 3.985 with a standard deviation of 0.8992, the Level of education with a mean of 3.897 and a standard deviation of 0.8770 and the Number of staff in M&E influence effectiveness of monitoring and evaluation with a mean of 3.763 and a standard deviation of 0.7515. It can be depicted that most respondents agreed Skills in M&E influence effectiveness of monitoring and evaluation with a mean of 3.985 and a standard deviation of 0.8992. This illustrates those skills in M&E influence effectiveness of monitoring and evaluation. Similar to the study findings, Nabris (2002) asserts that M&E carried out by untrained and inexperienced people is bound to be time consuming, costly and the results generated could be impractical and irrelevant. This impacts on the success of the project (Visser et al., 2014; Sivagnanasothy, 2013). Wageningen.. Kusek (2004) further adds that capacity building in the workforce is needed in order to develop, support and sustain a result based monitoring and evaluation system. The staffs implementing the M&E plan need to be trained on modern data collection and analysis methods to ensure success of the process (Simons, 2010; Sheperd, 2014).

4.4.2 Extent of influence of Training Factors on Effectiveness of Monitoring and Evaluation

The study sought to establish level of agreement or disagreement Level of Training influence effectiveness of monitoring and evaluation. The study Findings are as presented in Table 4.8

Table 4.8: Training Factors Influence Effectiveness of Monitoring and Evaluation

Parameter	Mean	SD
Increased Level of Training enhances Effectiveness of monitoring and evaluation	3.8791	0.8672
Increased Level of Training improves Transparency of monitoring and evaluation	3.7893	0.7703
Increased Level of Training increases utilization of resources of monitoring and evaluation	3.7014	0.6945
The level of training affect the effectiveness of monitoring and evaluation	3.7004	0.6689

The statements with most respondents indicated that increased level of training enhances effectiveness of monitoring and evaluation with a mean of 3.8791 with a standard deviation of 0.8672, increased level of training improves transparency of monitoring and evaluation with a mean of 3.7893 and a standard deviation of 0.7703, Increased Level of Training increases utilization of resources with a mean of 3.7014 and a standard deviation of 0.6945, and The level of training affect the effectiveness of monitoring and evaluation with a mean of 3.7004 and a standard deviation of 0.740.66892. It can be noted that most respondents agreed Increased Level of Training enhances Effectiveness of monitoring and evaluation with a mean of 3.8791 with a standard deviation of 0.8672. This indicates that increased level of training enhances effectiveness of monitoring and evaluation and that increased level of training improves transparency of monitoring and evaluation. In tandem with the study findings, Jarya (2007) observes that training and education offer the greatest asset to an enterprise. Investing in human capital with the requisite skills and knowledge is a worthy undertaking because workers with a wealth of

knowledge make resources more productive. For an M&E system to perform as expected, organisations must equip their staff with the necessary skills in data collection, analysis and interpretation. M&E officers must have a thorough knowledge on the use of the tools and techniques used by the particular organisation. For a monitoring and Evaluation system to perform to the expected levels, the staff who are an important component of the system must have thorough knowledge in the processes of monitoring and evaluating projects and programs. There is need also for the staff to keep in touch with new trends in the discipline. This can be done by joining professional bodies for evaluators where they can interact with other practitioners in the field

4.5 Cost of M&E

The study sought to determine the extent to which cost of monitoring and evaluation influence the effectiveness of monitoring and evaluation of Government Projects (case of National Government Constituency Development Fund projects in Dagoretti North Sub-County). The study findings are as indicated in the subsequent subheadings

4.5.1 Cost of M&E Influence on effectiveness of M & E

The study sought to establish level of agreement or disagreement on Cost of M&E factors influence effectiveness of monitoring and evaluation. Table 4.9 summarizes the study findings

Table 4.9: Cost of M&E Influence on effectiveness of M & E

Parameter	Mean	SD
Financial budgeting	3.8056	0.8135
Cost of evaluating the project	3.8552	0.8463
Financial availability	3.9380	0.8746
Time of remittance	3.7933	0.6957

The statements with most respondents indicated that financial availability with a mean of 3.9380 with a standard deviation of 0.8746, Cost of evaluating the project with a mean of 3.8552 and a standard deviation of 0.8463, Financial budgeting with a mean of 3.8056 and a standard deviation of 0.8135, and the Time of remittance effect on the

effectiveness of monitoring and evaluation with a mean of 3.7933 and a standard deviation of 0.6957. It can be noted that most respondents agreed that financial availability affect effectiveness of monitoring and evaluation with a mean of 3.9380 with a standard deviation of 0.8746. This is an illustration that financial availability and cost of evaluating the project influences effectiveness of monitoring and evaluation. In tandem with the study findings, Gyorkos, (2003) and McCoy, (2005) observed that the project costing should provide a clear and adequate provision for monitoring and evaluation events. Monitoring and evaluation budget can be obviously delineated within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running. It is important to note that only 2% may be allocated for Monitoring and Evaluation of ongoing projects and capacity building activities while 5% is kept aside as an emergency reserve to be made available for emergencies that may occur in the Constituency like drought.

4.5.2 Adequacy of Money Allocated for M&E

The study sought to establish level of strongly agree or strongly disagree on the money allocated for M&E is adequate for effectiveness monitoring and evaluation. Table 4.10 presents the study findings

Table 4.10: Adequacy of Money Allocated for M&E

Statement	Mean	SD
Increased Cost of M&E enhances the effectiveness of monitoring and evaluation	3.8747	0.8733
Increased Cost of M&E improves transparency of monitoring and evaluation	3.7887	0.7224
Increased Cost of M&E increases utilization of resources of monitoring and evaluation	3.7342	0.6866
The major challenge faced by this team is Sourcing and securing financial resources for monitoring and evaluation of outcomes	3.8975	0.8966

The statements with most respondents indicated that the major challenge faced by this team is Sourcing and securing financial resources for monitoring and evaluation of outcomes with a mean of 3.8975 with a standard deviation of 0.8966, Increased Cost of M&E enhances the effectiveness of monitoring and evaluation with a mean of 3.8747 and a standard deviation of 0.8733, Increased Cost of M&E improves transparency of monitoring and evaluation with a mean of 3.7887 and a standard deviation of 0.7224, and Increased Cost of M&E increases utilization of resources of monitoring and evaluation with a mean of 3.7342 and a standard deviation of 0.6866 . It can be noted that most respondents agreed that the major challenge faced by this team is Sourcing and securing financial resources for monitoring and evaluation of outcomes with a mean of 3.8975 with a standard deviation of 0.8966. This is an indication that increased Cost of M&E enhances the effectiveness of monitoring and evaluation. This is in line with Mugo (2014) findings on a study of Monitoring and Evaluation of Development Projects and Economic Growth in Kenya. The study revealed that the amount of budgetary allocation for monitoring and evaluation was also found to be a positively significant determinant of M&E system implementation in development projects. An additional amount of budgetary allocation on monitoring and evaluation in development project is likely to increase the probability of M&E system implementation significantly by 13.13% holding other factors constant. This implies that an extra amount of money allocated for project M&E leads to an increase in the likelihood of M&E system implementation in development projects

4.6 Time Allocation

The study sought to assess how time allocation influences the effectiveness of monitoring and evaluation of Government Projects (case of National Government Constituency Development Fund projects in Dagoretti North Sub-County). The study findings are as indicated in the subsequent subheadings

4.6.1 Time Allocation Influence on Effectiveness of M & E

The study sought to establish level of agreement or disagreement on time allocation to M&E factors influence effectiveness of monitoring and evaluation. The study findings are shown Table 4.11

Table 4.11: Time Allocation Influence on Effectiveness of M & E

Parameter	Mean	SD
Coverage of indicators	3.7464	0.6275
Target values	3.7572	0.6966
scope of work	3.8611	0.8352

Those agreed recorded statements that scope of work influence effectiveness of monitoring and evaluation with a mean of 3.8611 with a standard deviation of 0.8352, the Target values influence effectiveness of monitoring and evaluation with a mean of 3.7572 and a standard deviation of 0.6966, and the Coverage of indicators influence effectiveness of monitoring and evaluation with a mean of 3.7464 and a standard deviation of 0.6275. It can be indicated that most respondents agreed that scope of work influence effectiveness of monitoring and evaluation with a mean of 3.8611 with a standard deviation of 0.8352. This is an indication that scope of work influence effectiveness of monitoring and evaluation and that the target values influence effectiveness of monitoring and evaluation. The finding is supported by Pretorius et' al (2012) found out that project management organizations with mature time management practices produce more successful projects than project management organizations with less mature time management practices. Project time is the absolute time that is calculated as the number of days/weeks from start on site to practical completion of the project. Speed of project implementation is the relative time (Chan, 2001).

4.6.2 Extent to Which Time Allocation Influence effectiveness of M & E

The study sought to establish level of agreement or disagreement on time allocation to M&E factors influence effectiveness of monitoring and evaluation. Table 4.12 presents the findings of the study

Table 4.12: Extent to Which Time Allocation Influence effectiveness of M & E

Parameter	Mean	SD
Increased time allocation to M&E enhances Effectiveness of monitoring and evaluation	3.8775	0.8554
Increased time allocation to M&E improves transparency of monitoring and evaluation	3.7882	0.7005
Increased time allocation to M&E increases utilization of resources of monitoring and evaluation	3.8663	0.7667
The project charter or statement of work requires the implementers to develop a scope of work that was achievable	3.7444	0.6985

Those agreed recorded statements that Increased time allocation to M&E enhances Effectiveness of monitoring and evaluation with a mean of 3.8775 with a standard deviation of 0.8554, Increased time allocation to M&E increases utilization of resources of monitoring and evaluation with a mean of 3.8663 and a standard deviation of 0.7667, and the The project charter or statement of work requires the implementers to develop a scope of work that was achievable with a mean of 3.7444 and a standard deviation of 0.6985. It can be depicted that most respondents agreed with statements that Increased time allocation to M&E enhances Effectiveness of monitoring and evaluation with a mean of 3.8775 with a standard deviation of 0.8554. This implies that increased time allocation to M&E enhances effectiveness of monitoring and evaluation and that increased time allocation to M&E increases utilization of resources of monitoring and evaluation. In tandem with the study findings Kawonga, (2012) opined that national monitoring and evaluation systems in resource-limited settings tend to be chronically challenged, with persistently incomplete reporting and inaccurate data posing a major threat to their utility. Reasons include competing priorities and limited resources for collection and use of data; inadequate training of data collection personnel; lack of timely feedback of useful data to those in a position to improve programs; outmoded, duplicative, or irrelevant indicators; lack of proper reporting tools like registers and forms; poor documentation of services provided within health facilities; and overly onerous reporting requirements (Nash, et al., 2009)

4.7 Stakeholder Participation

The study sought to assess how stakeholder participation influences the effectiveness of monitoring and evaluation of Government Projects (case of National Government Constituency Development Fund projects in Dagoretti North Sub-County). The study findings are as indicated in the subsequent subheadings

4.7.1 Stakeholder Participation Influence on effectiveness of M & E

The study sought to establish the level of agreement or disagreement on the influence of stakeholder participation factors influence effectiveness of monitoring and evaluation. The results findings are as shown in Table 4.13

Table 4.13: Stakeholder Participation Influence on effectiveness of M & E

Parameter	Mean	SD
Stakeholder reports	3.6975	0.6497
Phase gate meetings at milestones	3.7888	0.6986
Stakeholder engagements	3.8999	0.8924

Based on the study findings, respondents indicated that stakeholder engagements participation factors influence effectiveness of monitoring and evaluation with a mean of 3.8999 and a standard deviation of 0.8924, Phase gate meetings at milestones influence effectiveness of monitoring and evaluation with a mean of 3.7888 and a standard deviation of 0.6986 and that the Stakeholder reports with a mean of 3.6975 and a standard deviation of 0.6497. Therefore, it can be depicted that stakeholder engagements participation factors influence effectiveness of monitoring and evaluation. In line with the study findings, Crawford and Bryce (2013) argue that the best way to achieve results for a large organization like a country is through stakeholders' participation. Further, Crawford and Bryce (2013) suggest that the only way for the stakeholders to safeguard the project and guarantee its sustainability is when the process is inclusive from the project design to its closure.

4.7.2 Extent to which Stakeholder Participation Influence effectiveness of M & E

The study sought to establish the level of strong agreement or disagreement on the influence of stakeholder participation enhances Effectiveness of monitoring and evaluation. Table 4.14 summarizes the study findings

Table 4.14: Extent to which Stakeholder Participation Influence effectiveness of M & E

Parameter	Mean	SD
Increased stakeholder participation enhances Effectiveness of monitoring and evaluation	3.8773	0.8544
Increased stakeholder participation improves transparency of monitoring and evaluation	3.7998	0.7436
Increased stakeholder participation increases utilization of resources of monitoring and evaluation	3.8649	0.8573
Stakeholders are adequately involved in data collection	3.6537	0.6003
Stakeholders adequately involved in M&E report presentation	3.6032	0.6031
The local community is adequately informed on the need for M&E	3.6004	0.6001

Those who strongly agreed that Increased stakeholder participation enhances Effectiveness of monitoring and evaluation with a mean of 3.8773 and a standard deviation of 0.8544, Increased stakeholder participation increases utilization of resources of monitoring and evaluation with a mean of 3.8649 and a standard deviation of 0.8573, Increased stakeholder participation improves transparency of monitoring and evaluation with a mean of 3.7998 and a standard deviation of 0.7436, Stakeholders are adequately involved in data collection with a mean of 3.6537 and a standard deviation of 0.6003, Stakeholders adequately involved in M&E report presentation with a mean of 3.6032 and a standard deviation of 0.6031 and The local community is adequately informed on the need for M&E with a mean 3.6004 and a standard deviation of 0.6001. It can be concluded that a majority agreed that the Increased stakeholder participation enhances Effectiveness of monitoring and evaluation with a mean of 3.8773 and a standard

deviation of 0.8544. This implies that increased stakeholder participation enhances Effectiveness of monitoring and evaluation

In tandem with the study findings, Donaldson, (2013) opined that engaging stakeholders in discussions about what, how and why of program activities is often empowering for them and additionally, promotes inclusion and facilitates meaningful participation by diverse stakeholder groups. Stakeholder participation means empowering development beneficiaries in terms of resources and needs identification, planning on the use of resources and the actual implementation of development initiatives (Chitere, 2004). Hence, a project manager should identify all stakeholders at the early stages of the project and document their requirements, interests, level of involvement, expectations, influence and power, possible impact, and communication requirements in the stakeholder register.

4.8: Regression statistics on Factors Influencing Effectiveness of Monitoring and Evaluation

Table 4.15: Model of fitness results

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.920(a)	.865	.805	.52037	.844	1.243	4	96	.000

Factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya: A Case of the National Government Constituency Development Fund Projects in Dagoretti North Sub-County, Nairobi county, Kenya.

Predictors: (Constant), Level of Training , Time Allocated to M&E , Cost of M&E and Stakeholder participation

Dependent Variable: Monitoring and evaluation of government projects

The correlation analysis was done aimed at establishing the nature of relationship between factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya: A Case of the National Government Constituency Development Fund Projects in Dagoretti North Sub-County, Nairobi county, Kenya. A correlation coefficient of 0.865 was obtained suggesting a strong positive relationship between the two variables. This indicates that Level of Training , Time Allocated to M&E , Cost of M&E and Stakeholder participation is more likely to affect effectiveness of monitoring and evaluation of government projects in Kenya. The F-Statistics produced (F=1.243) was significant at 0 per cent level (Sig. F<.000) thus confirming the fitness of the model. Analysis in Table below shows that the coefficient of determination (the percentage variation in the dependent variable being explained by the changes in the independent variables) R² equals 0.865 that is Level of Training , Time Allocated to M&E , Cost of M&E and Stakeholder participation have been.

Table 4.16: Coefficients of regression equation

		Unstandardized	Standardized		t	Sig.
		Coefficients	Coefficients			
		B	Std. Error	Beta		
(Constant)		.704	.457		0.562	.230
Level of Training	X ₁	.501	.235	.254	2.725	.002
Time Allocated	X ₂	.376	.164	.214	2.43	0.03
Cost of M&E	X ₃	.655	.129	.300	3.772	.001
Stakeholder participation	X ₄	.15	.200	.113	2.214	.001

Dependent Variable: Monitoring and evaluation of government projects

From these findings, it can be noted that Interest rate, Exchange rate and unemployment rate, where a significant increase in each of these influences GDP.

The established multiple linear regression equation becomes:

$$Y = 0.704 + 0.501 X_1 + 0.376X_2 + 0.655X_2 + 0.15X_3 + \epsilon$$

Where;

Dependent Variable = Monitoring and evaluation of government projects

X₁= Level of Training

X₂= Time Allocated

X₃= Cost of M&E

X₄= Stakeholder participation

β₀= Constant

At 95 percent confidence level, the p value was set at 0.05. The variables with p-values <0.05 were then identified as: Level of Training (p value =.002), Time Allocated to M&E (p value =.004), Cost of M&E (p value =.003) and Stakeholder participation (p value =.012)

The model was therefore formulated as:

$$Y = 0.704 + 0.501 X_1 + 0.376X_2 + 0.655X_2 + 0.15X_3 + \epsilon$$

The coefficient of determinant (R²) was 0.862 suggesting that the explanatory power of the independent variables over the dependent variable was 77.1 percent with the remaining 22.9 percent of the variation being taken care of by the error term. This is a strong model only 22.9 percent of the variations in service delivery are explained by variables outside the model. This finding leads to the conclusion that Level of Training, Time Allocated to M&E, Cost of M&E and Stakeholder participation are factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya: A Case of the National Government Constituency Development Fund Projects in Dagoretti North Sub-County, Nairobi county, Kenya.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the findings from chapter four, and also the conclusions and recommendations of the study based on the objectives of the study. The objective of this study was to establish factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya: A Case of the National Government Constituency Development Fund Projects in Dagoretti North Sub-County, Nairobi County, Kenya.

5.2 Summary of the findings

The main objective of this study was to establish factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya: A Case of the National Government Constituency Development Fund Projects in Dagoretti North Sub-County, Nairobi county, Kenya. Specifically, the study addressed four objectives. To establish how training levels influence the effectiveness of monitoring and evaluation of Government Projects (case of National Government Constituency Development Fund projects in Dagoretti North Sub-County), To determine the extent to which cost of monitoring and evaluation influence the effectiveness of monitoring and evaluation of Government Projects (case of National Government Constituency Development Fund projects in Dagoretti North Sub-County), To assess how time allocation influence the effectiveness of monitoring and evaluation of Government Projects (case of National Government Constituency Development Fund projects in Dagoretti North Sub-County) and To examine how stakeholder Participation influence the effectiveness of monitoring and evaluation of Government Projects (case of National Government Constituency Development Fund projects in Dagoretti North Sub-County)

5.2.1 Training levels influence on effectiveness of monitoring and evaluation of Government Projects

The first objective was to establish how training levels influence the effectiveness of monitoring and evaluation of Government Projects (case of National Government Constituency Development Fund projects in Dagoretti North Sub-County). From the analysis of the findings it was revealed that the respondents indicated that Those agreed recorded statements that Skills in M&E influence effectiveness of monitoring and evaluation had a mean of 3.985 with a standard deviation of 0.8992 to a great extent. Most respondents indicated that Increased Level of Training enhances Effectiveness of monitoring and evaluation with a mean of 3.8791 with a standard deviation of 0.8672, This findings is supported by a study on influence of training on the implementation of community based projects in Nyeri district, Wamuhu (2010) indicated that training in skills and knowledge of basic project management should be emphasized in order to steer projects effectively

5.2.2 Cost of monitoring and evaluation influence on the effectiveness of monitoring and evaluation of Government Projects

The second objective was to determine the extent to which cost of monitoring and evaluation influence the effectiveness of monitoring and evaluation of Government Projects (case of National Government Constituency Development Fund projects in Dagoretti North Sub-County). The findings of the study revealed that a majority of the participants indicated that Financial availability with a mean of 3.9380 with a standard deviation of 0.8746 to a very great extent and The statements with most respondents indicated that the major challenge faced by this team is Sourcing and securing financial resources for monitoring and evaluation of outcomes with a mean of 3.8975 with a standard deviation of 0.8966 This is in line with Mugo (2014) findings on a study of Monitoring and Evaluation of Development Projects and Economic Growth in Kenya. The study revealed that the amount of budgetary allocation for monitoring and evaluation was also found to be a positively significant determinant of M&E system implementation in development projects.

5.2.3 Findings on time allocation influence the effectiveness of monitoring and evaluation of Government Projects

The third objective was to assess how time allocation influence the effectiveness of monitoring and evaluation of Government Projects (case of National Government Constituency Development Fund projects in Dagoretti North Sub-County). The findings of the study revealed that most respondents indicated scope of work influence effectiveness of monitoring and evaluation with a mean of 3.8611 with a standard deviation of 0.8352 to a great extent. The respondents further agreed that Increased time allocation to M&E enhances Effectiveness of monitoring and evaluation with a mean of 3.8775 with a standard deviation of 0.8554 this is in line with Kariungi, (2014) who expressed that energy sector projects were completed on time due to factors such as efficient procurement procedures, favorable climatic factors, timely availability of funds and proper utilization of project planning tools

5.2.4 Stakeholder Participation influence on the effectiveness of monitoring and evaluation of Government Projects

The fourth objective was to establish the influence of to examine how stakeholder Participation influence the effectiveness of monitoring and evaluation of Government Projects (case of National Government Constituency Development Fund projects in Dagoretti North Sub-County). It was established that a majority indicated that Stakeholder engagements participation factors influence effectiveness of monitoring and evaluation with a mean of 3.8999 and a standard deviation of 0.8924 to a great extent. In addition, most respondents agreed that Those who strongly agreed that Increased stakeholder participation enhances Effectiveness of monitoring and evaluation with a mean of 3.8773 and a standard deviation of 0.8544, this is in line with (Chitere, 2004). Stakeholder participation means empowering development beneficiaries in terms of resources and needs identification, planning on the use of resources and the actual implementation of development initiatives.

5.3 Conclusions

The main objective of this study was to establish factors influencing factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya: A Case of the National Government Constituency Development Fund Projects in Dagoretti North Sub-County, Nairobi county, Kenya. From the analysis of the findings it can be concluded that Level of Training, Time Allocated to M&E, Cost of M&E and Stakeholder participation are factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya: A Case of the National Government Constituency Development Fund Projects in Dagoretti North Sub-County, Nairobi County, Kenya. This is reflected by statements that technical capacity of the organization in conducting evaluations, the value and participation of its human resources in the policy making process and their motivation to impact decisions, can be huge determinants of how the evaluation's lessons are produced, communicated and perceived.

The study revealed that the amount of budgetary allocation for monitoring and evaluation was also found to be a positively significant determinant of M&E system implementation in development projects.

Time allocation to M&E enhances Effectiveness of monitoring and evaluation with a mean of 3.8775 with a standard deviation of 0.8554 this is in line with Kariungi, (2014) who expressed that energy sector projects were completed on time due to factors such as efficient procurement procedures, favorable climatic factors, timely availability of funds and proper utilization of project planning tools.

Further stakeholder participation enhances Effectiveness of monitoring and evaluation with a mean of 3.8773 and a standard deviation of 0.8544, this is in line with (Chitere, 2004). Stakeholder participation means empowering development beneficiaries in terms of resources and needs identification, planning on the use of resources and the actual implementation of development initiative.

The coefficient of determinant (R^2) was 0.862 suggesting that the explanatory power of the independent variables over the dependent variable was 77.1 percent with the remaining 22.9 percent of the variation being taken care of by the error term. This is a strong model only 22.9 percent of the variations in service delivery are explained by variables outside the model. This finding leads to the conclusion that Level of Training, Time Allocated to M&E, Cost of M&E and Stakeholder participation are factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya: A Case of the National Government Constituency Development Fund Projects in Dagoretti North Sub-County, Nairobi county, Kenya

5.4 Recommendations

On the basis of the findings, the following represent key recommendations:

There should be increased support for training for effectiveness of monitoring and evaluation of government projects in Kenya.

The study also recommends that Training in skills and knowledge of basic project management should be emphasized in order to steer projects effectively.

5.6 Suggestions for Further Research

The study suggests that further research should be carried out on;

- i. Areas of further research that were identified include a similar study to be carried out on other sectors of public and private institutions.
- ii. Crucially further research should be done to determine effectiveness of monitoring and evaluation of both government and private sector projects in Kenya.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

To: NGCDF

Dagoretti North Sub-County

Nairobi County

Phane Boyani Ong'are

L50/84708/2016

University of Nairobi.

Dear Respondents,

RE: DATA COLLECTION FOR RESEARCH

My name is Phane Boyani Ong'are; I am carrying out research on the factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya: a case of the national government constituency development fund projects in Dagoretti north sub-county, Kenya; for partial fulfillment of the requirements for the award of the degree of Masters of Arts in Project Planning and Management.

The purpose of this letter is to request you to participate as a respondent in this study by completing the attached questionnaire as accurately as possible. All information collected through this exercise will only be used for academic purposes.

Thank you in advance.

Yours faithfully,

Sign.....

Phane Boyani Ong'are

L50/84708/2016

University of Nairobi.

APPENDIX 1I: QUESTIONNAIRE

Section A: Background Information

1. What is your gender?

Male { }

Female { }

2. What age bracket do you belong?

Below 30 Years []

31 – 40 Years []

41 – 50 Years []

Above 50 Years []

3. Number of years in current position

Below 1 year { }

1-5 years { }

6-11years { }

12-17 Years { }

18-23 years { }

24 years and above { }

4. Level of Education

Secondary { }

College { }

University { }

Post graduate { }

5. Have you been involved in conducting monitoring and evaluation of any development project in Kenya?

Yes { }

No { }

6. If yes which project/ Programme

Education { } Roads { } Youth { } Water { } Health { }

Other please specify _____

Section B: Level of Training

7. To what extent does the following training factors influence effectiveness of monitoring and evaluation using the scale given. Tick appropriately.

Parameter	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Level of education					
Skills in M&E					
Number of staff in M&E					

8. Kindly rate the following factors/statements using the scale given. Tick appropriately.

Parameter	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
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Increased Level of Training enhances Effectiveness of monitoring and evaluation					
Increased Level of Training improves Transparency of monitoring and evaluation					
Increased Level of Training increases utilization of resources of monitoring and evaluation					
New staff members are trained on the M&E methods used in our organization.					
The level of training affect the effectiveness of monitoring and evaluation					

Section C: Cost of M&E

9. To what extent does the following Cost of M&E factors influence effectiveness of monitoring and evaluation using the scale given. Tick appropriately.

Parameter	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Financial considerations					

Cost of evaluating the project					
Financial availability					
Time of remittance					

10. To what extent do you feel the money allocated for M&E is adequate?

Small extent { }

Moderate extent { }

Large extent { }

11. The following are statements on cost of M&E indicate your feeling in each by SA-strongly agree (5), Agree(4), N-neutral(3), D-disagree(2), SD-strongly disagree(1).

Statement	S A	A	N	D	S D
Increased Cost of M&E enhances Effectiveness of monitoring and evaluation					
Increased Cost of M&E improves transparency of monitoring and evaluation					
Increased Cost of M&E increases utilization of resources of monitoring and evaluation					
This department has two separate budget lines for its monitoring and evaluation					
The major challenge faced by this team is Sourcing and securing financial resources for monitoring and evaluation of outcomes					

Section D: Time Allocation

12. To what extent does the following time allocation to M&E factors influence effectiveness of monitoring and evaluation using the scale given. Tick appropriately.

Parameter	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Coverage of indicators					
Target values					
scope of work					

13. Kindly rate the following factors/statements using the scale given. Tick appropriately.

Parameter	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Increased time allocation to M&E enhances Effectiveness of monitoring and evaluation					
Increased time allocation to M&E improves transparency of monitoring and evaluation					
Increased time allocation to M&E increases utilization					

of resources of monitoring and evaluation					
The project charter or statement of work requires the implementers to develop a scope of work that was achievable					

Section E: Stakeholder Participation

14. To what extent do the following stakeholder participation factors influence effectiveness of monitoring and evaluation using the scale given. Tick appropriately.

Parameter	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Stakeholder reports					
Phase gate meetings at milestones					
Stakeholder engagements					

15. Kindly rate the following factors/statements using the scale given. Tick appropriately.

Parameter	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Increased stakeholder participation enhances					

Effectiveness of monitoring and evaluation					
Increased stakeholder participation improves transparency of monitoring and evaluation					
Increased stakeholder participation increases utilization of resources of monitoring and evaluation					
Stakeholders are adequately involved in data collection					
Stakeholders participate adequately in M&E report presentation					
The local community is adequately informed on the need for M&E					