

**INFLUENCE OF MONITORING AND EVALUATION TOOLS
ON THE PERFORMANCE OF CONSTRUCTION PROJECTS IN
KENYA: A CASE OF CONSTRUCTION PROJECTS IN KITUI
COUNTY**

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**A Research Project Report Submitted in Partial Fulfillment of the
Requirements for the Award of the Degree of Masters of Arts in Project
Planning and Management of the University of Nairobi.**

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DECLARATION

This is to certify that this research project report is my original work and has never been presented for degree or any other academic award in this or any other University.

Signature Date

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L50 / 70309 / 2011

Approval

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DEDICATION

This research is dedicated to my beloved wife, Esther Kanywa, and my dear children, Martin Mutegi, Charity Mwende, Christine Muthoni and Justin Munene.

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ABBREVIATIONS AND ACRONYMS

| | |
|----------------|--|
| CGK | - County Government of Kitui |
| CRA | - Commission for Revenue Allocation |
| FAO | - Food and Agriculture Organization |
| M&E | - Monitoring and evaluation |
| MDAs | - Ministries, Departments and Agencies |
| NORAD | - Norwegian Agency for Development |
| SWOT | - Strengths, Weaknesses, Opoortunities and Threats |
| UNDP | - United Nations Development Programme |
| USAID | - United States Agency for International Development |
| WBG | - World Bank Group |
| WWF | - World Wildlife Fund |

ABSTRACT

Monitoring and Evaluation (M&E) is the systematic process of reviewing and regulating the process of a project to ensure that the previously set objectives are achieved. M&E is increasingly being recognized as an indispensable tool of project management. This study set out to establish the influence of M&E tools on the performance of construction projects in Kenya: a case of construction projects in Kitui County. The M&E tools that were under study included budgetary allocation, logical framework, baseline surveys and stakeholder analysis. It purposed to achieve four key objectives namely: to establish how budgetary allocation influences performance of construction projects; to determine how logical framework influences performance of construction projects; to assess how baseline surveys influence performance of construction projects; and to find out how stakeholder analysis influences performance of construction projects. The Yamane formula was used to generate the sample size of 127 respondents of which 113 successfully filled and returned the questionnaires. The study triangulated stratified, purposive and convenience sampling methods to select respondents. The key instrument of primary data collection was the questionnaire. The study utilized Statistical Package for Social Sciences (SPSS) and Microsoft Suite for data analysis. Correlation and regression analyses were undertaken to show the relationships between key study variables. According to the study, 62% of the respondents observed that budgetary allocation influences performance of construction to a large or moderate extent while 82.3% noted that logical framework influences performance of construction projects to a large or moderate extent. 79.7% of the respondents indicated that baseline survey influences performance of construction projects to a large or moderate extent and 92% of them observed that stakeholder analysis influences performance of construction projects to a large or moderate extent. The study therefore concludes that budgetary allocation, logical framework, baseline survey and stakeholder analysis, all have a positive influence on the performance of construction projects with stakeholder analysis have the largest influence. The study recommends that national government, county governments and other donor agencies supporting construction projects must ensure that sufficient provisions for M&E are put in place when budgeting for the projects. It also recommends that all project funders or donors must share available budgets set aside for M&E with the projects managers and supervisors so as to enable the latter prepare for effective project management well in advance. It further recommends that the national and county governments need to apply logical framework in the monitoring and evaluation of construction projects.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Monitoring and evaluation is the systematic process of reviewing and adeptly regulating the progress of a project to ensure that the previously set objectives as defined during planning process are met (Larson *et al.*, 2016). Project monitoring is the continuous assessment of project implementation in relation to design schedules, and the use of inputs, infrastructure, and services by project beneficiaries. It is the surveillance of the progress and in most cases involves progress reporting, measurement and forecasting to delineate the project course. Evaluation is reexamination of a project's course based on the findings from monitoring. World Bank (2002) describes project evaluation as the periodic assessment of a project's relevance, performance, efficiency, and impact both expected and unexpected in relation to stated objectives.

Monitoring and evaluation (M&E) is increasingly being recognised as an indispensable tool of both project and portfolio management (World Bank, 2002). It is a process that assists project managers in improving performance and achieving results. According to United Nations Development Programme (2006), the goal of M&E is to improve current and future management of outputs, outcomes and impact. This is because M&E provides basis for accountability in the use of resources. M&E provides the management and the main stakeholders of a development intervention with indications of the extent of progress and achievement of the expected results and progress with respect to use of allocated funds. Further, M&E processes allows those involved to assess the impact of a particular activity to determine how it could have been done better and to show what action is being taken by different stakeholders. This translates into a more effective and transparent way of service delivery.

The principal benefit of monitoring and evaluation is the ability determine relevancy, efficacy and effectiveness of projects in good time especially in public service where public funds have to be safeguarded at all costs. According to Naidoo (2010), M&E has become a useful tool in project implementation as it helps embrace informed decisions with regard to operations, service delivery and effectiveness all based on unbiased evidence.

Interestingly, M&E can be done internally or externally and outcome of the results would be the same. It is crucial to note that in M&E, all stakeholders are involved and informed of the outcomes in good time and this improves owning of projects and their sustainability after closure. The fact that M&E offers accountability in resources pumped into projects; it has become a mandatory inclusion in performance management as a tool for managerial decision-making (Kusek and Rist, 2012). All alterations in project scheduling, design, structure, and impact have all to be informed by M&E. Moreover, M&E improves transparency and in instances where project funding is from grants, aids or donor funding, then continued support on such project is ensured.

The concept of performance as explained in Mehrotra (2013), points at attainment of predetermined goals within the confines of time and money as very crucial. Following the introduction of performance contracting in Kenya as a way of improving service delivery in the public service, M&E has become a crucial tool in ensuring that preset targets are compared with the achievement in order to determine the satisfaction of the goals or deviation from the targets by various MDAs (Ministries, Departments, Agencies). This has in turn improved public confidence in public service and ensure accountability on various actors including officers who are in charge of projects.

Decentralization has increasingly been adopted worldwide as a guarantee against discretionary use of power. It has also been touted as increasing efficiency in social service provision, by allowing for a closer match between public policies and the desires and needs of local constituencies. Kenya's Constitution entrenches devolved government by guaranteeing a minimum unconditional transfer to counties under the new dispensation. Kenya adopted devolution with the promulgation of a new constitution in 2010. The constitution created 47 counties in line with the districts which were in existence in 1992. The operations of the county governments started soon after the March 2013 general elections.

The new devolved units were charged with the responsibility of providing key public services such as health services, pre-primary education, maintenance of local roads and water and agriculture functions among others. To make the county governments operational, they started receiving a share of national revenue in line with a formula generated by the Commission for Revenue Allocation (CRA) with the approval of Parliament (Senate and National Assembly).

County governments were also to generate local revenues to augment the revenue from the national government.

Consequently, counties started receiving billions of shillings annually to support their operations. Most of the funds go to support development while the rest go to recurrent expenditure. A significant portion of the development resources go towards financing construction projects in different sectors.

Kitui County is one of the 47 counties of Kenya. It is found in the South Eastern Kenya bordering Makueni, Machakos, Taita Taveta, Tana river, Embu, Tharaka Nithi and Meru counties. According to 2009 census, the county boasts 1,012,000 people spread across its 8 sub counties, 40 wards and 247 villages. Since the birth of the county government in 2013, it has implemented numerous construction projects which will be the subject of this study.

1.2 Statement of the Problem

Monitoring and evaluation (M&E) of development activities provides government officials, development managers and civil society with better means for learning from past experience, improving service delivery, planning and allocating resources and demonstrating results as part of accountability to key stakeholders (The World Bank, 2014). Within the development community, there is a strong focus for results, the reason why M&E has increasingly become an important ingredient in development processes.

Upon promulgation of the new constitution, the national government embarked on a process of devolving some of its functions to the county governments as stipulated in the Constitution. This was meant to cure unequal distribution of resources which had led to marginalization of some regions over the years creating inequalities in access to essential social services. As such, many funds have been channeled to the county level leading to an upsurge of construction and infrastructural projects in rural areas.

It is crucial to note that even with this well-intended development, attainment of results have become very hard considering that there is minimum incorporation of monitoring and evaluation into these projects. Hence, M&E in these projects has become very crucial in ensuring that public funds devolved to the counties are prudently utilized and that the projects done meet not only their deadlines, but are cost effective, prioritized and sustainable. However, trying to force

people to adopt M&E without showing them the implications it has on project implementation cycles can be a very hard tussle. Therefore it is important to explore the effects of monitoring and evaluation on performance of construction projects to be able to inform its adoption to inform decision making in project management.

Principally, organizational growth is pegged on the degree to which all initiated projects are completed successfully. Regrettably, this successful completion is not possible without M&E. In Kitui County, there has been a number of failed projects mostly because the projects managers did not implement M&E or did not know the necessary steps to fully embrace M&E practice. This unsatisfactory performance has been in form of delays, complete failure, and abandonment by the community following completion as well as increased cost variations making the projects less cost effective. Consequently, this problem of failure in project delivery necessitated the need to evaluate the influence of monitoring and evaluation tools on the performance of construction projects in Kenya: a case study of Kitui County. This helps to bridge the knowledge gap that would inform managerial decision-making and be replicated in other counties and at the national level to improve public service delivery.

1.3 Purpose of the Study

The purpose of this research project was to study the influence of monitoring and evaluation tools on the performance of construction projects in Kenya, a case of construction projects in Kitui County.

1.4 Objectives of the Study

This study will be based on the following objectives:

1. To establish how budgetary allocation influences performance of construction projects in Kitui County
2. To assess how Logical Framework influences performance of construction projects in Kitui County
3. To determine how baseline survey influences performance of construction projects in Kitui County

4. To find out how stakeholder analysis influences the performance of construction projects in Kitui County

1.5 Research Questions

This study was guided by the following research questions:

1. How does budgetary allocation influence performance of construction projects in Kitui County?
2. How does logical framework influence performance of construction projects in Kitui County?
3. How does baseline survey influence performance of construction projects in Kitui County?
4. How does stakeholder analysis influence performance of construction projects in Kitui County?

1.6 Significance of the Study

Project monitoring and evaluation is usually very crucial in delivering expected results in any projects. The outcomes of this study play a crucial role in assisting policy level leaders to formulate a systematic way of incorporating M & E in all projects to improve performance. The study helps the county governments as well as the national government and the civil society to have more understanding on the important role M&E plays in enhancing project performance. Moreover, the study bridges the knowledge gap on how M&E affects construction industry in Kenya having in mind that real estate has become a highly lucrative industry. Additionally, this study guides in policy development in project cycle where planning, implementation and completion will have to walk hand in hand with M&E anchored on the outcomes of this study.

1.7 Basic Assumptions of the Study

Principally, this study was conducted under the assumption that M&E has a crucial role to play in influencing project performance. Moreover, it was assumed that Kitui county project supervisors utilize M&E tools and that the questionnaires were answered with utmost honesty. It was also assumed that the respondents understood M&E and its effect on project performance.

1.8 Limitations of the Study

This study took place in Kitui County, which is the sixth largest county in Kenya covering over 30,000 square Kilometres. It was therefore not possible to visit all the areas during data collection. As such appropriate sampling procedures were applied, specifically triangulation of stratified, purposive and convenience sampling methods. The study also required significant time - particularly when collecting data - which could have constrained the researcher. To cure this challenge, the researcher recruited and trained three research assistants who assisted with administration of questionnaires as well as picking them back.

1.9 Delimitations of the Study

The study was designed to study the influence of monitoring and evaluation tools on the performance of construction projects in Kitui County in Kenya. In achieving this goal, the researcher looked at how M&E tools – budgetary allocation, logical framework, baseline survey and stakeholder analysis influence performance of projects. The study targeted county government of Kitui officers involved in project management both at the headquarters and the sub-counties as respondents.

1.10 Definition of Significant Terms

Baseline survey: A descriptive cross-sectional survey that mostly provides quantitative information on the current status of a particular situation in a given population. It aims at quantifying the distribution of certain variables in a study population at one point in time, for instance poverty levels, literacy levels, climatic situation, etc.

Budget: A financial plan used to estimate revenues and expenditures for a specific period of time. It is a management and planning tool that assists in the allocation of resources.

Budgetary allocation: The amount of funding designated to each expenditure line. It designates the maximum amount of funding an organization is willing to spend on a given item or program, and it is a limit that is not to be exceeded by the employee authorized to charge expenses to a particular budget line

Budgeting: An estimate of costs, revenues and resources over a specified period, reflecting a reading of future financial conditions and goals.

Evaluation: The periodic assessment of a project's relevance, performance, efficiency, and impact both expected and unexpected in relation to stated objectives.

Logical framework (Logframe): Is an analytical and management tool which is now used by most multi-lateral and bi-lateral aid agencies, NGOs and governments for management of development projects.

Monitoring: The continuous assessment of project implementation in relation to design schedules, and the use of inputs, infrastructure, and services by project beneficiaries. It is the surveillance of the progress and in most cases involves progress reporting, measurement and forecasting to delineate the project course.

M&E - The systematic process of reviewing and adeptly regulating the progress of a project to ensure that the previously set objectives as defined during planning process are met

Performance: The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

Project: A large or major undertaking, especially one involving considerable money, personnel, and equipment.

Stakeholder: An individual or group, inside or outside the construction project, which has a stake in, or can influence, the construction performance. It is any person or organization involved in a particular project or system especially if they have invested money in it or they are in any way affected by the project.

Stakeholder analysis: The identification of a project's key stakeholders, an assessment of their interests and the ways in which these interests affect the project and its viability.

1.11 Organization of the Study

This study is organized into five chapters. Chapter one deal with introduction, giving a background of the study while putting the topic of study in perspective. It gives the statement of the problem and the purpose of study. This chapter outlines the objectives, research questions, limitations, delimitations as well as defining significant terms as used in this study.

Chapter two deals with literature related to the research study with bias on the key M&E tools under study, namely budget allocation, logical framework, baseline survey and stakeholder analysis. It also considers both the theoretical and conceptual framework, including detailing how various variables under study relate to one another.

Chapter three considers the methodology applied in the study. This include the research design, target population, sample size and sampling procedures. The section will also deal with data collection instruments, procedures and analysis as well as the ethical issues considered during the study.

Chapter four entails data analysis, presentation, interpretation and discussion. In the chapter the influence of M&E tools on the performance of construction project was analyzed and interpretation given.

In chapter five, the researcher provides summary of the findings, conclusions, recommendations as well as offers suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter deals with theoretical and intellectual background to the study and leads to a conceptual framework on which the research will be based. It covers M&E tools relevant to this study, namely budget allocation, logical framework, baseline survey and stakeholder analysis for monitoring and evaluation of construction projects.

Project performance is measured by the quality of the delivered project. This measurement is based on budget compliance, quality, timeliness and the level of client satisfaction. In the case of government construction projects, the client is usually the community in which such projects are constructed. As such, M&E ventures in managing time, quality, risk and human resources to ensure their optimal utilization in the course of project implementation. Surprisingly, the concept of performance is a simple idea that sprouts from achievement of critical success factors in project management.

2.2 Budget Allocation and Project Performance

Budget allocation for M&E plays a critical role in the success of construction projects. According to Ibeto and Chinyeaka (2012), budgetary allocation to M&E vote line is a significant determinant of success rate of projects. The implication is that without this allocation, then there would be deficient deployment of M&E tools towards performance management. However, it is important to note that budgetary allocation towards the M&E activities is also a crucial player in this failure.

The project budget should provide a clear and adequate provision for monitoring and evaluation activities. Monitoring and evaluation budget can be obviously delineated within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running, (Gyorkos, 2003 and McCoy, 2005). Kelly and Magongo (2004) suggests M&E should comprise about 5 to 10 percent of the entire budget.

Ibeto and Chinyeaka, J. (2012), warns that despite the fact that M&E teams seems to carry the mantle of success in any project, there is need to have administrative cooperation by MDAs to ensure that necessary funding for projects is released in time and at the right amounts. This is

because M&E will bear sufficient fruits when all the other elements of project management are well taken care of.

Planning and performance monitoring in County Government of Kitui have been predominantly characterized by a silo approach. Despite there being a M&E department in the Office of the Governor, county departments do their planning and budgeting independently and in isolation of each other. As a result, plans are not always aligned and synchronised with M&E budgetary allocation of the project. This often poses serious M&E challenge during the project cycle when effective monitoring and evaluation cannot be undertaken due to deficiency in resources.

2.3 Logical Framework and Project Performance

Logical framework (Logframe) approach is a systematic planning procedure for complete project cycle management. It is a problem solving approach that takes in views of all stakeholders. It is a criteria for project success and lists the major assumptions (Pradhan, 2011). The logical framework approach started in early 1960s in response to planning and monitoring of development projects (Pradhan, 2011). The first logical frame developed was for USAID at the end of 1960s and NORAD made a significant contribution in 1990s.

The Logframe helps to clarify objectives of any project, program, or policy. It aids in the identification of the expected causal links—the “program logic”—in the following results chain: inputs, processes, outputs, outcomes, and impact (World Bank, 2000). The logframe leads to the identification of performance indicators at each stage in this chain, as well as risks which might impede the attainment of the objectives. It is also a vehicle for engaging partners in clarifying objectives and designing activities. During implementation the Logframe serves as a useful tool to review progress and take corrective action.

According to Milika (2011), the logframe helps to analyse an existing situation like the identification of stakeholders’ needs and the definition of related objectives, establish a causal link between inputs, activities, results, purpose and overall objective; (vertical logic), define the assumptions on which the project logic builds; identify the potential risks for achieving objectives and purpose; establish a system for monitoring and evaluating a communication and learning process among the stakeholders; like clients or beneficiaries, planners, decision- makers and implementers. It also considers strengths, weaknesses, opportunities and threats (SWOT).

According to World Bank (2000), logframe plays a critical role in improving quality of project and program designs—by requiring the specification of clear objectives, the use of performance indicators, and assessment of risks, summarizing design of complex activities, assisting the preparation of detailed operational plans as well as providing objective basis for activity review, monitoring, and evaluation.

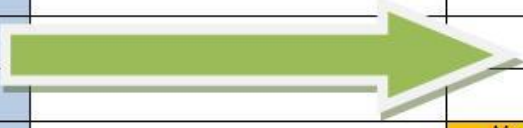
The logframe is also important in that it ensures decision-makers ask fundamental questions and analyze assumptions and risks, engages stakeholders in the planning and monitoring process. When used dynamically, it is an effective management tool to guide implementation, monitoring and evaluation. However, if managed rigidly, it stifles creativity and innovation. In addition, if not adequately updated during implementation, it can be a static tool that does not reflect changing conditions.

According to Nyandemo (2010), Logframe is an essential first step in project planning and implementation. Nyandemo further avers that the Logframe requires undertaking three main tasks: the objectives or goals clearly stated; the target group or beneficiaries clearly stated; and the time frame showing when the costs and when benefits are likely to occur. It improves planning by highlighting linkages.

Furthermore, Leuzzi (2013) indicates that a major component of logical frame is the formulation of a Logical Framework Matrix. Goals, purpose and activities of the project are itemized in the logical framework matrix while logical framework is a more evaporate presentation that explains all components of a project. Logframe matrix is in a table form that can be read at a glance by the relevant user as shown in the table 2.1 below.

Table 2.1 – logical frame work matrix

| Project Description | Objectively verifiable indicators of achievement | Sources and means of verification | Assumptions |
|---------------------|--|-----------------------------------|-------------|
| Goal | | | |
| Purpose | | | |
| Outputs | | | |
| Activities | | Means and Costs | |



The log frame matrix is a participatory planning, monitoring and evaluation tool whose power depends on the degree to which it incorporates the full range of views of intended beneficiaries (Leuzzi, 2013). It also incorporates others who have a stake in the programme design. It is a tool summarizing the key features of a programme and is used to help programme designers and stakeholders. Logframe gives a blue print that should be followed to arrive at the designation within specified time. Whereas most of the project planners emphasize the inclusion of logframe in the project plans, this is contrary to the existing scenarios on the ground. There is need to incorporate the M& E system with clear indicators and targets.

WBG (1996), asserts that if logframe and logframe matrix are formulated and adhered to, they can play a significant role in project planning, implementation and completion to improve project performance. However, in many cases, planners of construction projects emphasize strategic planning without giving logical framework the weight it deserves. Often this impacts negatively on project performance.

2.4 Baseline Survey and Project Performance

Baseline surveys are an important part of any M&E process. A baseline survey is a study that is done at the beginning of a project to establish the current status of a population before a project is rolled out (FAO, 2013). According to Food and Agriculture Organization, a baseline survey is: “A descriptive cross-sectional survey that mostly provides quantitative information on the current status of a particular situation – on whatever study topic – in a given population. It aims at quantifying the distribution of certain variables in a study population at one point in time.”

Baseline studies are important in establishing priority areas for a project (USAID, 2006). This is especially true when a project has several objectives. The results of a baseline study can show some aspects of a project need more focus than other while others may only need to be given little focus. Without a baseline, it is not possible to know the impact of a project. A baseline study serves the purpose of informing decision makers what impact the project has had on the target community.

Accordingly, along with other strategies such as use of control groups, it also helps in attributing change in the target population to the project. Baseline surveys should be carried out at the very beginning of a project and for obvious reasons. Any manager wants to ensure that any possible

impact of a project is captured at the evaluation. Where a baseline study is conducted after project activities have already been initiated, the accurate picture of the initial status cannot be reflected since the project is already having some impact, however little (UNDP, 2002). It is therefore always best practice to conduct a baseline before project implementation.

The purpose of a baseline study is to provide an information base against which to monitor and assess an activity's progress and effectiveness during implementation and after the activity is completed.

A baseline study is done after a decision to implement a project has been made. It is done to act as a benchmark for measuring project success or failure. Baselines surveys are important to any project for they are the starting point for a project. Through its results, a baseline serves as a benchmark for all future activities, where project managers can refer to for the purposes of making project management decisions. Hence, the overall purpose of a baseline is to measure key conditions (indicators) before a project begins, which can then be used to monitor and evaluate the project's performance.

The Kenya Constitution 2010 requires county governments to fully involve citizens in all development planning processes. As such, public participation is a key plank of devolution. The governments are required to organise forums where people give views on the areas which need to be addressed by the development plans and specific projects they require implemented during a particular planning period. The county governments therefore can utilise such forums to undertake baseline surveys against which to compare impact of the projects during or after implementation.

2.5 Stakeholder Analysis and Project performance

A stakeholder is an individual or group, inside or outside the construction project, which has a stake in, or can influence, the construction performance. Stakeholder Analysis is the identification of a project's key stakeholders, an assessment of their interests and the ways in which these interests affect the project and its viability. Construction projects potentially can have different sets of stakeholders and, for the purpose of this study; they are limited to six groups: client (County Government of Kitui), consultant, contractor, supplier, end-user and the

community. According to Atkinson, et al., (1997), successful construction project performance is achieved, when stakeholders meet their requirements, individually and collectively.

Project managers use stakeholder analysis to identify the key stakeholder and to assess interests, positions, and importance given to the project by such stakeholders. Such knowledge allows project managers to interact more effectively with stakeholders and to increase support for a given construction project. Conducting such an analysis before project implementation allows project managers to detect and take measures to avoid misunderstandings and potential opposition to the project (Blair, *et al*, 1990).

Stakeholder analyses test assumptions about the interests of social actors and their possible responses to the intervention. According to Milika (2011), basic premise behind stakeholder analysis is that different groups have different concerns, capacities and interests and that these need to be explicitly understood and recognized. This is done during the process of problem identification, objective setting and strategy selection, implementation and completion. The stakeholder analysis matrix and strength, weakness, opportunity and threats (SWOT) analysis are among the widely used by donors. Stakeholder engagement has become increasingly necessary as large and more complex construction projects are planned and implemented (Gray, 2001).

As such, stakeholder analysis is an important step in designing a new construction project. However as Blair, *et al* (1990) note, not all project stakeholders may necessarily be involved/included in the decision making process. Stakeholders should be identified in terms of their prominent roles in the success of individual construction project.

Stakeholder analysis provides a means to identify the relevant stakeholders and assess their views and support for the proposed construction project. It is important to identify and understand the different stakeholders and their varying levels of interest and power to influence the project, and their motivation and capacity (resources/knowledge/skills) that they bring to the issue. Having these matters identified and clarified will make the process of identifying the causes of the problem and potential solutions much easier. Stakeholder analysis should always be done at the beginning of a project, even if it involves simply making a quick list of stakeholders and their interests.

According to WWF (2005), stakeholders go beyond the target group, and extend to those that may have something to bring to assist in improving project performance. When identifying stakeholders, it is important to consider potentially marginalised groups, such as women, the elderly, youth, the disabled and the poor, so that they are represented in the process, especially if the issue will affect their lives.

Stakeholder analysis identifies all primary and secondary stakeholders who have a vested interest in the issues with which the project or policy is concerned. The goal of stakeholder analysis is to develop a strategic view of the human and institutional landscape, and the relationships between the different stakeholders and the issues they care about most. Stakeholder analysis can be undertaken throughout all stages of the project cycle, but it definitely should be undertaken at the outset of a project (WWF, 2005).

There are a number of ways of undertaking a stakeholder analysis. Workshops, focus groups and interviews are three common approaches. During the course of the project cycle you may use all three, matching the technique to the evolving needs of the construction project. Whatever approach is used, there are three essential steps in stakeholder analysis: Identifying the key stakeholders and their interests in the project; assessing the influence of, importance of, and level of impact upon each stakeholder; and identifying how best to engage stakeholders.

2.6 Theoretical Framework

There are different theories and models 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 Logic Model and the Theory of Change

2.6.1 The Logic Model

Logic Model is a systematic and visual way to present and share your understanding of the relationships among the resources you have to operate your program, the activities you plan to do, and the changes or results you hope to achieve. It is a simplified picture of a project or intervention that is a response to a given situation (Taylor-Powell, et al, 2002). It shows the

logical relationships among the resources that are invested, the activities that take place and the benefits or changes that result.

Logic Model is the core of project planning, implementation, evaluation and project management and communications. Some call it Program Theory (Weiss, 1998) or Program Theory of Action (Patton, 1997). The model describes the sequence of events thought to bring about change or benefits over time. It portrays the chain of reasoning that links investments to results.

The most basic Logic Model is a picture of how you believe your program will work. It uses words and/or pictures to describe the sequence of activities thought to bring about change and how these activities are linked to the results the program is expected to achieve.

Therefore, Logic model is beneficial evaluation tool that facilitates effective project planning, implementation and evaluation. Some of its earliest proponents include Wholey (1979) and Bennett (1976).

2.6.2 Theory of Change

The Theory of Change was propounded by Carol Weiss in 1995. The innovation of theory of change lies in making the distinction between desired and actual outcomes and in requiring stakeholders to model their desired outcomes before they decide on forms of interventions to achieve those outcomes. The theory presupposes inclusion of many perspectives and participants in achieving solutions.

Consequently, having a worked out a change model, project managers can make more informed decisions about strategy. As more M&E data become available stakeholders can periodically revise the theory of change as the evidence indicates.

The theory, therefore, gives one a foundation for making a case for the project with regard to whether it brings about change. In addition, it strengthens M&E and also reveals the conceptual model, including the causal relationships between and among outcomes, the relationships of actors to outcomes, and of outcomes to indicators.

2.7 Conceptual Framework

The Conceptual Framework gives a depiction on how the variables related to each another. The variables distinct here are independent, dependent and moderating variables. Independent

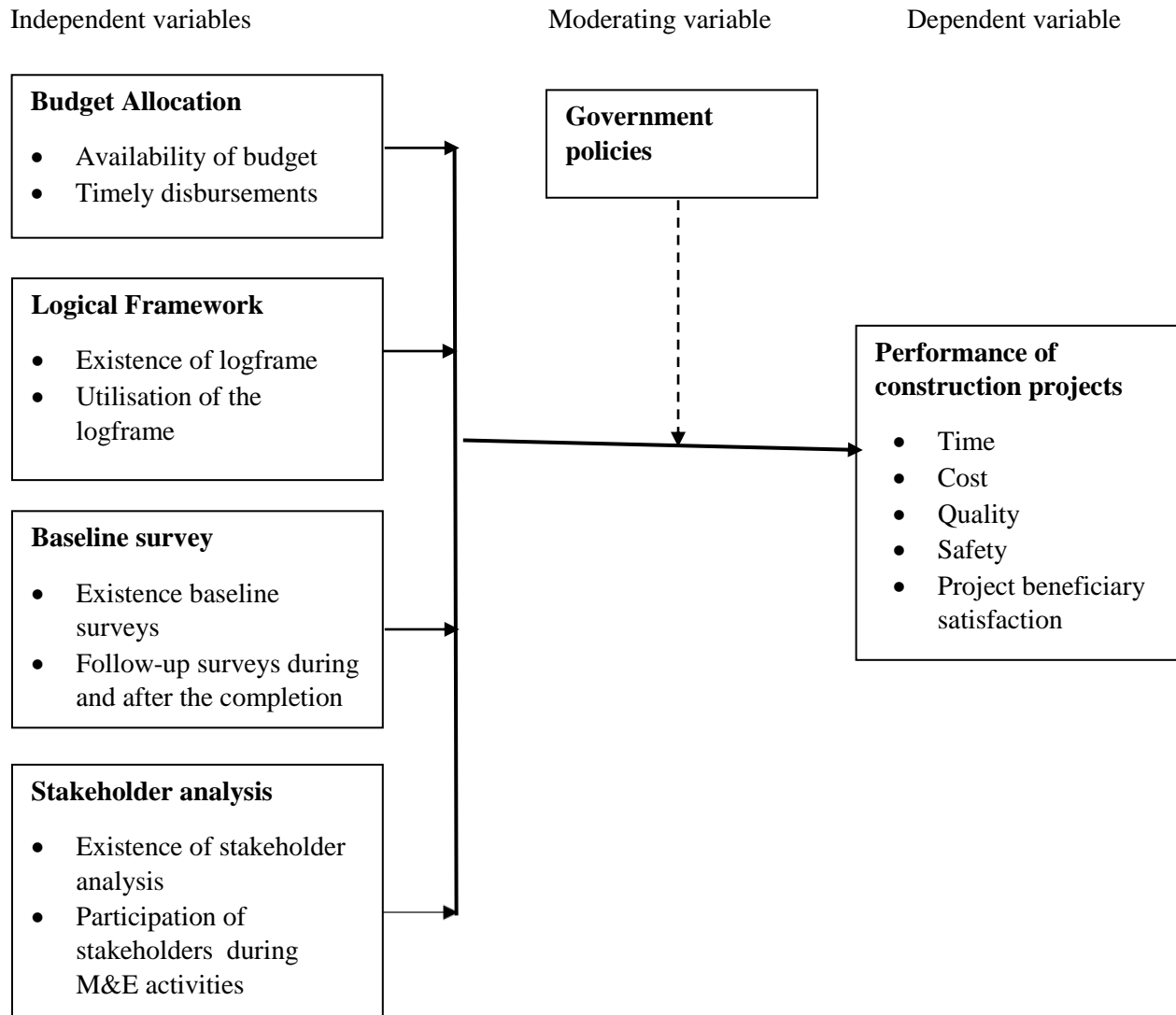
variable affects and determines the effect of another variable (Mugenda, 1999). The independent variables in this study include budgetary allocation, logical framework, baseline survey and stakeholder analysis.

Dependent variable is a factor which is observed and measured to determine the effect of the independent variable. For the purpose of this study, the dependent variable is the performance of construction projects. The intervening or moderating variable is measured and manipulated to discover whether or not it modifies the relationship between the independent variable and dependent. Intervening and moderating variables which may have an impact on project performance include government policies and delay in disbursement of funds by the National Treasury. For instance, election of new political leaders, especially change of a governor can bring with it new set of priorities which could jeopardize ongoing projects in sectors that may become non-core.

The moderating variable is measured and manipulated to discover whether or not it modifies the relationship between the independent variable and dependent. Provision of sufficient budget for M&E will ensure that project team responsible for construction projects are able to go to the field and monitor implementation process and take corrective measures to ensure that project construction achieves the required project performance. 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).

Moderating variables such as change in policy or political environment have strong bearing in project performance. If County Government of Kitui decides to design and employ a monitoring and evaluation system in its project implementation, the overall project performance of its construction projects will improve. Economic policy changes such as review of shareable revenue passed on to counties will ensure increased revenues in the counties which may ensure that areas which are usually underfunded such as M&E functions can be resourced to improve monitoring and evaluation of projects and hence improve project performance.

Figure 1: Conceptual framework



2.8 Knowledge Gaps

Although there is significant literature on the subject of monitoring and evaluation, there is no clearly agreed upon M&E tools yet developed by the national governments, county governments or donor agencies. With the devolution in Kenya only five years old since its onset in 2013, there is scanty literature on how counties are employing different M&E tools to enhance performance of their construction projects yet different county governments continue to roll out numerous construction projects in various sectors. The County Government of Kitui, which is the subject of

this study, has a monitoring and evaluation unit which is yet to devise clear tools and frameworks to guide its operations.

This study has sought to establish how budgetary allocation, logical framework, baseline survey and stakeholder analysis influence performance of construction projects as monitoring and evaluation tools. As such, the study bridges knowledge gap on how M&E tools influence performance of construction projects in the context of national government, county governments as well as donor agencies.

The study also aids in the policy formulation by both the national and county governments with regard to the construction industry as presently there is no clear policy framework on how different M&E tools can be applied to enhance performance of construction projects/.

2.9 Summary of Literature Review

M&E helps improve project design and eventual performance through use of project design tools. Budget allocation for M&E plays a critical role in the success of construction projects. The implication is that without this allocation, then there would be deficient deployment of other M&E tools towards performance management.

The Logframe helps to clarify objectives of a construction project. The logframe leads to the identification of performance indicators at each stage in this chain, as well as risks which might impede the attainment of the objectives. It is also a vehicle for engaging stakeholders in clarifying objectives and designing activities. During implementation the Logframe serves as a useful tool to review progress and take corrective action. Logframe will therefore allow project team to plan all the aspects of the project at the very outset setting out the project goal, purpose, outputs and activities to guide the implementation

Undertaking baseline survey before rolling out construction project will enable the implementers be able to understand the initial situation so as to be able to compare with the situation upon project completion to determine project outcomes and impacts. The baseline survey would form basis for identifying prevailing status and circumstances, which would be used as reference point in pointing success of the project later in its project lifecycle. During the baseline survey, performance indicators are always generated against which scoring would be done during the implementation phase to inform the level of attainment of the benchmarks.

Stakeholder analysis helps the project team to determine key actors relevant in or to, a construction project. Involvement of crucial project stakeholders has a strong bearing on the project performance. Awareness is growing that participation by project beneficiaries in design and implementation brings greater “ownership” of project objectives and encourages the sustainability of project benefits. Ownership brings accountability. Objectives should be set and indicators selected in consultation with stakeholders, so that objectives and targets are jointly “owned”.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter deals with the overall methodology that was used in the study. This entails research design, target population, sampling procedures, methods of data collection, methods of data analysis and presentation and ethical issues.

3.2 Research Design

Research design is an understanding of conditions for collection and analysis of data in a way that combines their relationships with the research to the economy of procedures (Chadran, 2004). And according to Krishnaswamy (2009), research design deals with the detailing of procedures that will be adopted to carry out the research study.

This research employed a descriptive survey research design. Used in preliminary and exploratory studies (Orodho, 2002) descriptive survey designs allow researchers to gather information, summarise, present and interpret for the purpose of clarification. This type of research design also helps in determining and reporting things the way they are (Mugenda and Mugenda, 1999). According to Borg and Gall (1989), descriptive survey research design is intended to produce statistical information about aspects of education that interests policy makers and educators.

3.3 Target Population

Population is an identifiable total group or aggregation of elements that are of interest to a researcher and pertinent to the specified information problem (Hair, 2003). And Salkind (2008) observes that population is the entire group of people that the researcher want to investigate.

This study was conducted in Kitui County. The county consists of eight sub-counties, namely Mwingi North, Mwingi Central, Mwingi West, Kitui West, Kitui Central, Kitui Rural, Kitui East and Kitui South.

For the purpose of this study, the population entailed public works officers, public health officers, monitoring and evaluation officers, roads engineers, sub county administrators and ward administrators working in the County Government of Kitui.

Table 3.1 Sampling Frame

| Department | No. of officers |
|----------------------------------|------------------------|
| Public works | 52 |
| Public health | 61 |
| Roads | 22 |
| Administration and Co-ordination | 49 |
| Monitoring and evaluation unit | 2 |
| Total population | 186 |

Source: County Government of Kitui

3.4 Sample Size and Sampling Procedures

This section deals with sample size and sampling procedures. It indicates how sample size was arrived at as well how the respondents were identified.

3.4.1 Sample Size

A sample is a subset of the population for which the researcher intends to generalise the results. According to Orodho (2002), any statements made about the sample should also be true of the entire population.

The study utilised formula by Yamane (1967) to arrive at the sample size. The formula calculates the sample size as follows:

$$n = N/(1+Ne^2)$$

Where

n = sample size, N = population size, and e = Margin of error (MoE), e = 0.05

The sample size was therefore be: $186/(1+206*0.05^2)$, which is 127 respondents.

Table 3.2 Sample Size

| Department | Total No. of officers | Percentage |
|----------------------------------|------------------------------|-------------------|
| Public works | 35 | 67.31 |
| Public health | 39 | 63.93 |
| Roads | 16 | 72.73 |
| Administration and Co-ordination | 35 | 71.42 |
| Monitoring and evaluation unit | 2 | 100 |
| Total sample size | 127 | 68.28 |

3.4.2 Sampling Procedures

Respondents were selected through stratified random sampling. County government officers in the departments of public works, roads, public health, co-ordination and administration of county affairs and the county monitoring unit will be put into strata. Then the sample units for study were selected from each stratum (Kothari, 2004). Due to constraints of time and resources both purposive and convenience sampling procedures were employed to identify the respondents, proportionate to the strata.

3.5 Research Instruments

This study used both primary and secondary data. Primary data was collected using a questionnaire while secondary data was collected from published reports and other relevant documents. The questionnaire had both close-ended and open-ended questions. The open-ended questions enabled the researcher to collect of qualitative data.

3.6 Validity and Reliability

According to Phelan (2005) validity refers to the degree to which an instrument measures what it purports to measure. Mugenda and Mugenda (2001) observes that validity is a measure of relevance and correctness. It is the accuracy and meaningfulness of inferences which are based on the research results. The researcher undertook pilot testing of the data collection instruments to ensure their efficacy in line with the observation of Nachmias & Nachmias (2007).

3.7 Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. According to Phelan (2005) reliability is the degree to which an assessment tool produces stable and consistent results. It is an assessment of the reproducibility and consistency of an instrument.

The researcher test piloted the research instruments by asking respondents questions during the pilot study about information on the cover letter, the time it takes to fill questionnaires and clarity of questions among others. The results of the pilot study was then incorporated in the research instruments as an improvement.

3.8 Data Collection Techniques

The researcher collected data through administering questionnaires. To ensure effective administration of questionnaires and reduce time in data collection, the researcher recruited and trained a research assistant. The research assistant was handy in data collection processs and study tools administration; pilot testing of data collection tools; revising the questionnaires; production of required number of data collection instruments copies and administration of questionnaires as well as following up the filled data collection instruments.

3.9 Data Analysis Procedures

The study explored the influence of monitoring and evaluation tools on the performance of construction projects in Kenya: A case study of construction projects in Kitui County. Once questionnaires and interview schedules were filled, they were serialised and coded for analysis; the instruments were checked for completeness and clarity. The data was then be analysed using the Statistical Package for Social Sciences (SPSS).

Data was analysed both descriptively and inferentially. Descriptive analysis included computation of frequencies and means while inferential analyses involved carrying out correlation and regression analysis to establish relationships between dependent and independent variables.

3.10 Ethical Measures

The researcher informed the respondents of the confidentiality of their responses to ensure respect and dignity of the participants in the study. Participants were not required to provide

personal details if they felt uncomfortable to do so. The researcher also sought the approval of the National Commission for Science, Technology and Innovation (NACOSTI) to undertake the research.

3.11 Operationalization of variables

| Objective | Independent variable | Dependent variable | Indicators | Scale | Data analysis |
|--|-----------------------------|---------------------------|---|------------------|----------------------------------|
| To establish how budgetary allocation influences performance of construction projects | Budgetary allocation | Project performance | Availability of M&E budget; Compliance with budget | Ratio Ordinal | Descriptive correlation analysis |
| To assess how logical framework influences performance of construction projects | Logical Framework | Project performance | Availability of logical framework; Use of logical framework | Ordinal | Descriptive correlation analysis |
| To determine how baseline survey influences performance of construction projects | Baseline survey | Project performance | Conduction of baseline survey; End of project evaluation | Ordinal | Descriptive correlation analysis |
| To find out how stakeholder analysis influences the performance of construction projects | Stakeholder analysis | Project performance | Conduction of stakeholder analysis; Involvement of stakeholders | Ordinal | Correlation document analysis |

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRERATION AND DISCUSSIONS

4.1 Introduction

This chapter presents results from the data collected using questionnaires. The data was collected and analysed using descriptive and inferential statistical methods. Finally, the findings were presented in tabular form and their implications discussed.

4.1.1 Questionnaire Return Rate

The study was conducted on a sample of 127 respondents, all from among the County Government of Kitui staff responsible for project monitoring and evaluation. 127 questionnaires were distributed and out of these 113 questionnaires were dully filled and returned, representing a response rate of **89%**. According to Mugenda and Mugenda (2003), this return rate was considered sufficient for analysis to make conclusions.

Table 4.1 Questionnaire return rate

| Target Number of respondents | No. of questionnaires returned | Percentage (%) |
|-------------------------------------|---------------------------------------|-----------------------|
| 127 | 113 | 89 |

The researcher used three research assistants to administer the questionnaires in different parts of the vast county, hence the reason for high response rate (89%) as shown in the Table 4.1. The assistants were able to clarify any queries which respondents might have had but had been well trained to be careful enough not to influence the outcome.

4.2 Demographic Characteristics of the Respondents

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

4.2.1 Distribution of the Respondents by Gender

In this section, the researcher sought to establish the gender of the respondents. This is summarised in the Table 4.2.

Table 4.2 Distribution of respondents by gender

| Gender | Frequency | Percentage |
|---------------|------------------|-------------------|
| Male | 72 | 63.7 |
| Female | 41 | 36.3 |
| Total | 113 | 100.0 |

The respondents were required to indicate their gender. The results in the Table 4.2 show that 72 (63.7%) of the respondents were male while 41 (36.3%) of the respondents were female. This implies that there are more male workers involved in the monitoring and evaluation of county government of Kitui construction projects than female workers.

4.2.2 Distribution of Respondents by Age Bracket

Here the researcher sought to establish the age group of the respondents. And the results are as shown in the Table 4.3.

Table 4.3 Distribution of respondents by age bracket

| Age Bracket | Frequency | Percentage |
|--------------------|------------------|-------------------|
| Below 30 years | 42 | 36.8 |
| 31-40 years | 47 | 41.6 |
| 41-50 years | 19 | 16.8 |
| Above 50 years | 4 | 4.4 |
| Total | 113 | 100.0 |

As shown in the table, the majority of the respondents fell in the 31-40 years bracket (41.6%) followed closely by the respondents in the 30 years and below with 36.8%. Those in the 41-50 years bracket constituted 19% of the respondents with those above 50 years coming last with only 4 respondents (4.4%). Therefore 89 respondents (78.4%) were aged 40 years and below which implies that most of Kitui county government workers involved in the monitoring and evaluation of the construction projects are relatively young.

4.2.3 Distribution of Respondents by Level of Education

The respondents were asked to indicate which level of education they belong to. Table 4.4 below summarises the findings.

Table 4.4 Respondents' level of education

| Level of education | Frequency | Percentage |
|---------------------------|------------------|-------------------|
| Secondary (Form 4) | 2 | 1.8 |
| A Level | 1 | 0.9 |
| College (Diploma) | 41 | 36.3 |
| Bachelor's degree | 58 | 51.3 |
| Post Graduate | 11 | 9.7 |
| Total | 113 | 100 |

According to Table 4.4, more than half of the respondents (51.3%) had up to a bachelor's degree followed by those with college diploma (36.3%). The respondents with post graduate education comprised 9.7%. Only two respondents had secondary education (1.8%) and one respondent (0.9%) had A Level education. Therefore, overwhelming 110 (97.3%) of the respondents have at least a college diploma. This implies that the vast majority of the officers involved in the monitoring and evaluation activities in the county are well educated. Therefore, they are likely to have requisite knowledge and skills to enable them make better decisions for improved project management which leads to enhanced performance of construction projects.

4.2.4 Distribution of the Respondents by Number of Years in the Current Position

The respondents were asked to indicate the number of years they have served in their current position. Their responses are summarised in the Table 4.5.

Table 4.5 Distribution of respondents by number of years in the current position

| Number of years | Frequency | Percentage |
|------------------------|------------------|-------------------|
| Below 1 year | 12 | 10.6 |
| 1-5 years | 77 | 68.1 |
| 6-10 years | 17 | 15.0 |
| 11-15 years | 1 | 0.9 |
| 16-20 years | 2 | 1.8 |
| 20 years & above | 4 | 3.5 |
| Total | 113 | 100.0 |

The results show that vast majority of the respondents (68.1%) have served in their current position for between one and 5 years, followed by those who have served for a period below one year (10.6%). 17 respondents representing 15% have served between 6-10 years. Only 7 respondents have served for more than 11 years in their current position. This implies that most of the workers involved in the monitoring and evaluation are relatively new and may have been recruited after the establishment of the county government in 2013.

4.2.5 Involvement in Conducting Monitoring & Evaluation

The research sought to establish if the respondents have been involved in monitoring and evaluation of any construction projects in the county. Their responses were given in the Table 4.6.

Table 4.6 Involvement in conducting M&E of county construction projects

| | Frequency | Percentage |
|--------------|------------------|-------------------|
| | 73 | 64.6 |
| No | 40 | 35.4 |
| Total | 113 | 100.0 |

According to the table, 73 respondents (64.6%) indicated that they have been involved in the monitoring and evaluation of construction projects in Kitui county while 40 respondents representing 35.4% indicated that they have not been involved in the monitoring and evaluation of the construction projects. This implies that majority of the respondents have been involved in M&E activities in the county.

4.3 Budgetary Allocation and Performance of Construction projects

The researcher sought to find out if budgetary allocation as a monitoring and evaluation tool influences performance of construction projects. The study findings are as shown in the subsequent headings.

4.3.1 Budgets set aside to carry out M&E of construction projects

The researcher sought to establish whether different county government departments involved in project monitoring and evaluation activities have M&E budgets to enable them carry out their activities efficiently and effectively. The responses are summarised in the Table 4.7 below

Table 4.7 Budgets set aside to carry out M&E of construction projects

| | Frequency | Percentage |
|--------------|------------------|-------------------|
| Yes | 82 | 72.6 |
| No | 31 | 27.4 |
| Total | 113 | 100.0 |

As the table indicates, the overwhelming majority (72.6%) of the respondents observed that their respective departments have budgets set aside for M&E while 27.4% indicated that there are no budgets set aside for M&E activities. This implies that the County Government of Kitui has set aside funds to support M&E of construction projects in the county.

4.3.2 Various activities included in the M&E budgets

The study sought to establish which various aspects and activities of monitoring and evaluation the various departmental budgets prioritized in funding. The findings are as summarized in table below.

Table 4.8 Activities prioritized by the M&E budgets

| Number of years | Frequency | Percentage |
|--------------------------------------|------------------|-------------------|
| Training in M&E | 8 | 9.8 |
| Planning for M&E | 11 | 13.4 |
| Field visits & meetings | 54 | 65.8 |
| Preparation of M&E reports | 8 | 9.8 |
| Sharing/dissemination of M&E reports | 1 | 1.2 |
| Total | 82 | 100.0 |

Of the 82 respondents (Table 4.7) who indicated that their departments have budgets for M&E activities overwhelming majority (65.8%) observed that their budgets only provides for facilitation of field visits and meeting when carrying out M&E of the construction projects. 13.4% observed that the M&E budget provides for planning while 9.8% respectively have their budgets providing for training in M&E as well as preparation of M&E reports. Only one respondent noted that their budget support sharing and dissemination of M&E reports. This implies that most of the county departmental budgets focus on supporting their project workers to undertake field expeditions for actual monitoring and evaluation activities.

4.3.3 Adequacy of the budget allocation

The study sought to establish to what extent the county government workers felt the resources provided for M&E are adequate to enable them undertake M&E activities. Their respective responses are summarized in the table below.

Table 4.9 Extent to which the money allocated for M&E is adequate

| | Frequency | Percentage |
|------------------|------------------|-------------------|
| Large extent | 22 | 19.5 |
| Moderate extent | 48 | 42.5 |
| Not sure | 15 | 13.2 |
| Small extent | 19 | 16.8 |
| No extent at all | 9 | 8.0 |
| Total | 113 | 100.0 |

According to the respondents, majority of them (42.5%) felt that the budgets provided for M&E are adequate to a moderate extent, followed by those who felt that the budget is adequate to a large extent (19.5%). 15 respondents representing 13.2% were not sure whether the budget is adequate while 19 (16.8%) of the respondents felt that the budget provided was adequate to a small extent. Only 9 respondents (8%) felt that the budget provided was adequate to no extent at

all. Generally, therefore, a significant majority of county government workers felt the resources provided for M&E are adequate to moderate to large extent (62%). A significant proportion of the workers (38%) are those who were not sure or felt the resources provided were adequate to a small to no extent at all.

4.3.4 Proportion of the total budget that is allocated to M&E

The researcher enquired from the respondents whether they were aware of the proportion of their departmental budgets that is set aside to support monitoring and evaluation activities in the respective departments. The responses from the county government workers are summarized in Table 4.10.

Table 4.10 Proportion of total budget allocated to M&E activities

| | Frequency | Percentage |
|--------------|------------------|-------------------|
| Yes | 26 | 23.0 |
| No | 87 | 77.0 |
| Total | 113 | 100.0 |

According to the above results, 23% of the respondents indicated that they had knowledge of the departmental proportion of total budget that goes to monitoring and evaluation. These were mainly the departmental heads and other senior ministry officials. The vast rank and file of the county officers (77%) observed that they are not aware of the proportion of their ministerial budgets that go to monitoring and evaluation. This implies that though majority respondents were aware that their respective departments had voteheads whose purpose was to support various aspects of M&E, they could not put a finger on what proportion this was of the total budget. In other words, this information has not been cascaded down various levels of the department down to the sub counties.

4.3.5 Budget allocation and performance of construction projects

County workers were asked to indicate the extent to which budgetary allocation is a contributing factor for monitoring and evaluation. This was in with the first objective of the study: To

establish how budgetary allocation influences performance of construction projects. Their responses were then rated on 5-point Likert Scale where the highest measure was Strongly Agree (5), followed by Agree (4), Not Sure (3), Disagree (2) and Strongly Disagree (1), in that order. The results were as shown in the Table 4.11.

Table 4.11 Budgetary allocation and performance of construction projects

| | Mean | Std Deviation |
|---|--------|---------------|
| The budget of projects undertaken usually provide a clear and adequate provision for monitoring and evaluation activities | 3.9558 | 1.28445 |
| Money for M&E are usually channeled to the right purpose | 3.5929 | 1.31365 |
| A realistic estimation for monitoring and evaluation is usually undertaken when planning for projects. | 3.6637 | 1.30665 |
| This department has a separate budget line for its monitoring and evaluation activities. | 3.3628 | 1.48241 |
| The major challenge faced by this team is sourcing and securing financial resources for monitoring and evaluation of outcomes | 4.0885 | 1.20681 |

Majority of the respondents (mean=3.9558) indicated that the budgets for construction projects undertaken by the County Government of Kitui usually provide a clear and adequate provision for monitoring and evaluation. In addition, most of the workers (mean=3.5929) agreed that the funds for monitoring and evaluation are usually channelled to the right purpose, namely to support various M&E activities – particularly field visits and meetings to assess the progress of various construction project across the vast county. Majority of respondents (mean=3.6637) agreed that a realistic estimation for M&E is usually undertaken when planning for construction projects. This implies that the allocated resources will enable project supervisors and managers involved in M&E activities will be able to operate effectively throughout the year. Furthermore, most respondents (mean=3.3628) indicated that their respective departments have a separate

budgetline for its monitoring and evaluation activities. This, they say, is to ensure there is no conflict or diversion of funds during utilization of the budget. Nevertheless, majority of the respondents (mean=4.0885) agreed that they face a major challenge in sourcing for financial resources to support their M&E functions.

M&E should be provided for during budget preparation. According to Gyorkos (2003), costing should provide a clear and adequate resources for monitoring and evaluation, which should be delineated within the overall project costing to give M&E function the due recognition for the role it plays in project management and success. Vast majority of the respondents observed that without adequate provision for M&E, supervision of construction projects suffer and this affects performance of the projects because many contractors are likely to cut corners and undertake work that does not meet required standards of construction.

4.4 Logical Framework and Performance of Construction Projects

The researcher sought to establish whether Logical Framework influences performance of construction projects. This is in line with the second study objective: To assess how Logical Framework influences performance of construction projects. The study findings are shown in the following headings.

4.4.1 Whether Logical Framework helps in understanding project expectations

The study sought to find out from the respondents as to whether they believed logical framework helps project managers, implementers and beneficiaries understand project expectations. Their responses are summarised in Table 4.12.

Table 4.12 Logical framework’s help in understanding project expectations?

| | Frequency | Percentage |
|--------------|------------------|-------------------|
| Yes | 106 | 93.8 |
| No | 7 | 6.2 |
| Total | 113 | 100.0 |

The vast majority of the respondents (93.8%) indicated that logical framework indeed helps in understanding project expectations. Only 7 respondents representing 6.2% noted that the logical framework does not help in understanding the project expectations. This therefore implies that logical framework help project stakeholders to understand various aspects of project, including its activities, goals, objectives, purpose and assumptions among others.

4.4.2 Extend to which Logframe influences the performance of construction projects

The researcher enquired from the CGK workers the extent to which they felt logical framework influences performance of construction projects. Clearly, being relatively well educated most of the officers were familiar with what logical framework was all about. Their responses are summarised in the Table 4.13 below.

Table 4.13 Extent to which Logframe influences performance of construction projects

| | Frequency | Percentage |
|------------------|------------------|-------------------|
| Large extent | 49 | 43.4 |
| Moderate extent | 44 | 38.9 |
| Not sure | 14 | 12.4 |
| Small extent | 6 | 5.3 |
| No extent at all | 0 | 0 |
| Total | 113 | 100.0 |

According to the findings, majority (43.4%) of the respondents indicated that logical framework influences performance of construction projects to a large extent followed by 44 (38.9%) of the respondents who observed that logical framework influences performance of construction projects to a moderate extent. 14 (12.4%) of the respondents were not sure whether or not logical framework influences performance of construction projects while only 6 (5.3%) of the respondents believed that logical framework influences performance of construction projects to a small extent. No respondent believed that logical framework does not influence performance of construction projects at all. With 82.3% of the respondents observing that logical framework influences performance of construction projects to a moderate to large extent, this clearly implies that logical framework as monitoring and evaluation tool, influences the performance of construction projects.

4.4.3 Logical framework and performance of construction projects

County workers were asked to indicate the extent to which logical framework as an M&E tool is a contributing factor for monitoring and evaluation. This was in line with the second objective of the study: To assess how logical framework influences performance of construction projects. Their responses were then rated on 5-point Likert Scale where the highest measure was Strongly Agree (5), followed by Agree (4), Not Sure (3), Disagree (2) and Strongly Disagree (1), in that order. The results were as shown in the Table 4.14.

Table 4.14 Logical framework and performance of construction projects

| | Mean | Std Deviation |
|---|-------------|----------------------|
| Logical framework helps project managers formulate clear goals and SMART objectives for construction project | 4.5752 | 1.28445 |
| Logical framework makes it easier for construction project implementers to assess the impact of the project | 4.3186 | 1.31365 |
| Logical framework should be formulated during the initial planning stage for a construction project | 4.4425 | 1.30665 |
| Logical framework ensures comparison of actual project progress against set targets and enable implementers to take appropriate corrective measures | 4.4336 | 1.48241 |
| Logical framework helps project managers evaluate the impact of the construction upon completion | 4.3363 | 1.20681 |

According to findings, respondents strongly agreed (mean=4.5752) that logframe helps project managers and implementers formulate clear goals and objectives for construction project. There was also strong agreement (mean=4.3186) by the county workers that logical framework makes it easier for the construction project implementers to assess the impact of the project. This is largely because has clear indicators against which to evaluate project impact. Additionally, the workers also strongly agreed (mean=4.4425) that logical framework should be formulated during the initial stages of project planning. They further agreed (mean=4.4336) that logical framework ensures comparison of actual project progress against set targets and enables the project supervisors and implementers to take corrective actions early enough before the quality of project is grossly undermined. The respondents also strongly felt (mean=4.3363) that logical framework helps project managers evaluate the impact of construction project upon completion. This they said it is so because the measures of this evaluation are agreed upon during the project formulation stage when the logframe is also constructed.

4.5 Baseline Survey and Performance of Construction projects

This section deals with objective 3: To determine how baseline survey influences performance of construction projects. The findings are summarised in the subsequent headings.

4.5.1 Participation in baseline survey in the County

The respondents were asked to indicate whether they have participated in any baseline survey for any construction in the county. This was to determine whether they have had first hand experience with surveys since they time with the County Government of Kitui. Their responses are summarised in Table 4.15.

Table 4.15 Respondents Participation in baseline survey in Kitui County

| | Frequency | Percentage |
|--------------|------------------|-------------------|
| Yes | 64 | 56.6 |
| No | 49 | 43.4 |
| Total | 113 | 100.0 |

As the table above shows, 64 (56.6%) of the respondents indicate they have participated in a baseline survey of construction projects in the county, while 49 (43.4%) of the respondents indicated they did not participate in any survey in the county. This implies that majority of the workers involved in monitoring and evaluation of county projects in Kitui County have participated in at least one baseline survey.

4.5.2 Role in the baseline survey

The researcher enquired to know from the respondents who actually participated in the baseline survey, what exactly was their role in the survey. The following table (4.16) summarises these findings.

Table 4.16 Respondents role in the baseline survey

| | Frequency | Percentage |
|----------------------------|------------------|-------------------|
| Designing research tools | 7 | 10.9 |
| Data collection | 33 | 51.6 |
| Participated as respondent | 8 | 12.5 |
| Data capturing | 15 | 23.4 |
| Database design | 1 | 1.6 |
| Total | 64 | 100.0 |

For those who participated in baseline survey, 10.9% participated in designing of research tools, 51.6% participated in data collection, 12.5% participated as a respondent and 23.4% participated in data capturing. Only one respondent (1.6%) participated in the database design. This implies that the majority of the participants participated in collecting data during the undertaking of the baseline survey.

4.5.3 Baseline survey help in understanding project expectations

In this section, the researcher sought to establish whether the baseline survey in which the respondents participated helped in improving understanding of project expectations. Table 4.17 captures the summary of the findings.

Table 4.17 Baseline survey help in understanding project expectations

| | Frequency | Percentage |
|--------------|------------------|-------------------|
| Yes | 53 | 82.8 |
| No | 11 | 17.2 |
| Total | 64 | 100.0 |

Overwhelming majority (82.8%) of the respondents indicated that the baseline survey they participated improved their clarity in understanding project expectations. Only 11 (17.2%) of the respondents noted that the baseline survey did not help in their understanding of project expectations. This clearly implies that baseline survey help project managers and other relevant stakeholders in understanding what to expect from a project. Indeed, during baseline survey, the needs of target beneficiaries are better understood and the design of the project is better done as any unclear information is clarified before final decision on the project is made.

4.5.4 Extend to which baseline survey influence performance of construction project

In this section, the researcher enquired from the respondents extend to which they thought baseline survey influences performance of construction projects. The summary of the finding are shown in the Table 4.18 below.

Table 4.18 Extend to which baseline survey influence performance of construction projects

| | Frequency | Percentage |
|------------------|------------------|-------------------|
| Large extent | 48 | 42.5 |
| Moderate extent | 42 | 37.2 |
| Not sure | 17 | 15.0 |
| Small extent | 2 | 1.8 |
| No extent at all | 4 | 3.5 |
| Total | 113 | 100.0 |

As the table shows, majority of the respondents (42.5%) indicated that baseline survey influences performance of construction projects to a large extent. Almost similar proportion (37.2) of the county workers averred that baseline survey influences performance of construction projects to a moderate extent. 17 (15%) of the respondents were not sure whether or not baseline survey influences performance of construction projects. Only 2 (1.8%) and 4 (3.5%) of the respondents respectively indicated that baseline survey influences performance of construction projects to a small extent and does not at all influence the performance of construction projects. The

implication of these findings are that baseline survey does indeed influence performance of construction projects.

4.5.5 Baseline survey and performance of construction projects

Respondents were asked to indicate the extent to which baseline survey as an M&E tool is a contributing factor for monitoring and evaluation. This was in line with the third objective of the research study: To determine how baseline survey influences performance of construction projects. Their responses were then rated on 5-point Likert Scale where the highest measure was Strongly Agree (5), followed by Agree (4), Not Sure (3), Disagree (2) and Strongly Disagree (1), in that order. The results were as shown in the Table 4.19 below.

Table 4.19 Baseline survey and performance of construction projects

| | Mean | Std Deviation |
|---|--------|---------------|
| A baseline study serves the purpose of informing decision makers about the potential impact of the construction project | 4.6549 | 0.66509 |
| Conducting a baseline means that time and other resources for designing evaluation tools are minimized | 4.2478 | 0.94047 |
| Baseline surveys should be carried out at the very beginning of a construction project | 4.5133 | 0.73333 |
| Baseline surveys ensure that any possible impact of a project is captured at evaluation | 4.3717 | 0.83660 |
| Baseline surveys helps project managers evaluate the impact of the construction upon completion | 4.6195 | 0.75968 |

The findings show that respondents strongly agreed (mean=4.6549) that a baseline study serves the purpose of informing decision makers about the potential impact of the construction project. They were further of the strong opinion (mean=4.2478) that conducting a baseline means that time and other resources for designing evaluation tools are minimized as most of the information

required during project evaluation will have been collected and documented during the survey. The county workers also strongly agreed (mean=4.5133) that baseline surveys should be carried out at the very beginning of a construction project. There was also strong agreement by the respondents (mean=4.3717) that baseline surveys ensure that any possible impact of a project is captured at evaluation while they also agreed strongly (mean=4.6195) that baseline surveys helps project managers evaluate the impact of the construction upon completion. This is because during baseline survey crucial information including current situation and what project need to be implemented to ameliorate the situation as well as the expected impact of the project upon completion is properly documented. This then allows for comparison between the expected and actual impact upon project completion.

4.6 Stakeholder Analysis and Performance of Construction Projects

Stakeholder analysis tests assumptions about the interests of social actors and their possible responses to the interventions (World Bank, 2002). This section deals with the study objective four: To find out how stakeholder analysis influences the performance of construction projects. The findings are summarised in the subsequent heading below.

4.6.1 Extent to which effective stakeholder analysis and participation enhance performance of construction projects

The researcher enquired from the respondents extend to which believed proper and appropriate stakeholder analysis influence performance of construction projects. A set of relevant statements on stakeholder analysis and participation were generated and the respondents were asked to rate them with the highest rank being Strongly Agree (5), followed by agree (4), Not Sure (3), Disagree (2) and Strongly Disagree (1). The results of this inquiry are summarised in the table below.

Table 4.20 Extent to which effective stakeholder participation influence performance of

| | Frequency | Percentage |
|------------------|------------------|-------------------|
| Large extent | 73 | 64.6 |
| Moderate extent | 31 | 27.4 |
| Not sure | 4 | 3.5 |
| Small extent | 4 | 3.5 |
| No extent at all | 1 | 0.9 |
| Total | 113 | 100.0 |

construction projects

As the table indicate, a huge majority of the respondents (64.6%) indicated that stakeholder analysis and participation influence performance of construction projects to a larget extent. A significant proportion of the respondents (27.4%) also noted that effective stakeholder participation influnces performance of construction projects to a moderate extent. Four (4) respondents representing 3.5% indicated they were not sure whether or not stakeholder analysis and participation influences performance of construction projects while a similar number noted that stakeholder participation influences performance of construction projects only to a small extent. Only one respondent (0.9%) indicated that stakeholder participation does not in any way influence performance of construction projects. The findings, therefore, imply that stakeholder analysis does influence performance of construction projects. It is considered important to analyse possible stakeholders and allow for their full participation in interventions to ensure that the interventions do not cause unacceptable damage to specific actors as well as enhance the level of ownership and support (Kusek &Rist, 2004).

4.6.2 Stakeholder analysis and performance of construction projects

Respondents were asked to indicate the extent to which stakeholder analysis as an M&E tool is a contributing factor for monitoring and evaluation. This was in line with the fourth objective of

the research study: To find out how stakeholder analysis influences performance of construction projects. Their responses were then rated on 5-point Likert Scale where the highest measure was Strongly Agree (5), followed by Agree (4), Not Sure (3), Disagree (2) and Strongly Disagree (1), in that order. The results were then summarised as shown in the Table 4.21 below.

Table 4.21 Stakeholder analysis and the performance of construction projects

| | Mean | Std Deviation |
|---|-------------|----------------------|
| Undertaking a comprehensive analysis of project stakeholders during planning stage will improve project performance | 4.6283 | 0.65730 |
| Participation of stakeholders during project conception and design is important for project success | 4.5221 | 0.62817 |
| Involvement of stakeholders in the whole project cycle will improve project performance | 4.5398 | 0.70755 |
| Sharing information and feedback with the stakeholders as relates to project progress enhance project performance | 4.5841 | 0.60836 |
| It is important to involve stakeholders during evaluation to assess the project impact | 4.6195 | 0.64529 |

The findings in the above table indicate to a very strong relationship between stakeholder analysis and performance of construction projects. Majority of respondents strongly agreed (mean=4.6283) that undertaking a comprehensive analysis of project stakeholders during planning stage will improve project performance. They further were in strong agreement (mean=4.5221) that participation of stakeholders during project conception and design is important for project success. The county government of Kitui workers also strongly agreed (mean=4.5398) that involvement of stakeholders in the whole project cycle will improve project performance. Furthermore, they strongly agreed (mean=5841) that sharing information and feedback with the stakeholders as relates to project progress enhance project performance and that it is important to involve stakeholders during evaluation to assess the project impact

(mean=4.6195). The overall implication is that stakeholder analysis strongly influences performance of construction projects.

4.6.3 Why stakeholder analysis enhance performance of construction projects

Most respondents were of the view that stakeholder analysis is a fundamental tool for monitoring and evaluation. They observed that stakeholder analysis ensures that the right actors directly affecting or being affected by a project are identified and involved throughout the project life cycle. This, many averred, will ensure that views and opinions of the said actors are considered before, during after project implementation. Incorporation of the concerns of project stakeholders also ensures right and acceptable decisions are made and this leads to minimal conflicts and delays as construction progresses. It also ensures that that the project goals are aligned to the needs of the target beneficiaries and hence promoting project ownership and teamwork.

They further noted that effective participation enhances project ownership by both the sponsors and beneficiaries and therefore ensuring that project expectationms are achieved. Others posited that effective stakeholder analysis help seal possible loopholes during project conceptualization and design and therefore enhancing accountability during implementation. Stakeholder analysis therefore has positive impact on the project quality, timeliness and cost-effectivess.

4.7 Performance of Construction Projects

This section deals with independent variable. It sought to establish the level of construction project performance in Kitui county, the reasons behind this performance as well as the importance of various project performance measures as they relate to construction projects. The findings are summarised in the following headings.

4.7.1 Level of performance of construction projects in Kitui County

The researcher enquired from study respondents what they thought was the level of performance of construction projects in the county. The findings of this inquiry are summarised in Table 4.22.

Table 4.22 Level of performance of construction projects in Kitui County

| | Frequency | Percentage |
|-----------------------|------------------|-------------------|
| 40 per cent and below | 18 | 15.9 |
| 50-60 per cent | 37 | 32.7 |
| 60-70 per cent | 21 | 18.6 |
| 70-80 -per cent | 29 | 25.7 |
| 80-100 per cent | 8 | 7.1 |
| Total | 113 | 100.0 |

Majority of the respondents (32.7%) indicated that the level of performance of construction projects in the county is between 50-60 per cent. These are followed by those who noted the performance is 70-80 per cent with 25.7%. There is still a sizeable number of respondents (18.6% and 15.9%) who indicated that level of performance of county construction projects was 60-70 per cent and 40 per cent and below respectively. Only 8 (7.1%) of the respondents believed that the performance of the county construction projects was between 80-100 per cent. These findings imply that the county government of Kitui need to critically look at the its construction project conceptualization, design and implementation processes to seal any loopholes that could be contributing to this unsatisfactory performance.

4.7.2 Reasons for the low project performance levels

The researcher enquired from the respondents what they thought is the reason for the prevailing level of project performance. Most of the respondents were not satisfied with the level project performance in Kitui County. Majority of the respondents, in an open-ended question, had observed that inadequate funding as the biggest contributor to relatively low level of project performance. With low budgetary allocation, proper monitoring and evaluation of construction projects has not been undertaken and therefore significantly reducing level of project performance as many contractors do not comply with the required construction standards when left on their own. Interestingly, in a Likert scale question, had indicated that budget allocation for M&E was largely adequate. Many respondents also indicated that that they do not often

formulate logical frameworks during project planning. This affects clarity in terms of project goals and purpose as well clarity in terms of proof of success upon completion (indicators) which is handy during evaluation. Many respondents also indicated that though baseline survey is an important M&E tool, the county government rarely applies it when initiating development projects. They however indicated that the level of public involvement and participation is commendable due to proper stakeholder analysis.

4.7.3 Importance of project performance measures to performance of construction projects

The study sought to establish the extent of agreement with various statements relating to the performance of construction projects. The status of this variable was rated on a 5 point Likert scale ranging from Strongly agree (5), Agree(4), Not sure (3), Disagree (2), Strongly disagree (1). The study findings are depicted in Table 4.23.

Table 4.23 Importance of performance measures to performance of construction projects

| | Mean | Std Deviation |
|---|-------------|----------------------|
| Timeliness of project delivery | 4.4425 | 0.85501 |
| Cost effectiveness | 4.3717 | 0.79277 |
| Quality of work | 4.3894 | 0.89076 |
| Project Safety | 4.2478 | 0.91154 |
| Satisfaction of the beneficiary community | 4.3009 | 0.80050 |

From the foregoing table, respondents strongly indicated (mean=4.4425) that timeliness of project delivery is an important performance measure of construction projects. They equally agreed (mean=4.3717) that cost-effectiveness too is an important measure of construction performance because project implementers should work to value for the resources employed in a construction projects. Majority of respondents also strongly agreed (mean=4.3894) that quality of work of the delivered construction project is also a crucial measures of the project performance. The county workers also strongly felt (mean=4.3009) that satisfaction of the project beneficiaries is a good measures of project performance. Though least agreed upon, the respondents also, to a large measure (mean=4.2478) agreed that project safety is also a good

performance measure of construction projects. These findings are in line with observations by Michell, et al (2007) that construction projects are deemed to be successful by clients, consultants and contractors when they are completed on time, within budget and meeting agreed upon quality standards. Achievement of these performance measures are adequately realised through proper monitoring and evaluation using a variety M&E tools.

4.8 Inferential Statistics

To evaluate the relationships between the dependent and independent variables, correlation and multiple regression analysis was carried out and the findings presented in the following subsections.

4.8.1 Correlation Analysis

Correlation analysis quantifies the degree to which two variables are related. It seeks to establish the degree of interdependence of the independent variables as well as show the degree of their association with the dependent variables separately. The results of the study are summarised in Table 4.23 below.

Table 4.24 Correlation Matrix

| | | Budgetallo- | Logicalfram- | Baselinesurv- | Stakeholderanal- | Performanceofc- |
|---------------|-----------------|-------------|--------------|---------------|------------------|------------------|
| | | ocation | ork | y | ysis | onstructionproj- |
| | | | | | | ects |
| Budgetalloc- | Pearson | | | | | |
| | Correlation | 1 | .308 | .073 | .082 | .206 |
| | Sig. (2-tailed) | | .001 | .439 | .390 | .029 |
| | N | 113 | 113 | 113 | 113 | 113 |
| Logicalfram- | Pearson | | | | | |
| | Correlation | .308 | 1 | .218 | .212 | .003 |
| | Sig. (2-tailed) | .001 | | .020 | .024 | .890 |
| | N | 113 | 113 | 113 | 113 | 113 |
| Baselinesurv- | Pearson | | | | | |
| | Correlation | .073 | .218 | 1 | .577 | .295 |
| | Sig. (2-tailed) | .439 | .020 | | .000 | .002 |
| | N | 113 | 113 | 113 | 113 | 113 |
| Stakeholdera- | Pearson | | | | | |
| | Correlation | .082 | .212 | .577 | 1 | .424 |
| | Sig. (2-tailed) | .390 | .024 | .000 | | .000 |
| | N | 113 | 113 | 113 | 113 | 113 |
| Performance- | Pearson | | | | | |
| | Correlation | .206 | .013 | .295 | .424 | 1 |
| | Sig. (2-tailed) | .029 | .890 | .002 | .000 | |
| | N | 113 | 113 | 113 | 113 | 113 |

As the table above shows, the relationships between the dependent variables were significant at 95% confidence level and had a significant relationship between dependent variable. This implies that the relationship between dependent variables were strong enough to influence their relationship with the independent variable.

The results of the Pearson’s correlation co-efficient (r) shows that there is a positive relationship between budgetary allocation and the performance of construction projects (r=0.209, p-value <0.05). The results also depict a strong relationship between logical framework and the performance of construction projects (r=0.890, p-value <0.05). Furthermore, there is a positive relationship between the baseline survey and the performance of construction projects (r=0.295, p-value <0.05). Finally, the results also show a relatively strong relationship between stakeholder analysis and the performance of construction projects (r=0.424, p-value <0.05). Overall,

therefore, it can be argued that all the four dependent variables (budgetary allocation, logical framework, baseline survey and the stakeholder analysis) have a positive influence on the performance of construction projects.

4.8.2 Regression Analysis

Regression is a technique for determining the statistical relationship between variables. This study sought to determine the fit of the regression equation of determining between the dependent variables and the independent variable. The co-efficient of determination (R^2) explains the degree to which changes in the dependent variable will influence change in the independent variable.

4.8.2.1 Model summary

Model summary table provides information about the regression line's ability to account for total variation in the independent variable.

Table 4.25 Model summary table

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .493 ^a | .242 | .214 | .59645 |

a. Predictors: (Constant), Stakeholder analysis, Budget allocation, Logical framework, Baseline survey

The table shows the linear relationship between the dependent variables (budgetary allocation, logical framework, baseline survey and stakeholder analysis) and the independent variable (performance of construction projects). From the co-efficient of determination there is a relationship, albeit relatively weak, between the variables with a R^2 of 0.242 adjusted to 0.214. This shows that the dependent variables account for 24.2% of the variation in the performance of construction projects.

4.8.2.2 ANOVA Results

Analysis of variance (ANOVA) is a collection of statistical models and their associated procedures used to analyse the differences among means in a sample. It is a statistical tool used to develop and confirm an explanation of an observed data.

Table 4.26 ANOVA Results

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|-------|--------|
| 1 | Regression | 12.261 | 4 | 3.065 | 8.617 | .00008 |
| | Residual | 38.421 | 108 | .356 | | |
| | Total | 50.682 | 112 | | | |

- a. Dependent Variable: Performanceofconstructionprojects
b. Predictors: (Constant), Stakeholderanalysis, Budgetallocation, Logicalframework, Baselinesurvey

The researcher used one-way ANOVA to test possible significant relationships between the dependent and the independent variables. According to Table 4.26, the p-value = 0.00008 which means $p < 0.05$. This implies that there is a significant relationship between the dependent variables and the independent variable.

4.8.2.3 Coefficient of correlation

Correlation coefficient is a measure of the linear correlation between two variables. It always ranges from +1 to -1, where 1 is positive total linear correlation and -1 is a negative total linear correlation. 0 denotes no linear correlation. The study coefficients of correlation is summarized in the table below.

Table 4.27 Correlation coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | Sig. |
|-------|----------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | T | |
| 1 | (Constant) | 1.144 | .586 | | 1.954 | .053 |
| | Budget allocation | .085 | .053 | .141 | 1.618 | .109 |
| | Logical framework | .192 | .115 | .181 | 1.670 | .098 |
| | Baseline survey | .005 | .133 | .004 | .035 | .972 |
| | Stakeholder analysis | .439 | .146 | .323 | 3.002 | .003 |

- a. Dependent Variable: Performance of construction projects

From the Table 4.27, when all the variables are held constant, one unit of budget allocation will influence performance of construction projects by 0.085 while one unit of logical framework will achieve the same by 0.192. A unit of baseline survey will influence performance of construction

projects by 0.005. Stakeholder analysis has a stronger influence on the performance of construction projects than all the other dependent variables with a correlation coefficient of 0.439 ($p=0.003$). Nevertheless, the results show that all the dependent variables have a positive influence on the performance of construction projects with baseline survey with the least influence.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarises the study findings, conclusions and recommendations. It further provides suggestions for further research.

5.2 Summary of Findings

The study sought to examine the influence of M&E tools on the performance of construction projects. It was guided by four objectives namely to establish how budgetary allocation influences performance of construction projects; to determine how logical framework influences performance of construction projects; to assess how baseline survey influences performance of construction projects; and to find out how stakeholder analysis influences performance of construction projects.

5.2.1 Budgetary allocation

Majority of county workers interviewed (72.6%) noted that their respective departments have budgets set aside for M&E. However a number of respondents observed that funds set aside in the budgets were not sufficient to support proper and edequate project monitoring and evaluation. They noted that out of the several activities under monitoring and evaluation, only provision for field visits and meetings (65.8%) are provided for leaving other crucial activities such as training for M&E, planning for M&E, reporting as well as disseminating of M&E reports grossly underfunded.

Additionally, the vast majority of the respondents observed that budgetary allocation is a crucial contributor to project performance of the county construction projects. This is because with adequate funding the officers will be fully facilitated to regularly monitor and evaluate how various contractors are implementing the projects. This will allow them to take remedial actions in time before the quality and other measures of project performance are irredeemably compromised.

Interestingly, majority of the respondents (87%) noted that they were not aware of the amount of allocations set aside for M&E despite knowing that there are allocations towards that end. However, the researcher observes that such information should be cascaded down the

departmental rank and file so that all the officers involved in project management may be able to plan well and early enough for monitoring and evaluation.

5.2.2 Logical framework

Majority of the respondents (93.8%) agreed that logical framework helps in understanding project expectations and therefore positively influencing performance of construction projects. Although a significant number of the respondents noted that they do not apply this M&E tool often in their operations in the county government, they nonetheless noted that they believed logical framework could significantly enhance project performance if well utilised. They observed that logical framework helps in planning by helping clarify goals and purpose of projects as well as being handy in formulating appropriate performance indicators which are crucial during evaluation.

Furthermore, a significant majority of the respondents agreed that logical framework helps project managers formulate clear goals and objectives for construction projects. The respondents also averred that logical frameworks makes it easier for the construction implementers to assess the impact of construction project as well as ensuring comparison of the actual progress against set target. Nevertheless, the researcher discovered that this monitoring and evaluation tool was not well utilised by the county government and this is alikely contributor to the unsatisfactory performance of construction projects noted by the respondents.

5.2.3 Baseline survey

The majority of the respondents (56.6%) agreed that they participated in at least one baseline survey in the county. This implies that the County Government of Kitui undertakes baseline surveys when initiating some of its development projects. The majority (51.6%) of the respondents also indicated that their main role during the survey was data collection. Most of the respondents (82.8%) observed that baseline survey played a crucial role in understanding project expectations. Additionally, an overwhelming majority of the respondents noted that baseline survey influences performance of construction projects to a moderate to large extents.

In terms of aiding in decision making, a significant majority of the respondents also agreed that baseline survey serves the purpose of informing decision makers about the potential impact of construction projects before their initiation and implementation and taking appropriate cautionary measures to avert any negative consequences that may arise. Furthermore, most

respondents felt that baseline surveys help project implementers minimise time and other resources that could have been used in the design of monitoring and evaluation tools. They also strongly agreed that baseline surveys help project managers and implementers evaluate the impact of the construction projects upon completion.

5.2.4 Stakeholder analysis

Stakeholder analysis tests assumptions about the interests of social actors and their possible responses to the interventions. Majority of the respondents (64.6%) agreed that stakeholder analysis, when well carried out, influences performance of the construction projects to a large extent. A significant proportion of the respondents (27.4%) also indicated that stakeholder analysis influence performance of construction projects to a moderate extent. This implies that an overwhelming majority of the respondents agree that stakeholder analysis is crucial to good project performance.

Majority of the respondents felt that undertaking a comprehensive analysis of project stakeholders before rolling out construction projects is critical because stakeholder analysis ensures that the right actors directly affecting or being affected by a project are identified and involved throughout the project life cycle. Involvement of the right stakeholders, they said, ensures that views and opinions of the said actors are considered before, during and after project implementation. Furthermore, incorporation of the concerns of project stakeholders also ensures right and acceptable decisions are made and this leads to minimal conflicts and delays as construction progresses.

Majority of the respondents also averred that effective stakeholder analysis enhances project ownership by both the county government and project beneficiaries and therefore ensuring that project expectations are achieved since the project goals are aligned to the needs of the target beneficiaries. Additionally, respondents observed that effective stakeholder analysis help seal possible loopholes during project conceptualization and design and therefore enhancing accountability during implementation. Stakeholder analysis therefore has positive impact on the project quality, timeliness and cost-effectiveness.

5.3 Conclusions

This study concludes that budgetary allocation is key to good project performance. Sufficient funding of M&E activities allow those involved in project management to undertake the work effectively to ensure initiated projects are successfully implemented. However, the study also concludes that for budgetary allocation to achieve its desired purpose, those involved in the financial management must ensure that requisite resources are availed in right time and quantities for proper M&E to be carried out.

The study also concludes that logical framework as an M&E tool significantly influence performance of construction projects. However, the researcher noted that logical framework was not widely applied in the M&E of construction projects in Kitui county although many officers involved in project management have a good grasp of what the tool is all about. The respondents clearly agreed that it is a critical tool for planning as it helps them clearly understand the goals and purpose of construction projects. Therefore, the county government need to shift its policy in monitoring and evaluation to give logical framework the prominence it requires in monitoring and evaluation.

In addition, the research study concludes that baseline survey positively influence performance of construction projects. It is crucial in helping project managers and implementers better understand project expectations and make them better informed and prepared to carry out their work. It also informs decision makers about the potential impact of construction projects to allow them to take remedial measures actions early – hence enhancing the success of the projects.

Finally, the researcher also concludes that stakeholder analysis is crucial tool for M&E. Involving various relevant actors during the project life cycle was said to play a critical role in project performance. The concludes that before projects are designed and implemented, all relevant stakeholders must be involved in order to get their views and opinions which enhances project ownership and reduces conflicts which may impede effective implementation and hence affecting project performance. He also concludes that stakeholder analysis helps improve the design of construction projects as well as seal loopholes that can compromise project delivery.

5.4 Recommendations

Based on the findings of this study, the researcher proffers the following recommendations:

The national government, county governments, non-governmental organizations, donors and other agencies involved in funding of construction projects must ensure adequate provisions for M&E in the budgets. This will ensure proper monitoring and evaluation of projects.

It was noted that majority of workers involved in the project management were not aware of the budgetary provisions for M&E in their mother departments. Departments should ensure that such information is shared with all the concerned officers so that they can be able to prepare for M&E early.

The researcher noted the low utilisation of the logical framework in the monitoring and evaluation of construction in the Kitui county. Therefore recommends that the tool be applied as a county government policy, to help project implementers get the full clarity of project expectations before implementation.

5.5 Suggestions for Further Research

The researcher offers the following suggestions for further research:

Why there is low utilization of Logical Framework in project monitoring and evaluation of construction projects by the national and county governments.

Factors affecting financing of monitoring and evaluation activities by the national and county governments and donor agencies in Kenya.

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APPENDICES

APPENDIX I:LETTER OF INTRODUCTION

Dear Respondent,

My name is Gitonga Nkunda from the University of Nairobi. I am carrying out a research on the influence of monitoring and evaluation tools on the performance of construction projects, a case of Kitui County. This is 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 be treated with utmost confidentiality and be used only for academic purposes.

Thank you in advance.

Yours faithfully,

Peter Gitonga Nkunda
Reg. No. L50/70309/2011
University of Nairobi.

APPENDIX II: QUESTIONNAIRE

Kindly tick appropriately [√]

SECTION A: Background Information

1. What is your gender?

Male []

Female []

2. Which 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 []

6-10years []

11-15 Years []

16-20 years []

20 yrs & above []

4. What is your highest level of Education

Secondary (Form 4) []

A Level []

College (Diploma) []

University (Bachelor's degree) []

Post graduate []

5. Have you been involved in conducting monitoring and evaluation of any construction project in Kitui County?

Yes []

No []

6. If yes, in which department/sector?

Education []

Health []

Roads []

Trade []

Water []

Other (specify) _____

SECTION B: Budgetary Allocation and Performance of Construction Projects

7. Are there budgets set aside to carry out M&E among projects in your department?

Yes []

No []

If yes, please explain various activities included in M&E budget

Training in M&E []

Planning for M&E []

Field visits/meetings for M&E []

Preparation of M&E reports []

Sharing/dissemination of reports []

Any other (specify): _____

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

Large extent []

Moderate extent []

Not sure []

Small extent []

No extent at all []

9. Are you aware of the proportion of your departmental budget that is allocated to M&E?

Yes []

No []

10. If yes, please indicate:

1 per cent or below []

2 percent []

3 percent []

4 percent []

5 per cent or above []

11. The following are statements on M&E. Indicate your feeling in each of them ticking appropriately: Strongly agree (5), Agree (4), Not sure (3), Disagree(2) and Strongly disagree (1).

| Statement | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| The budget of projects undertaken usually provide a clear and adequate provision for monitoring and evaluation activities | | | | | |
| Money for M&E are usually channeled to the right purpose | | | | | |
| A realistic estimation for monitoring and evaluation is usually undertaken when planning for projects. | | | | | |
| This department has a separate budget line for its monitoring and evaluation activities. | | | | | |
| The major challenge faced by this team is sourcing and securing financial resources for monitoring and evaluation of outcomes | | | | | |

12. According to you, kindly indicate how M&E budget allocation affect the performance of construction projects in your department?.....
.....

SECTION C: Logical Framework and Performance of Construction Projects

13. . Does the logical framework help in understanding project expectations?

Yes []

No []

14. In your opinion, to what extent does the logical framework enhance the performance of construction in the county?

- Large extent
- Moderate extent
- Not sure
- Small extent
- No extent at all

15. Using the scale provided below, indicate the extent to which you agree with the following statement as relating to logical framework and performance of construction project. 5-Strongly agree, 4-Agree, 3-Not sure, 2-Disagree and 1-Strongly Disagree without a baseline, it is not possible to know the impact of a project

| Statement | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| Logical framework helps project managers formulate clear goals and SMART objectives for construction project | | | | | |
| Logical framework makes it easier for construction project implementers assess the impact of the project | | | | | |
| Logical framework should be formulated during the initial planning stage for a construction project | | | | | |
| Logical framework ensures comparison of actual project progress against set targets and enable implementers to take appropriate corrective measures | | | | | |
| Logical framework helps project managers evaluate the impact of the construction upon completion | | | | | |

16. In your own opinion, how does logical framework determine the quality of project information?

.....

SECTION D: Baseline Survey and Performance of Construction Projects

17. Did you participate in any baseline survey in the county?

- Yes

No

18. If so, what was your role?

a. Designing research tools

b. Data collection

c. Participated as respondent

d. Data capturing

e. Database design

f. Other (specify) _____

19. Did the baseline survey help in understanding project expectations?

Yes

No

20. To what extent does the effective baseline surveys enhance the performance of construction projects in your county?

Large extent

Moderate extent

Not sure

Small extent

No extent at all

21. Using the scale provided below, indicate the extent to which you agree with the following statement as relating to baseline surveys and performance of construction project. 5- Strongly agree, 4-Agree, 3-Not sure, 2-Disagree and 1-Strongly Disagree without a baseline, it is not possible to know the impact of a project

| Statement | 5 | 4 | 3 | 2 | 1 |
|---|----------|----------|----------|----------|----------|
| A baseline study serves the purpose of informing decision makers about the potential impact of the construction project | | | | | |
| Conducting a baseline means that time and other resources for designing evaluation tools are minimized | | | | | |
| Baseline surveys should be carried out at the very beginning of a construction project | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| Baseline surveys ensure that any possible impact of a project is captured at evaluation | | | | | |
| Baseline surveys helps project managers evaluate the impact of the construction upon completion | | | | | |

22. In your own opinion, how does the timing of baseline survey determines the quality of project information?.....

SECTION E: Stakeholder Analysis and Performance of Construction Projects

23. To what extent does effective stakeholder participation enhance the performance of construction projects in the county?

- Large extent []
- Moderate extent []
- Not sure []
- Small extent []
- Noextent at all []

24. Using the scale provided, indicate extent to which you agree with the following statements as relating to stakeholder analysis and performance of construction projects: 5-Strongly agree, 4-Agree, 3-Not sure, 2-Disagree and 1-Strongly Disagree

| Statement | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| Undertaking a comprehensive analysis of project stakeholders during planning stage will improve project performance | | | | | |
| Participation of stakeholders during project conception and design is important for project success | | | | | |
| Involvement of stakeholders in the whole project cycle will improve project performance | | | | | |
| Sharing information and feedback with the stakeholders as relates to project progress enhance project performance | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| It is important to involve stakeholders during evaluation to assess the project impact | | | | | |
|--|--|--|--|--|--|

25. In your own opinion, does effective stakeholder participation enhance the performance of construction projects in Kitui County? Kindly explain

.....

SECTION F: Performance of Construction Projects

26. What do you think is the level of project performance (accomplishment of construction projects measured against preset standards of quality, completeness, cost, time, fit-for-use, etc.) in Kitui county?

40 per cent and below []

50-60 per cent []

60-70 per cent []

70-80 -per cent []

80-100 per cent []

27. What do you think is the reason for this performance?.....

.....

28. Using the scale provided, indicate extent to which you agree on the importance of the following project performance measures as relates to performance of construction projects. 5- Strongly agree, 4.-Agree 3-Not sure, 2-Disagree and 1-Strongly Disagree

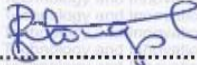
| Statement | 5 | 4 | 3 | 2 | 1 |
|---|----------|----------|----------|----------|----------|
| Timeliness of project delivery | | | | | |
| Cost effectiveness | | | | | |
| Quality of work | | | | | |
| Project Safety | | | | | |
| Satisfaction of the beneficiary community | | | | | |

APPENDIX III: RESEARCH PERMIT

THIS IS TO CERTIFY THAT:
MR. PETER GITONGA NKUNDA
of UNIVERSITY OF NAIROBI, 107-90400
MWINGI, has been permitted to conduct
research in Kitul County


on the topic: INFLUENCE OF
MONITORING AND EVALUATION TOOLS
ON THE PERFORMANCE OF
CONSTRUCTION PROJECTS IN KENYA: A
CASE OF CONSTRUCTION PROJECTS IN
KITUI COUNTY

for the period ending:
19th July, 2019


.....
Applicant's
Signature


Permit No : NACOSTI/P/18/37112/23698
Date Of Issue : 20th July, 2018
Fee Received :Ksh 1000





.....
Director General
National Commission for Science,
Technology & Innovation

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