

**INFLUENCE OF MONITORING AND EVALUATION ON PERFORMANCE OF
CONSTITUENCY DEVELOPMENT FUND PROJECTS: A CASE OF
INFRASTRUCTURAL PROJECTS IN PUBLIC SECONDARY SCHOOLS IN
NAIVASHA SUBCOUNTY, NAKURU COUNTY, KENYA**

FRANCISCA NAMAKALI NAMBIRO

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the Award of the Degree of Master of Arts in Project Planning and Management of
the University of Nairobi**

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DECLARATION

This research project Report is my original work and has never been submitted for a degree or any award to any university.

Signature _____

Date _____

FRANCISCA NAMAKALI NAMBIRO

L50/73848/2014

This project is submitted for examination with my approval as University supervisors

Signature _____

Date _____

DR. ANNE NDIRITU

Department of Open, Distance and E-learning

University of Nairobi

DEDICATION

I dedicate this work to my parents, Mr and Mrs Peter Nambiro who kept on reminding me to work hard in everything I undertake, to my brothers, Andrew and Joseph Nambiro and sisters, Jackline and Margaret Nambiro who encouraged me to undertake further studies and for their moral and financial support.

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LIST OF ABBREVIATION AND ACRONYMS

BOG:	Board of Governors
CDF:	Constituency Development Fund
ESP:	Economic Stimulus Programme
FPE:	Free Primary Education
LATF:	Local Authority Transfer Fund
M&E:	Monitoring and Evaluation
NACS:	National Anti-Corruption Steering Committee
NCDF:	National Constituency Development Fund
REF:	Rural Electrification Fund
RMLF:	Road Maintenance Fuel Levy Fund
SSBF:	Secondary Schools Bursary Fund
TFSE:	Tuition Free Secondary Education
UNDP:	United Nations Development Programme
USA:	United States of America

ABSTRACT

The goal of M & E was to improve current and future management of outputs, outcomes and impact. The purpose of this study is to investigate the influence of monitoring and evaluation factors on performance of constituency development fund projects: a case of infrastructural projects in public secondary schools in Naivasha sub-county, Nakuru County, Kenya. The objectives of this study were: to examine the influence of M&E budgetary allocation, technical expertise of M & E team, time allocated to M&E, Involvement of stakeholders in M & E process and utilization of M & E results on performance of CDF projects. This study employed a descriptive survey research design. The study therefore targeted population of 156 respondents who were CDF M & E Committee members, principals of public secondary schools with CDF projects initiated in 2015-2016, BOM chairperson in public secondary schools. The study used a simple random sampling to sample the population. A sample of 46 respondents was randomly picked from 156 respondents. A questionnaire was used to gather primary data. The researcher administered questionnaires by dropping the questionnaire and waiting for the respondents to fill. Data was collected, examined and checked for completeness and clarity. Numerical data collected using questionnaires was coded and entered and analyzed with the help of computer Statistical Package for Social Scientists (SPSS) version 21 software programme. The study found out that majority of the respondents agreed to a high extent that Evaluation gives evidence of why targets and outcomes are or are not being achieved with 67 percent. The results show that the majority of the respondents indicated that Human capitals on the project should be given clear job allocation and designation be fitting their skill influence performance of monitoring and evaluation of Government Projects the case of CDF projects in Naivasha Sub County to a high extent with 65 percent. The study concludes that short time allocation to M & E are some of the challenges that constantly face the project monitoring function of Government Projects in Kenya. There was a thorough need assessment based on community priority when identifying the projects. The teams incharge M & E CDF Projects in Kenya should consider adopting a modern information and communications technology in carrying out monitoring and evaluations to capture real time data.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Monitoring is an ongoing function that employs the systematic collection of data related to specified indicators in Public projects. Monitoring and evaluation (M&E) is described as a process that assists project managers in improving performance and achieving results. The goal of M&E is to improve current and future management of outputs, outcomes and impact (United Nations Development Programme, 2002).

Williams (2000) asserts that monitoring provides management and the main stakeholders of a development intervention with indications of the extent of progress and achievement of expected results and progress with respect to the use of allocated funds. Monitoring provides essential inputs for evaluation and therefore constitutes part of the overall evaluation procedure. Evaluation is an organised and objective assessment of an ongoing or concluded policy, program/project, its design, execution and results. The aim is to provide timely assessments of the relevance, efficiency, effectiveness, impact and sustainability of interventions and overall progress against original objectives. According to Ballard et al., (2010), monitoring and evaluation is a process that helps program implementers make informed decisions regarding program operations, service delivery and program effectiveness, using objective evidence.

Developed countries like the USA, China and Russia have resorted to decentralization of resources. Decentralization refers to “the transfer of political power, decision making capacity and resources from central to sub-national levels of government” Walker, (2002). This has led to resuscitation of old institutions that seemed to offer opportunities for decentralization.

Since 1990s decentralization has been linked to collective empowerment and democracy due to failure of marketising reforms to significantly reduce absolute poverty Houtzager, (2003). Democratic decentralization is more focused on democracy pluralism and human rights.

Many countries especially the developed ones have pursued results orientated development initiatives by adopting more effective monitoring and evaluation practices. As part of the broader efforts to institutionalize Managing for Development Results (MfDR), most Governments such as Sri Lanka, Canada, USA among others have taken specific steps to strengthen Results-based M&E System at their national level (United Nations Capital Development Fund, 2000). The Results Based M&E system have received top-level political support in these Governments. The progress for projects, programs, sector performance and institutions have been reviewed on a quarterly basis and the forum has served as a guiding and troubleshooting forum with top level political commitment. Institutionalization of M&E has meant creation of M&E system with policy, legal and institutional arrangements to produce monitoring information and evaluation findings have been judged valuably by key stakeholders. Institutionalized M&E has served as an integral part of the development policy/programme cycle in improving the performance accountability to provide effective feedback which has improved planning, budgeting and policy making that has achieved development effectiveness.

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

Government M&E systems in Africa operate in complex terrain. To some extent they are hostages to other forces in government, nevertheless given a results-driven reform agenda, incentives can be put in place for the evidence generated to support developments in delivery, budgeting, and monitoring and evaluation are consistently designed to support valued change in people's lives, particularly the underprivileged. In effect, the tools of governance are aligned to citizenry, not internal bureaucratic desires. The significance of results placement for government is extensively deliberated, and finds manifestation in public management and development literature (Behn, 2003; Benington and Moore, 2011; OECD, 2005; Perrin, 1998; Pollitt et al., 2009).

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

Project M & E performance can be measured and evaluated using a large number of performance indicators that could be related to various dimensions (groups) such as time, cost, quality, client satisfaction, client changes, business performance, health and safety (Cheung et al.2004; DETR 2000). Time, cost and quality are, however, the predominant performance evaluation dimensions. Another interesting way of evaluating project performance is through common sets of indicators (Pheng and Chuan,2006). Dissanayaka and Kumaraswamy (1999) found that project time and cost performances get influenced by project characteristics, procurement system, project team performance, client representation's characteristics, contractor characteristics,

design team characteristics, and external conditions. Similarly, Iyer and Jha (2005), identified many factors as having influence on project cost performance, these include; project manager's competence, top management support, project manager's coordinating and leadership skills, monitoring and feedback by the participants, decision-making, coordination among project participants, owners' competence, social condition, economic condition, and climatic condition. Elyamany et al. (2007) introduced a performance evaluation model for construction companies in order to provide a proper tool for the company's owners, shareholders and funding agencies to evaluate the performance of construction companies in Egypt.

Project monitoring is an on-going process while evaluation is occasional and aims at addressing relevance, effectiveness and impact of projects. Monitoring and evaluation of CDF projects is said to be fully and comprehensively done if its completeness status can be ascertained. It is on budget, and if it can be shown that it was done according to specifications as per the Bill of Quantities. The CDF Act 2013 stipulates that the responsibility of CDF projects monitoring and evaluation is vested on the CDFC and the CDF board who may also obligate PMCs the functions of supervising the projects that are on-going and respond on such projects. The Act has allowed for 2% of the total CDF allocation to be used in the monitoring and evaluation of the projects as well as capacity building state that many people do not completely agree as to whether CDF has met its stated objectives, giving a clear indication that its success is an issue. A similar research conducted by in all Kenyan constituencies indicated that allocating the devolved funds is not always easy because of the diverse problems at the grass root coupled with the not-so-strong means of effecting transparency and accountability in the distribution of CDF projects within the constituencies, some locations felt sidelined and disadvantaged. The vital components of project selection, initiation, monitoring and evaluation are yet to be prudently managed by the CDFC.

1.1.2 Constituency Development Fund

The Constituency Development Fund (CDF) in Kenya was established through CDF Act (2003) and Amended in 2007. The CDF is one of the devolved funds meant to achieve rapid socio-economic development at constituency level through financing of locally prioritized projects and enhanced community participation. Other devolved funds in Kenya are; Road Maintenance Fuel Levy Fund (RMLF), Local Authority Transfer Fund (LATF), HIV/AIDS Fund, Rural Electrification Fund (REF), Free Primary Education (FPE), Tuition Free Secondary Education (TFSE), Secondary Schools Bursary Fund (SSBF), Economic Stimulus Programme (ESP) among others. Studies conducted across the country 210 constituency by the CDF Board (2008) and National Anti-Corruption Steering Committee (NACS) (2008,) indicated that since its inception in 2003, CDF has facilitated the implementation of a number of local level development projects aimed at poverty reduction and socio – economic development of people.

The CDF Act and Implementation Guidelines place great emphasis on the monitoring and evaluation of CDF money. In CDF, the responsibility of monitoring is placed upon the various stakeholders. To be effective, monitoring must ask the right questions, investigate the real issues and generate relevant information to enable those monitoring the project to make an accurate assessment of the project. Unfortunately, at present, the monitoring systems instituted under the CDF Act are not thorough enough.

Most CDF monitoring exercises entail visits to the project site and a verbal report on the project, which gives a very superficial picture. Chapter 12 gives some suggestions on how CDF monitoring and reporting can be strengthened and deepened (The CDF social Guide book, 2008).

1.2 Statement of the Problem

The principal organ through which development projects are identified, prioritized and adopted as undertakings deserving CDF support is the Constituency Development Committee (Constituency Development Fund report, 2013). In 2009, a special investigation conducted by the National Assembly found that 16 per cent of the funds (Sh3.2 billion) dispersed between 2007 and 2009 could not be accounted for (Tsubura, 2009).

The government earmarks substantial resources through the CDF for provision of services. There has been much controversy about the management of the funds with regard to accountability; allocation, targeting and priority setting; and overall effectiveness. The existing monitoring and evaluation (M & E) mechanisms of such funds are said to be weak due to poor accountability; improper procurement and tendering; over-invoicing; wasteful expenditure; and lack of openness in the budget process (Mutunga, 2010).

A research by Wambugu (2008), in Dagoretti Constituency reveals that there is political interference on the implementation of CDF projects which leads to underperforming of CDF projects in the period of study. Mutunga (2010), reports that public funds go to waste since CDF projects stall and yet the government keeps pumping more money into the kitty. It further reports that in some areas within the country, most of the projects have either stalled or failed to kick off; in others, shoddy performance by merchants had been noted.

One of the main roles of CDF is to provide facilities in learning institutions. This creates the right learning atmosphere for the learners and other stakeholders. In schools these funds are meant to facilitate construction of various infrastructure including classrooms, laboratories and libraries among others. However, the reality on the ground in Naivasha sub county is different in many cases. It is quite evident that the

procedure being followed does not address the felt need in most schools. There are projects that were started and have never been completed. It is upon this that this study investigated the influence of monitoring and evaluation factors on performance of constituency development fund projects: a case of infrastructural projects in public secondary schools in Naivasha sub-county, Nakuru County, Kenya.

1.3 Purpose of the Study

The purpose of this study was to investigate the influence of monitoring and evaluation factors on performance of constituency development fund projects: a case of infrastructural projects in public secondary schools in Naivasha sub-county, Nakuru County, Kenya.

1.4 Objectives of the Study

The study was guided by the following objectives:

- i. To examine the influence of M&E budgetary allocation on performance of CDF projects, infrastructural projects in secondary schools projects in Naivasha Sub-County
- ii. Establish the extent to which technical expertise of M&E team influence performance of CDF projects, infrastructural projects in public secondary schools projects in Naivasha Sub-County
- iii. To examine the influence of time allocated to M&E on performance of CDF projects, infrastructural projects in public secondary schools projects in Naivasha Sub-County
- iv. Assess the extent to which Involvement of stakeholders in M& E process influence performance of CDF projects, infrastructural projects in public secondary schools projects in Naivasha Sub-County.
- v. Establish the influence of utilization of M&E results on performance of CDF projects, infrastructural projects in public secondary schools projects in Naivasha Sub-County

1.5 Research Questions

The research questions were as follows:

- i. To what extent does M&E budgetary allocation influence performance of CDF projects, infrastructural projects in public secondary schools projects in Naivasha Sub-County?
- ii. To what extent does technical expertise of M&E team influence performance of CDF projects, infrastructural projects in public secondary schools projects in Naivasha Sub-County?
- iii. How does time allocated to M&E influence performance of CDF projects, infrastructural projects in public secondary schools projects in Naivasha Sub-County?

- iv. To what extent does Involvement of stakeholders in M&E process influence performance of CDF projects, infrastructural projects in public secondary schools projects in Naivasha Sub-County?
- v. How does the utilization of M&E results influence performance of CDF projects, infrastructural projects in public secondary schools projects in Naivasha Sub-County?

1.6 Significance of the Study

It is hoped that the study would be of significance to Public Institutions by contributing to a better understanding and knowledge of strengthening monitoring and evaluation systems. Public Institutions would use the study to provide a framework for strengthening existing monitoring and evaluation systems. The study would be of benefit to researchers and scholars who may use its findings as a reference and to enrich M &E literature.

This study would highlight the importance of using the fund to raise the standards of education in constituency schools which in this case are from Naivasha Sub-County. It also goes further to describe the causes of success and failure of some of the funded projects in the schools. The study brought forth findings that can be used by various stakeholders in decisionmaking at different levels of CDF and MoE management.

1.7 Limitations of the Study

The study was conducted within secondary schools of Naivasha Sub-County, Nakuru County. The schools were fairly distributed in all the sub-locations of the Sub-County. Respondents are drawn from CDF office at Naivasha Sub-County, principals of the respective schools, parents and students in the schools. There were factors that could present challenges to the study. Owing to the researcher's professional duties, there had been lack of ample time to dedicate to the study had it not been for her hard work and relative optimism.

The limitation of the study was the cost that was incurred due to the vastness of the area which required significant amount of time to collect adequate data, which the study have no control over. To overcome the limitation, the researcher contracted a research assistant. This ensured that the targeted population was reached.

1.8 Delimitations of the Study

The study was carried in Naivasha Sub-County. The study only looked at the performance of CDF projects in Naivasha Sub-County only. Some projects put up by Naivasha Sub-County are not complete thus researcher studied the ones initiated in year 2015-2016.

1.9 Assumptions of the Study

The study was conducted under the assumption that the respondents were available and also that they gave honest responses. This study assumed that respondents have a good understanding of the influence of Monitoring and Evaluation on performance of CDF projects in Kenya: A Case of Naivasha East Sub-County.

1.10 Definition of Significant Terms Used in the Study

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

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

Results Based Management: Is a life-cycle approach to management that integrates strategy, people, resources, processes, and measurements to improve decision making, transparency, and accountability.

Evaluation: The term used for final assessment of whether the BMP has achieved its predefined objectives.

Monitoring: The collection of data by various methods for the purpose of understanding natural systems and features, evaluating the impacts of development proposals on such systems, and assessing the performance of mitigation measures.

M& E: All the indicators, tools and processes that one uses to measure if a program have been implemented according to plan.

M & E factors:These are the factors that helps improve performance and achieve results.

1.11 Organization of the Study

This research project is organized into five chapters. Chapter one covers the introductory part of the study, background of the study, statement of the problem, introduction of the variables in the global, regional, and national perspective as in the research topic, purpose of the study, objectives of the study, the research questions, significance of the study, the study limitations, delimitations, the assumptions of the study and definition of significant terms.

Chapter Two covers literature on the study and its objectives. The review analyses monitoring and evaluation systems, budgetary allocation, technical expertise, time allocated to M&E, Involvement of stakeholders and utilization of M&E results . The chapter also comprises of the theoretical, conceptual and summary of literature review.

Chapter Three outlines the methodology and tools that are used in the study. It points out the research designs, target population, sample of the population, mode of sampling, procedures of sampling, data collection and analysis, validity and reliability of data collection and operationalization of the variables and data analysis.

Chapter Four covers research findings and discussions as per the objectives of the study. Under each objective, data was presented as follows: introduction, presentation of the results, highlights of the results and the interpretation of the discussed results.

Chapter Five focused on the summary of the findings and practical implications of the results. It outlined the main findings of the study as drawn from chapter four. The chapter is the final chapter of the project research and also provides the conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review on M & E in relation to factors influencing effective performance of monitoring and evaluation of Government Project in Kenya. It mainly focuses on of performance of monitoring and evaluation in relation to Training, Costs, Time and Strength of Monitoring Team, theoretical review, conceptual framework, summary and research gaps.

2.2 Monitoring and Evaluation Systems

Managing development projects require an operational M&E system. The M & E system is the set of planning, information gathering and synthesis, reflection, and reporting processes, along with the necessary supporting conditions and capacities required for the outputs of M & E to make valuable contributions to decision making and learning. A well-functioning M & E system manages to integrate the more formal, data-orientated side commonly associated with the task of M&E together with informal monitoring and communication, such as project field staff sharing impressions of their fieldwork with each other and their managers over lunch (or coffee).

Clear definition of the purpose and scope of the intended M & E system helps when deciding of issues such as budget levels, number of indicators to track, type of communication needed and so forth. The structural arrangements of an M & E system are important from a number of perspectives; one is the need to ensure the objectivity, credibility and rigor of the M & E information that the system produces (Mackay, 2006).

Khan (2003), concurs that the conceptual design of an M&E system is supposed to address issues with regard to the objectives of the system, competent authority, credibility of information, its management, dissemination and recycling into the planning process with special emphasis on community participation. M & E systems should be built in such a way that there is a demand for results information at every level that data are collected and analyzed. Furthermore, clear roles, responsibilities, formal organizational and political lines of authority must be established (Kusek & Rist, 2004).

There is often a need for some structural support for M & E, such as a separate evaluation unit which at the very least needs one person who is the internal champion identified to make sure the system is implemented and develops. Moreover, the systems must be consistent with the values at the heart of the organization and work in support of the strategy (Rick, 2001).

There are twelve components of a functional monitoring and evaluation namely: structure and organizational alignment for M &E systems; Human capacity for M &E systems; M &E partnerships; M &E plans; Cost of M &E work plans; Advocacy, communication and culture for M&E systems; Routine monitoring; periodic surveys; Databases useful to M&E systems; Supportive supervision and data auditing; Evaluation and research; and using information to improve results (UNAIDS, 2008).

Taut (2007) studied self evaluation capacity building in a large international development organization“, indicate low organizational readiness for learning from evaluation. Moreover interviewees similarly described a lack of open, transparent, and critical intra-organizational dialogue and a lack of formal structures and processes to encourage reflection and learning as an organizational habit. At the same time, there was rather high awareness of

the potential for evaluation to be used as a tool for learning and demand voiced for such evaluations.

2.3 Budgetary allocation and Performance of CDF projects

Planning and performance monitoring in government have been predominantly characterized by a silo approach. This has resulted in a situation where planning, budgeting, and reporting and monitoring and evaluation functions are done by different sections in institutions in isolation of each other. As a result, plans are not always aligned and synchronised with the cost of the project. Other challenges include the lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information (Bruijn, 2007)

The project costing should provide a clear and adequate provision for monitoring and evaluation events. Monitoring and evaluation budget can be obviously delineated within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running, (Gyorkos, 2003 & McCoy, 2005). Monitoring and evaluation costing should be about 5 to 10 percent of the entire budget, (Kelly & Magongo, 2004, IFRC, 2001 and AIDS Alliance, 2006).

According to Constituencies Development Act (2003), at the Constituency Level, a maximum of 3% of each constituency's annual allocation may be used for administration, 15% for an education bursary scheme, 2% for sports activities and 25% for environmental actions. Though CDF does not cover recurrent costs it also allows 3% of the constituency's annual allocation to be used for recurrent expenses of motor vehicles, equipment and machinery since they constitute projects development under the CDF Act. It is important to note that only 2% may be allocated for Monitoring and Evaluation of ongoing projects and capacity building activities while 5% is kept aside as an emergency reserve to be made available for emergencies that may occur in the Constituency like drought.

Narok East Sub County has allocated only 1.1% of its budget for capacity building; far below the 2% guideline (CDF Office, Narok East Sub County).

2.4 Technical expertise of M&E team and Performance of CDF projects

The technical capacity of the organization in conducting evaluations, the value and participation of its human resources in the policymaking procedure, their incentive to impact resolutions, that can be enormous determinants of how the evaluation's lessons are made, conversed and perceived (Vanessa & Gala, 2011). Human capital on the project should be given clear job allocation and designation be fitting their skill, if they are insufficient then training for the necessary skills should be set.

For projects using staff that are referred out in the field to carry out project activities on their own there is need for constant and intensive onsite support to the field staff (Ramesh, 2002). The responsiveness by the organization coupled with increased expectations following the opportunity can lead to a self-fulfilling prophecy of enhanced output by the employee, (Pearce and Robinson, 2004).

Evaluation must also be autonomous and relevant. Independence is attained when it is carried out by firms and persons free of the control of those responsible for the design and implementation of the development intervention (OECD, (2002) and Gaarder & Briceno, 2010). The study shows that it is vital to determine what methods are appropriate to the users' needs the given context and subjects of data, baseline and indicators, (Hulme, 2000). In spite of the fact that the Constituencies Development Fund disbursement is growing at higher rate, the Fund commits 2% of its budget for capacity building into which Monitoring and Evaluation of CDF Projects involved. What is required of the Board and in addition, the community level organs together with which it functions

cannot be met by the existing capacity both in terms of human resources as well as existing skills. (CDF Board Strategic Plan, 2011).

In order to carry out monitoring evaluation efficiently, there are some critical factors that essential be taken into the version. These comprise use of pertinent skills, sound methods, adequate resources and accountability, in order to be a quality (Jones et al, 2009). The resources include skilled personnel and financial resources. Rogers (2008) suggests the use of multistakeholders' dialogs in data collection, hypothesis testing and in the intervention, in order to let bigger involvement and recognize the differences that may arise. All these must be done within a supportive institutional framework while being cognizant of political influence.

2.5 Time Allocation and Performance of CDF projects

Time dimension of assessing project success is the most common aspect brought out in the literature review. Pretorius et' al (2012) found out that project management organizations with mature time management practices produce more successful projects than project management organizations with less mature time management practices. Project time is the absolute time that is calculated as the number of days/weeks from start on site to practical completion of the project. Speed of project implementation is the relative time (Chan, 2001).

Peterson & Fisher (2009) established that construction firms are usually interested in monitoring project time variance and verifying contractor progress payments requests. Kariungi, (2014) expressed that energy sector projects were completed on time due to factors such as efficient procurement procedures, favorable climatic factors, timely availability of funds and proper utilization of project planning tools. Project completion within scope is considered as one of the success factor. The project charter or statement of work requires the implementers to develop a scope

of work that was achievable in a specified period and that contained achievable objectives and milestones, (Bredillet, 2009).

Monitoring gives information on where a policy, program, or project is at any given time (and over time) relative to respective targets and outcomes. It is descriptive in intent. Evaluation gives evidence of why targets and outcomes are or are not being achieved. It seeks to address issues of causality. Of particular emphasis here is the expansion of the traditional M&E function to focus explicitly on outcomes and impacts (ChannahSorah, 2003).

Evaluation is a complement to monitoring in that when a monitoring system sends signals that the efforts are going off track (for example, that the target population is not making use of the services, that costs are accelerating, that there is real resistance to adopting an innovation, and so forth), then good evaluative information can help clarify the realities and trends noted with the monitoring system. For example, “If annual performance information is presented by itself (in isolation) without the context and benefit of program evaluation, there is a danger of program managers, legislators and others drawing incorrect conclusions regarding the cause of improvements or declines in certain measures.

Simply looking at trend data usually cannot tell us how effective our government program interventions were” (ChannahSorah, 2003). There is need for good evaluative information throughout the life cycle. An M & E system should be regarded as a long-term effort, as opposed to an episodic effort for a short period or for the duration of a specific project, program, or policy. Sustaining such systems within governments or organizations recognizes the long term process involved in ensuring utility (for without utility, there is no logic for having such a system).

2.6 Involvement of Stakeholders and Performance of CDF projects

The CDF Project cycle consisted of several stages: Identification, planning, implementation and monitoring. It's worth noting that equal representation irrespective of political, gender, tribal, racial affiliations among others is vital for successful implementation of CDF projects. There is need for gender balance at every stage a project undergoes to ensure the concerns and experiences of women as well as of men are addressed in the design, implementation, monitoring and evaluation of policies and programmes, so that women and men benefit equally, and inequality is not perpetuated (Kairu, 2010).

In Kenya, Kinyoda (2009) did a study on the level of participation in project identification and selection by constituents a case of Makadara CDF. The study recommended that the government & civil society should facilitate public awareness campaigns. Further there should also be guidelines in how public participation should take place. Mochiemo (2007) did a study on the contribution of the community in successful completion of CDF projects in Kitutu Chache constituency Kisii central District and found that the government NGO's, CDF and any other body which would like to start a project in a community should involve and encourage contributions of the community from the initial identification of a project to end and ensure successful completion and sustainability. Further, Kairu (2010) did an analysis of the factors that influence successful management of the CDF. The case of Gatanga constituency and recommended that there should be adequate transportation at the constituency level for effective M & E of the projects. There is need for strict enforcement of the provisions of CDF act in CDC formation to reduce problems in implementation of the CDF projects.

2.7 Utilization of M&E Results and Performance of CDF projects

The utilization of M&E results is central to the performance and sustainability of a project (Mackay, 2007). UNDP (2002) reports that there has been increasing demand for development effectiveness to improve people's lives. This demands for effective utilization of monitoring and evaluation results for continuous improvement and quality of performance in projects.

Utility requires that evaluators undertake the evaluation with the intention to use its results; that they carry out evaluation at a time when the results can meaningfully inform decision making processes; and that evaluations be accessible (Rist,Boily & Martin, 2011). Monitoring and evaluation results can be used in ways such as involvement in decision making of the project, redesigning of the project, strengthening/ improvement, advocacy for additional resources, program intervention of the project and project control. Incentives need to be introduced to encourage the use of performance information meaning that success needs to be acknowledged and rewarded, problems need to be addressed, messengers must not be punished, organizational learning is valued, and budget savings are shared (Kusek & Rist, 2004).

A USAID (2000) report indicates that feedback during project implementation from local project staff and the opportunity for beneficiaries to influence appropriate revisions to project activities contributed to the quality of monitoring information in projects. Moreover, to improve performance information good baseline data combined with ongoing consultation with beneficiaries provides a firm basis upon which to make judgements about appropriate and timely interventions, and later about the achievement of major development objectives. Baseline data and needs assessments provide the information you need against which to assess improvements caused by project implementation over time thus in order to evaluate the impact the project has on the lives of beneficiaries, you have to be familiar with the situation of the beneficiaries before project implementation (Hunter, 2009).

A baseline study is necessary for most activities as it is important to find out what information is already available. If baseline information will not be used (or subsequently replicated) to improve the quality of activity implementation or to measure development results, then the reason for collecting the data should be seriously questioned (USAID, 2002). Baseline data should provide only the minimum information required to assess the key aspects of quality of the activity delivery and measure the development results (including the eventual impacts). Anything more than this is likely to be a waste time, effort and resources and risks making the baseline study not replicable (UNDP, 2002).

According to Rogito (2010) study on the influence of monitoring and evaluation on projects performance found that a project implemented without the baseline study encountered serious challenges on tracking its progress effectively on indicators. According to Rogito, baseline needs to be planned and done a year earlier to get full information on the project to undertake which was not done from the study findings. He concludes that youth projects were poorly performing as baseline survey study was minimally done hence it was hard to achieve project goals. He recommended that baseline study need to be properly timed before project implementation and the findings kept properly and used to monitor progress of project.

2.8 Theoretical Framework

The theoretical framework of this study was guided by the theory of change and the realistic evaluation theory. The theory of change, first published by Carol Weiss in 1995, is defined simply as a theory of how and why an initiative works. It focused not just on generating knowledge about whether a project is effective, but also on explaining how and what methods it uses to be effective (Cox, 2009). The theory of change provides a model of how a project is supposed to work.

It provides a road map of where the project is trying to reach. Monitoring and evaluation tests and refines the road map while communications aids in reaching the destination by assisting to bring about change. Further, the theory of change provides the basis for arguing that the intervention is making a difference (Msila & Setlhako, 2013). This theory suggests that by understanding, what the project is trying to achieve, how and why, project staff and evaluators was able to monitor and measure the desired results and compare them against the original theory of change (Alcock, 2009).

However, this theory falls short since project success is much more complex (Babbie & Mouton, 2006). It is important to understand success beyond just knowing “what works”. Experience has revealed that blindly copying or scaling an intervention hardly ever works (Mackay, 2007). An important task for monitoring and evaluation is to gather enough knowledge and understanding in order to predict – with some degree of confidence – how a project and set of activities might work in a different situation, or how it needs to be adjusted to get similar or better results, hence influencing project performance (Jones, 2011).

On the other hand, the realistic evaluation theory, first published by Pawson in 1997, provides a model centered on finding out what outcomes are produced from project interventions, how they are produced, and what is significant about the varying conditions in the which the interventions take place (Pawson & Tilley, 2004). Realistic evaluation deals with? what works for whom in what circumstances and in what respects, and how? (Pawson & Tilley, 2004). The model allows the evaluator to understand what aspects of an intervention make it effective or ineffective and what contextual factors are needed to replicate the intervention in other areas (Cohen, Manion & Morison, 2008).

Realistic evaluation seeks to find the contextual conditions that make interventions effective therefore developing lessons about how they produce outcomes (Fukuda-Parr, Lopes & Malik, 2002). This theory can greatly aid

in understanding how project deliverables are produced, however it falls short, as it is not explicitly about that influences project performance the concern of this study.

2.9 Conceptual Framework

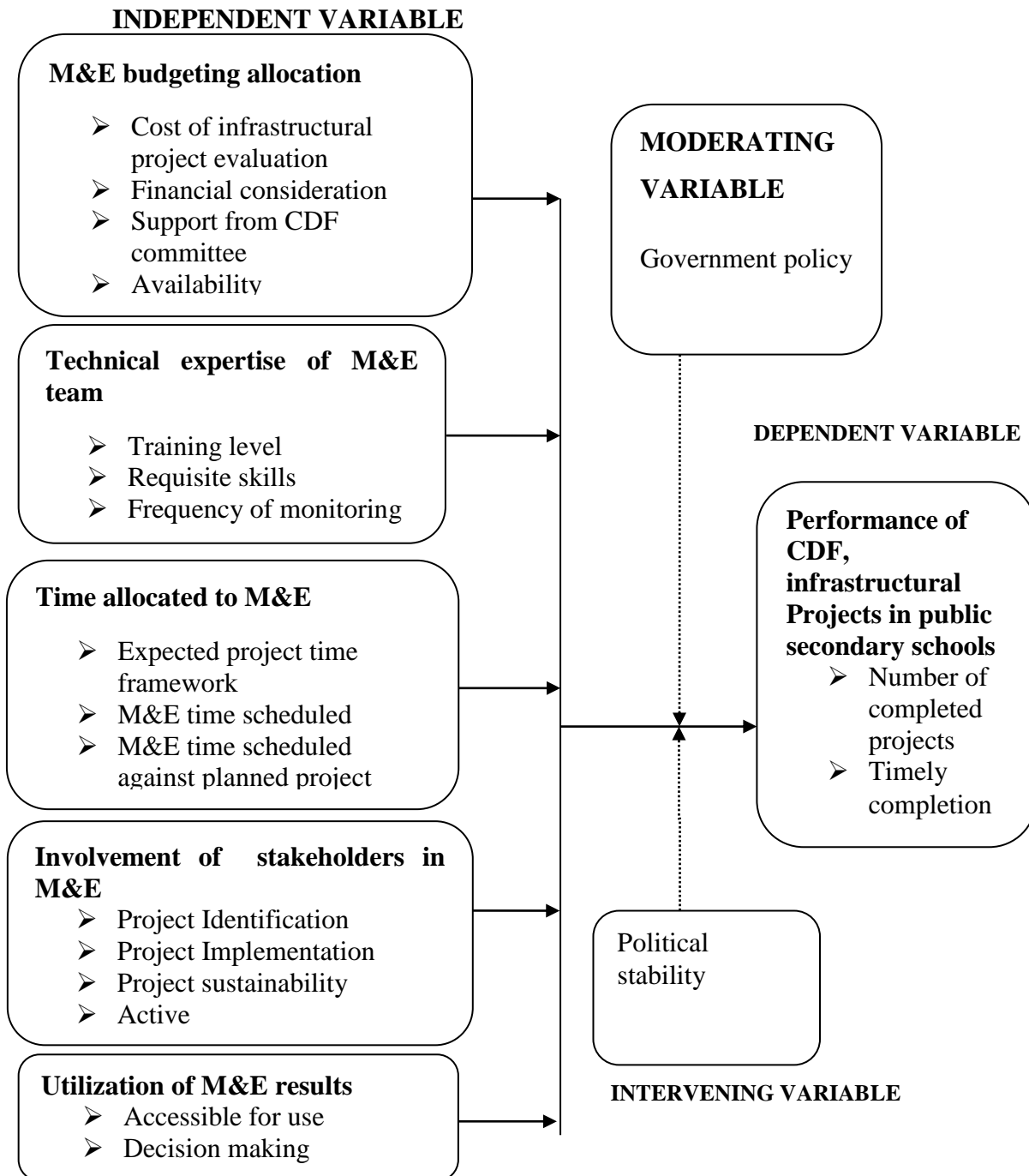


Figure 2. 1: Conceptual framework

In this conceptual framework of the study, the independent variable, M&E, consisting of four constructs regarded as subcomponents, is considered to have an influence on project performance. By implication, if something goes wrong with M&E, or is indeed absent, project performance is negatively affected and the converse is true. This implies that all activities of M&E should be as credible as possible so that necessary information on how the project is progressing is provided. Information on all these sub-components of project performance, are interestingly considered at project planning design. During project implementation, all that is done is monitoring whether an activity has been done on schedule and if not evaluation provides a reason why and project management on the other hand can adjust the project plan accordingly.

2.10 Summary of Literature Review and Knowledge Gap

This chapter has presented a review of literature. It consist of several sections. In the section on M&E in project performance however, M&E remains a strategy and tool for the promotion of project management, and the results generated need to be applied through a management hierarchy. The section presenting how M&E activities influence project performance brings out a number issue: i) how involvements of stakeholders promote achievement of targeted result in a project. ii) How cost of M&E influences performance of the project. (iii) How timeliness of M&E influences performance of projects and lastly how does utilization of M&E results contribute to effectiveness of project goals.

Table 2.1: Summary of the Literature Review

Variables	Indicators	Author and Year	Title of the study	Findings	Knowledge gap
Performance of CDF, infrastructural Projects	Number of completed projects Timely completion	Nabulu (2015)	Factors influencing performance of monitoring and evaluation of Government Projects in Kenya case of CDF projects in Narok-East sub-county	The study indicated that level of training; cost management, strength of monitoring team and time management influence performance of projects	The study did not indicate after how long is the standardized time to perform monitoring and evaluation
M&E budgeting allocation	Cost of infrastructural project evaluation Financial consideration Support from CDF committee Availability	Omanga (2010)	Factors affecting the implementation of CDF funded projects in Lari Constituency	Procurement process is highly influenced and thus negatively impacts on performance of CDF projects	Focuses more on M&E in Governance sector
Technical expertise of M&E team	Training level Requisite skills Frequency of	Gwadoya and Robinson, 2012	Factors influencing effective implementation of monitoring and evaluation practices	The study indicated that staff competency,	The research gap in this study do not indicate on how to measure the stakeholder support

	monitoring	Ongoya & Lumallas, 2005 Cliff, 2013	in donor funded projects in Kenya: a case of Turkana District	resource adequacy, technology adoption and donor policies play a pivotal role in determining the performance and success of donor funded project M & E has a great impact on the success of public funded project	
Time allocated to M&E	Expected project time framework M&E time scheduled	Pretorius et' al (2012)	Factors affecting the implementation of monitoring and evaluation practices	Project management organizations with mature time management practices produce more successful projects than project management organizations with	The research assumed that after coming up with an effective work plan M&E will function successfully and automatically with other functions constant

				less mature time management practices	
Involvement of stakeholders in M&E	Project Identification Project Implementation Project sustainability	(Butteriss, 2009). Gaebler (2011) (Mackay, 2017)	Partnership for managing M&E	The study findings indicated that when there is effective partnership, communication and stakeholder support there is remarkable M&E practice which in turn brings positive outcome to performance of organizations.	The research gap In this concept is that the study did not provide information on how data quality is standardized and the test it has to pass.
Utilization of M&E results		Rogito (2010)	Influence of monitoring and evaluation on projects performance	Project implemented without the baseline study encountered serious challenges on tracking its progress effectively on indicators	

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter outlines the overall methodology that was used in the study. This includes the research design, population of the study, sample size, sample frame, data collection methods, research procedures and data analysis and presentation.

3.2 Research Design

This study employed a descriptive survey research design. Descriptive survey research designs are used in preliminary and exploratory studies to allow researchers to gather information, summarize, present and interpret for the purpose of clarification (Orodho, 2002). Mugenda and Mugenda (2007), on the other hand give the purpose of descriptive research as determining and reporting the way things are. Borg & Gall (1989) noted that descriptive survey research is intended to produce statistical information about aspects of CDF that interest policy makers. The study fitted within the provisions of descriptive survey research design because the researcher collected data and report the way things are without manipulating any variables.

Chandran (2004) describes research design as 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. Krishnaswamy (2009) suggests that research design deals with the detailing of procedures that was adopted to carry out the research study.

3.3 Target Population

The population for this study was CDF M & E Committee members, principals of public secondary schools with CDF projects initiated in 2015-2016, BOM chairperson in public secondary schools. The study therefore targeted population of 156 respondents.

Hair, (2003) defines population as an identifiable total group or aggregation of elements (people) that are of interest to a researcher and pertinent to the specified information problem. This includes defining the population from which our sample is drawn. According to Salkind (2008), population is the entire of some groups. This is also supported by Sekaran and Bougie (2010), population is defined as entire group of people the researchers want to investigate. There were 68 projects initiated by CDF in public secondary schools in Naivasha in the year 2015-2016 (Naivasha CDF office, 2016).

Table 3.1 represents the target population of the study. This is important in illustrating the population in its categories.

Table 3.1: Target Population

Target population category	Target population
CDF M&E Committee members	20
Principals	68
BOM chairperson	68
Total	156

The table indicates that the target population of CDF M & E Committee members were 20, principals were 68, and BOG chairpersons were 68.

3.4 Sample Size and Sampling Procedure

This section includes sample size and sampling procedure of the study:

3.4.1 Sample Size

A sample size is a subset of the population to which researcher intends to generalize the results. Any statements made about the sample should also be true of the population (Orodho, 2002). The sample size is based on table of Krejcie and Morgan (1970) as adopted by Sekaran and Bougie (2010). Krejcie and Morgan (1970) greatly simplified size decision by providing table that ensures a good decision model. According to Mugenda and Mugenda (2003), an objectively selected sample of between 10-30% of the population is considered adequate for generalization of the findings. The study used a simple random sampling to sample the population. A sample of 46 respondents was randomly picked from 156 respondents. This was necessary because the technique gave all people a chance of being selected into the sample.

Sample population was illustrated in Table 3.2.

Table 3.2: Sample Population

Target population category	Target population	Percentage	Sample size
CDF M & E Committee members	20	30%	6
Principals	68	30%	20
BOM chairperson	68	30%	20
Total	156	30%	46

From Table 3.2, a 30% of the population was chosen to make the sample of the study. The CDF M & E Committee members were 6, principals were 20, and BOM chairpersons were 20.

3.5 Research Instruments

The main tools of data collection for this study was questionnaires. A questionnaire was used to gather primary data. Patton (2014) argued that the advantages of using questionnaires are that information can be collected from a large sample; confidentiality is upheld, saves on time and has no opportunity for interview bias. It is suitable for data collection because it allows the researcher to reach a large sample within limited time and ensures confidentiality of the information given by the respondents. Confidentiality of information provided allayed the possibility of such information being used against them for selfish or bad reasons.

The data collection instruments in this study is a: questionnaire. The use of more than one method for gathering data was to ensure methodological triangulation as distinguished by Denzin, as cited in Alan (2003). The questionnaire consists of items applying the likert scale with the responses ranging from strongly agree, agree, not sure, disagree and strongly disagree on a 1,2,3,4,5 rating scale. The questionnaire consists of both open- ended and closed ended questions to offer opportunities for comments, suggestions and areas of improvement that would make a positive difference when using monitoring and evaluation systems.

The questionnaire was divided into six sections with the first section discussing Section A: General Information and Section B: Budgetary allocation and Its Influence to Performance of Monitoring and Evaluation,Section C: Technical expertise and Its Influence to Performance of Monitoring and Evaluation,Time allocated and Its Influence to Performance of Monitoring and Evaluation,Section D:Time allocation and Its Influence to Performance of Monitoring and Evaluation,Section E: Involvement of stakeholders and Its Influence to Performance of Monitoring and Evaluation,Section F: Utilization of M&E results and Its Influence to

Performance of Monitoring and Evaluation. The questionnaires were used to collect data from all the six sections.

3.5.1 Pilot Testing of the Instruments

According to Mugenda and Mugenda (2003), piloting refers to pre-testing of the research instruments by administering it to a selected sample which is similar to the actual sample which the researcher plans to use in the study. A 10% sample was piloted. Before the actual data collection, the data collection tools was piloted with a sample of one CDF M & E Committee member, 2 principals and 2 BOG chairpersons. Piloting was used to establish whether the questions are able to measure what they were intended to measure and whether the respondents are able to interpret all the questions in the same way, whether the wording of the questionnaire is clear and if there is any researcher bias. After the piloting exercise, errors detected were corrected thus enhancing the instrument's reliability and validity.

3.5.2 Validity of Research Instruments

According to Mugenda and Mugenda, (2003), validity is a measure of relevance and correctness. It is the accuracy and meaningfulness of inferences which are based on the research results. Data collection techniques must yield information that is not only relevant to the research questions but also correct. In this study validity was obtained by consulting a monitoring and evaluation expert and the university supervisor.

3.5.3 Reliability of Research Instruments

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. The reliability of the instrument looked at the extent to which the tool yields the same results on repeated trials hence consistence was realized. In the study reliability was followed the following steps, developed questionnaire was given to a

few identical respondents subjects not included in the main study, the answered questionnaires was answered manual. After two weeks the same questionnaire was administered to the same group of subjects. The question responses was again scored manually. The two sets of score was then correlated to determine the degree of accuracy and reliability. A high correlation of 0.7 and above indicates that the measuring instrument measures the same construct and is thus reliable.

3.6 Data collection Procedures

The researcher obtained an introductory letter from the University to be used in the field during data collection. The letter was then used by the researcher to seek permission to carry out research and collect Data from the National Commission for Science, Technology and Innovation. The researcher administered questionnaires by dropping the questionnaire and waiting for the respondents to fill. The study proceeded in the following chronology: recruitment of one research assistant; conducting briefing for the assistant on the study objectives, data collection process and study instrument administration; reproduction of required copies for data collection; administering instruments via interview; assessment of filled questionnaires through serialization and coding for analysis; data analysis and discussion; preparation of the conclusion and recommendations.

3.7 Data Analysis Procedure

Data was collected, examined and checked for completeness and clarity. Numerical data collected using questionnaires was coded and entered and analyzed with the help of computer Statistical Package for Social Scientists (SPSS) versions 23 software programme. A frequency table with varying percentages was used to present the findings. A result of interviews went through a critical assessment of each response and was examined using thematic interpretation in accordance with the main objectives of the study and thereafter presented in narrative excerpts within the report. Stake

(1995) describes this method of data analysis as a way of analysing data by organizing it into categories on the basis of themes and concepts. Different colours represented different themes. This is known as coding. The procedure assisted in reducing and categorizing large quantity of data into more meaningful units for interpretation. The data was also analysed using regression; the study also used Spearson correlation to relate the variables, while multiple regressions was guided by the model specification as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon. \text{ Where;}$$

Y = Performance of Monitoring and Evaluation systems β_0 = Constant Term
 β_1 = Beta coefficients X1 = Technical expertise on performance of CDF projects
 X2 = Budgetary allocation on performance of CDF projects
 X3 = stakeholders involvement on performance of CDF projects
 X4 = time allocation on performance of CDF projects
 X5 = utilization of M & E results on performance of CDF projects. Are you sure your study is descriptive.

3.8 Ethical measures

The researcher sought the consent of every participant and encourage voluntary participation in the research. Also since a number of ethical issues can arise during the academic research writing and publishing process of the findings, he explained to the participants the purpose and nature of the research before engaging them in the study. Confidentiality of the information given was assured to the participants. Their confidential information was only accessed by the researcher and the supervisor. They were not required to provide any identifying details and as such, transcripts and the final report did not reflect the subjects identifying information such as their names. Finally the researcher assured the participants that nobody would be victimized about any information given,

and no names or personal identification was reflected in the questionnaire, the numbering of the questionnaires was for ordering purpose only.

3.9 Operationalization of variables

This section analyses the operational definition of variables on the influence of monitoring and evaluation factors on performance of constituency development fund projects: a case of infrastructural projects in public secondary schools in Naivasha sub-county, Nakuru County. Variable are given in Table 3.3.

Table 3.3: Operationalization table

Objectives	variables		Indicators	Measurement	Level of scale	Tools of analysis
	Independent	Dependent				
Determine the influence of M&E budgetary allocation on performance of CDF projects	M&E budgetary allocation	Performance of CDF projects	<ul style="list-style-type: none"> • Cost of infrastructural project evaluation • Financial consideration • Support from CDF committee • Availability 	Amount used to support the project Amount of support What is considered before supporting the project	Nominal Ordinal	Descriptive statistics -Mean Percentages -Standard deviation
Establish the extend to which technical expertise of M&E team influence performance of CDF projects	Technical expertise of M&E team	Performance of CDF projects	<ul style="list-style-type: none"> • Training offered • Requisite skills • Frequency of monitoring 	Level of training offered Type of technology used No. of times the projects is evaluates and checked	Nominal Ordinal	Descriptive statistics -Mean Percentages -Standard deviation
Determine the influence of time allocated to M&E on performance of CDF projects	Time allocated to M&E	Performance of CDF projects	<ul style="list-style-type: none"> • Expected project time framework • M&E time scheduled • M&E time scheduled against planned project 	Time used to finish the projects Number of projects ongoing Number of projects	Nominal Ordinal	Descriptive statistics -Mean Percentages -Standard deviation

				finished		
Assess the extent to which Involvement of stakeholders in M& E process influence performance of CDF projects	Involvement of stakeholders in M& E	Performance of CDF projects	<ul style="list-style-type: none"> • Project Identification • Project Implementation 	Number of stakeholders consulted	Nominal Ordinal	Descriptive statistics -Mean Percentages -Standard deviation
Determine the influence of utilization of M&E results on performance of CDF projects	utilization of M&E results	Performance of CDF projects	<ul style="list-style-type: none"> • Accessible for use • Decision making 	Number of projects used Number of projects initiated	Nominal Ordinal	Descriptive statistics -Mean Percentages -Standard deviation

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents data analysis, presentation and interpretation. The chapter presents the background information of the respondents, findings of the analysis based on the objectives of the study. Descriptive and inferential statistics have been and summarized in table form to bring out the significant features.

4.2 Response Rate

The study sampled 46 respondents from the target population of 156, collecting data with regards to the the influence of monitoring and evaluation factors on performance of constituency development fund projects: a case of infrastructural projects in public secondary schools in Naivasha sub-county, Nakuru County, Kenya. The questionnaire return rate results are shown in Table 4.1.

Table 4. 1: Response rate

Details	Frequency
Questionnaires distributed	46
Questionnaires returned	35
Return percentage	76.1

The study targeted a sample size of 46 respondents from which 35 filled in and returned the questionnaires making a response rate of 76.1%. This response rate was satisfactory to make conclusions for the study as it acted as a representative. According to Mugenda and Mugenda (1999), a

response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was excellent. This response rate demonstrated a willingness of the respondents to participate in the study.

4.3 Demographic Characteristics of Respondents

The demographic characteristics of the respondents are analyzed in terms of gender distribution, age distribution and highest educational level.

4.3.1 Gender distribution of the respondents

The study sought to determine the gender category of the respondents; this was sought in view of ensuring that both males and females in committee members were equitably engaged in this research. Results on gender distribution are shown in Table 4.2.

Table 4. 2: Gender Distribution of the respondent

Gender	Frequency	Percentage
Male	24	68.6
Female	11	31.4
Total	35	100

From the research findings, the study noted that majority of the respondents were male (68.6%) whereas the rest (31.4%) were female. The findings show a fair engagement of both males and female. This implies that there were more male respondents than females who took part in M & E of CDF projects in Naivasha Sub-county, the gender findings indicate that most men took part in M & E of CDF projects in Naivasha sub-county, Nakuru County.

4.3.2 Age of respondents

Different age groups are perceived to hold diverse opinions on deferent issues. In this essence the study requested the respondents to indicate their age category. Results on age distribution are shown in Table 4.3.

Table 4. 3: Age Category of the respondents

Age category	Frequency	Percentage
Below 30 years	11	31.4
31 to 49 years	14	40.0
50 years and above	10	28.6
Total	35	100

From the research, most of the respondents as shown by 40.0% indicated that they were aged between 31 to 49 years, 31.4% of the respondents indicated that they were aged below 30 years, whereas 28.6% of the respondents indicated that they were aged 50 years and above. This implies that respondents were fairly distributed in terms of their age category and are actively involved in implementation of CDF projects.

4.3.3 Educational Level of respondents

Ones level of education determines one's level of perception, and understanding on various matters. In this essence, the study sought to determine the respondent's highest level of education. Results on respondent's level of education are shown in Table 4.4.

Table 4. 4: Level of Education of the Respondents

Level of education	Frequency	Percentage
Secondary Education	3	8.6
Diploma	6	17.1
Degree	26	74.3
Total	35	100

From the research findings, the study revealed that majority of the respondents as shown by 74.3% held bachelor's degree, 17.1% of the respondents held college diploma certificates whereas 8.6% of the respondents held secondary education. This implies that majority of the respondents were academically qualified and thus they were in a position to give credible information relating to this research.

4.4 Budgetary allocation and its Influence to Performance of CDF projects

The first objective of this study was to assess the influence of budgetary allocation of M & E team on performance of CDF projects in Naivasha Sub-County.

The study sought to find out whether budgetary allocation of M & E team influenced performance of CDF projects in the county. The findings are presented in Table 4.5.

Table 4. 5: Relationship between budgetary allocation and performance of CDF projects

Response	Frequency	Percentage
Yes	21	60
No	14	40
Total	35	100

As indicated in Table 4.5, 60% of the respondents indicated that budgetary allocation of M & E team influenced performance of CDF projects in the county while 40% of the respondents indicated that budgetary allocation of M & E team did not influence performance of CDF projects in the county.

In determining this objective, the respondents were requested to respond to several statements regarding the costs of monitoring and evaluation. The responses to the statements were rated on a 5 point Likert scale ranging from; 1. Very low extent 2. Low extent. 3. Moderately high extent 4. High extent 5. Very high extent. These results are presented in Table 4.6.

Table 4. 6: Costs of monitoring and evaluation and performance of Government initiated projects

Statement	MEAN	SD
Monitoring in government have been predominantly characterized by a silo approach	3.999	0.690
Monitoring has caused functions to be done by different sections in institutions	3.886	0.682
Challenges of monitoring in government are lack of accountability and poor quality of performance information.	3.869	0.699
Monitoring and evaluation budget should be about 5 to 10 percent of the entire budget.	3.844	0.671
The project budget should provide a clear and adequate provision for monitoring and evaluation events.	3.531	0.642
Monitoring and evaluation budget can be delineated within the overall project budget.	3.421	0.613
Only 2% may be allocated for M&E of ongoing projects and capacity building activities	3.543	0.721

From the respondents' perspective, Planning and performance monitoring in government have been predominantly characterized by a silo approach influence of Performance of monitoring and evaluation of Government Projects case of CDF projects in Naivasha Sub-County to a high extent with a mean of (3.999), Planning and performance monitoring in government has resulted in a situation where planning, budgeting, and reporting and monitoring and evaluation functions are done by different sections in institutions in isolation of each other high extent (3.886), Challenges of performance monitoring in government include the lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information influence implementation of monitoring and evaluation of

influence of Performance of monitoring and evaluation of Government Projects case of CDF projects in Naivasha Sub-County to a high extent with a mean of (3.839), Monitoring and evaluation budget can be obviously delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project running, influence of Performance of monitoring and evaluation of Government Projects case of CDF projects in Naivasha Sub-County to a moderate extent of (3.421).

The study noted that improved control of activity costs, better management of budgets, improved planning of activities, better monitoring of activities, more efficient resource allocation, and better monitoring of the project schedule”. Project success is defined by various scholars on the basis of delivery of all or most of what it said it would (the scope); delivery of scope on schedule and/or within the agreed budget; delivery to the expected quality standards; achievement of project objectives; and most importantly the creation of significant net value for the organization after the project completion.

The project costing should provide a clear and adequate provision for monitoring and evaluation events. Monitoring and evaluation budget can be obviously delineated within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running, (Gyorkos, 2003; McCoy, 2005). It is important to note that only 2% may be allocated for Monitoring and Evaluation of ongoing projects and capacity building activities while 5% is kept aside as an emergency reserve to be made available for emergencies that may occur in the Constituency like drought.

4.5 Technical expertise of M&E team and its Influence to Performance of CDF projects

The second objective of this study was to determine the influence of technical expertise of Monitoring and Evaluation team on performance of CDF projects in Naivasha Sub-County.

The study sought to find out whether technical expertise of M & E team influenced performance of CDF projects in the county. The findings are presented in Table 4.7.

Table 4. 7: Relationship between technical expertise and performance of CDF projects

Response	Frequency	Percentage
Yes	24	69
No	11	31
Total	35	100

From the findings indicated in Table 4.7, 69% of the respondents indicated that technical expertise of M & E team influenced performance of CDF projects in the county while 31% indicated that technical expertise of M & E team did not influence performance of CDF projects in the county.

This objective was achieved by asking the respondents to respond to several questions describing the extend of technical expertise on Performance of monitoring and evaluation of Government Projects case of CDF projects in Naivasha East SubCounty Specifically, the respondents were asked to indicate the influence of technical expertise on performance of Government initiated projects in Naivasha sub county. The status of this variable was rated on a 5 point Likert scale ranging from; 1. Very low extent 2. Low extent. 3. Moderately high extent 4. High extent 5. Very high extent.

The results on this are summarized as follows. The study first sought to establish the extend of Training and its influence to performance of Monitoring and Evaluation of the respondents. The results on this are given in Table 4.8.

Table 4. 8: Technical Expertise and Performance of Government Initiated Projects

Statement	MEAN	SD
Human capitals on the project should be given clear job allocation and designation	3.767	0.687
The responsiveness can lead to a self-fulfilling prophecy of enhanced output by the employee	3.045	0.563
Independence is attained when it is carried out by firms and persons free of the control of those responsible for the design and implementation of the development intervention	3.004	0.532
CDF disbursement is growing at higher rate	2.873	0.481
What is required of the Board cannot be met by the existing capacity (human resources and skills)	2.783	0.455

The respondents were asked to indicate how technical expertise of monitoring and evaluation team influenced performance of monitoring and evaluation of Government Projects case of CDF projects in Naivasha Sub-County. The results show that the majority of the respondents indicated that Human capitals on the project should be given clear job allocation and designation be fitting their skill influence performance of monitoring and evaluation of Government Projects the case of CDF projects in Naivasha Sub-County to a high extent with a mean of (3.767). The

responsiveness by the organization coupled with increased expectations following the opportunity can lead to a self-fulfilling prophecy of enhanced output by the employee. Moderately moderate extent (3.045), and In order to carry out monitoring evaluation efficiently, there are some critical factors that essential be taken into the version to a moderate extent with a mean of (2.712). The respondents were further asked to express their view on how Level of technical expertisemonitoring and evaluation team influenced performance of monitoring and evaluation of Government Projects. They argued that untrained staff will have a challenge in implementation of M & E thus poor results whereas trained and knowledgeable teams or stakeholders are key in ensuring quality M & E thus performance of all projects on keys issues like quality feedback and information on program planning and design. Foresti, (2007) argues this means not objectively training, but a whole suite of learning approaches: from secondments to research institutes and opportunities to work on impact evaluations within the organization or somewhere else to improve their performance, to time spent by project staff in evaluation section and similarly, time taken by evaluators in the ground. Evaluation must also be autonomous and relevant.

4.6 Time Allocated to Monitoring and Evaluation and its Influence to Performance of CDF projects

The third objective of this study was to assess the influence of time allocated to monitoring and evaluation and its influence to performance of CDF projects in Naivasha Sub-County.

The study sought to find out whether time allocation to M & E team influenced performance of CDF projects in the county. The findings are presented in Table 4.9.

Table 4. 9: Relationship between time allocation to M & E team and performance of CDF projects

Response	Frequency	Percentage
Yes	28	80
No	7	20
Total	35	100

As indicated in in table 4.9, 80% of the respondents indicated that time allocated to monitoring and evaluation influenced performance of CDF projects while 20% of the respondents indicated that time allocated to monitoring and evaluation did not influence performance of CDF projects.

In determining this objective, the respondents were requested to respond to several statements regarding the Time allocated for the evaluation, Expected project timeframe, M & E time scheduled and M & E time schedule against planed project activities time duration of the CDF project. The responses to the statements were rated on a 5 point Likert scale ranging from; 1. Very high extent to Low extent. 5. Very low extent. These results are presented in Table 4.7 The status of this variable was rated on a 5 point Likert scale ranging from; 1. Very low extent 2. Low extent. 3. Moderately high extent 4. High extent 5. Very high extent. These results are presented in Table 4.10.

Table 4. 10: Time Allocated to Monitoring and Evaluation and Its Influence To Performance

Statement	MEAN	SD
Monitoring gives information on where a project is at any given time.	3.875	0.634
Evaluation gives evidence of why targets and outcomes are or are not being achieved.	3.456	0.685
Evaluation is a complement to monitoring	3.643	0.643
An M&E system should be regarded as a long-term effort	3.654	0.641
Sustaining such systems within governments or organizations recognizes the long term process	3.584	0.611

The study sought information from the respondents time allocated to monitoring and evaluation and influence performance of monitoring and evaluation of Government initiated projects in Naivasha Sub-County. The study found out that majority of the respondents agreed to high extent that Evaluation gives evidence of why targets and outcomes are or are not being achieved with a mean of (3.875). An M & E system should be regarded as a long-term effort, as opposed to an episodic effort for a short period or for the duration of a specific project, program, or policy to a high extent with a mean of (3.654), Evaluation is a complement to monitoring in that when a monitoring system sends signals that the efforts are going off track to a high extent rate with a mean of (3.643), Evaluation gives evidence of why targets and outcomes are or are not being achieved moderate extent. (3.456). Respondents' opinions were also sought at establishing how stakeholders' Time allocated for M & E influence performance of M & E Government initiated projects in Naivasha

SubCounty, they pointed out lack of support by CDF office in allocating funds required to reinforce M & E activities. Pretorius et’ al (2012) found out that project management organizations with mature time management practices produce more successful projects than project management organizations with less mature time management practices. Project time is the absolute time that is calculated as the number of days/weeks from start on site to practical completion of the project. Speed of project implementation is the relative time (Chan, 2001).

4.7 Involvement of Stakeholders in M& E Process and its Influence to Performance

The fourth objective of this study was to assess involvement of stakeholders in M & E process and its influence to performance of CDF projects in Naivasha Sub-County.

The study sought to find out whether involvement of stakeholders in M & E team influenced performance of CDF projects in the county. The findings were presented in Table 4.11.

Table 4. 11: Relationship between involvement of stakeholders and performance of CDF projects

Response	Frequency	Percentage
Yes	26	74
No	9	26
Total	35	100

From the findings indicated in Table 4.11 above, 74% of the respondents indicated that involvement of stakeholders in M & E team influenced performance of CDF projects while 26% indicated that involvement of stakeholders in M & E team did not influence performance of CDF projects.

The study sought to establish the extent to which respondents agreed with the above statements relating to stakeholder’s involvement in the CDF project. The responses to the statements were rated on a 5 point Likert scale ranging from; 1. Strongly disagree to Strongly agree. 5. Very low extent. These results are presented in Table 4.12 The status of this variable was rated on a 5 point Likert scale ranging from; 1. Strongly Disagree 2. Disagree. 3. Neutral 4. Agree. 5. Strongly agree. These results are presented in Table 4.12.

Table 4. 12: Stakeholder’s Involvement in the CDF Project

Statement	MEAN	SD
There was fairness in selection of committee members	2.02	1.03
The committee includes local constituents	4.04	1.00
There was a thorough need assessment based on community priority when identifying the projects	3.54	1.29
Tenders were awarded to the local community suppliers	2.22	1.29
The locals constituents supplied labor needed for the projects	4.16	0.98
The community supplied locally available materials for project	3.87	1.22

From the research findings, majority of the respondents agreed that the locals constituents supplied labor needed for the projects as shown by a mean of 4.16, the committee includes local constituents as shown by a mean of 4.04, the community supplied locally available materials for the projects as shown by a mean of 3.87, there was a thorough need assessment based on community priority when identifying the projects as shown by a mean of 3.54. Others disagreed that there was fairness in selection of committee members as shown by a mean of 2.02 and that

tenders were awarded to the local community suppliers as shown by a mean of 2.22.

The study also noted that initiation of new projects is a collective responsibility that involves all Stakeholders and initiation helps managers identify the precise problem areas that need improvement. The study also found that the respondents were fully aware of projects undertaken and initiation provides immediate short-run feedback on whether quality improvement efforts are succeeding. Respondents further reported that CDFC, PMC and Government Officials were analyzing, the needs in measurable goals, were doing stakeholder analysis, including users and support personnel, were doing financial analysis of the costs and benefits including budgets and were reviewing current operations.

4.8 Utilization of Monitoring and Evaluation Results and project performance

The fifthth objective of this study was to assess influence of utilization of monitoring and evaluation results on performance of CDF projects in Naivasha Sub-County.

The study sought to find out whether evaluation team followed the laid down standard procedure while evaluating CDF projects in the county. The findings were presented in Table 4.13.

Table 4. 13: Evaluation team and laid down standard procedure

Response	Frequency	Percentage
Yes	30	86
No	5	14
Total	35	100

According to the findings indicated in Table 4.13 86% of the respondents indicated that evaluation team followed the laid down standard procedure while evaluating CDF projects in the county while 14% indicated that evaluation team did not follow the laid down standard procedure while evaluating CDF projects in the county.

The study sought to establish the extent to which respondents agreed with the statements relating to utilization M & E results on CDF project. The responses to the statements were rated on a 5 point Likert scale ranging from; 1. Strongly disagree to Strongly agree. 5. Very low extent. These results are presented in Table 4.12 The status of this variable was rated on a 5 point Likert scale ranging from; 1. Strongly Disagree 2. Disagree. 3. Neutral 4. Agree. 5. Strongly agree. These results are presented in Table 4.14.

Table 4. 14: Influence of Utilization M&E Results on CDF project

Statement	MEAN	SD
The local community can freely access the projects	4.13	1.04
Use of baseline information improves the performance of projects	4.18	1.01
The community has benefited from the projects	3.82	1.09

The study sought to establish the extent to which respondents agreed with the above statements relating to effect of utilization of monitoring and evaluation results on performance of CDF project, From the research findings, majority of the respondents agreed that use of baseline information improves the performance of projects as shown by a mean of 4.18, the local community can freely access the projects as shown by a mean of 4.13 and the community has benefited from the projects as shown by a mean of 3.82.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study findings, discussions, conclusions and recommendations. It also makes suggestions for further research. The findings are summarized in line with the objectives of the study which was to investigate the influence of monitoring and evaluation factors on performance of constituency development fund projects: a case of infrastructural projects in public secondary schools in Naivasha sub-county, Nakuru County, Kenya.

5.2 Summary of Findings

In the first objective which was to assess the influence of M & E budgetary allocation on performance of CDF projects, a case of infrastructural projects in secondary schools projects in Naivasha Sub-County in Kenya. The study found out that majority of the respondents agreed to a high extent that Evaluation gives evidence of why targets and outcomes are or are not being achieved with a mean of (3.875). Monitoring and evaluation costing should be about 5 to 10 percent of the entire budget, (Kelly & Magongo, 2004, IFRC, 2001 and AIDS Alliance, 2006).

For the second objective that was to determine how technical expertise of M & E team influenced performance of CDF projects, a case of infrastructural projects in public secondary schools projects in Naivasha Sub-County. The results show that the majority of the respondents indicated that Human capitals on the project should be given clear job allocation and designation be fitting their skill influence performance of monitoring and evaluation of Government Projects the case of CDF projects in Naivasha

Sub County to a high extent with a mean of (3.767). This concurs with the findings of Pearce & Robinson (2004) who indicated that the responsiveness by the organization coupled with increased expectations following the opportunity can lead to a self-fulfilling prophecy of enhanced output by the employee, (Pearce & Robinson, 2004).

Regarding the third objective which was to establish how time allocated to M & E on performance of CDF projects, a case of infrastructural projects in public secondary schools projects in Naivasha Sub-County. The findings of the study showed that majority of the respondents agreed to a high extent that Evaluation gives evidence of why targets and outcomes are or are not being achieved with a mean of (3.875). This concurs with Bredillet (2009) who indicated that the project charter or statement of work requires the implementers to develop a scope of work that was achievable in a specified period and that contained achievable objectives and milestones.

Fourth objective was to examine how involvement of stakeholders in M & E process influenced performance of CDF projects, a case of infrastructural projects in public secondary schools projects in Naivasha Sub-County. The findings of the study found that Majority of the respondents (3.998) agreed to Very high extent that Providing support and strengthening of M & E team is a sign of good governance that influence performance of monitoring and evaluation of Government Projects case of CDF projects in Naivasha Sub County, (3.998). This concurs with Kinyoda (2009) who did a study on the level of participation in project identification and selection by constituents a case of Makadara CDF.

The fifth objective was to establish the influence of utilization of M & E results on performance of CDF projects, a case of infrastructural projects in public secondary schools projects in Naivasha Sub-County. The results

show that majority of the respondents agreed that use of baseline information improves the performance of projects as shown by a mean of 4.18. A USAID (2000) report indicates that feedback during project implementation from local project staff and the opportunity for beneficiaries to influence appropriate revisions to project activities contributed to the quality of monitoring information in projects.

5.3 Discussions of the Findings

This Discussion of the Findings was guided by the five objectives of the study as discussed below;

For the first objective which was to examine the influence of M & E budgetary allocation on performance of CDF projects, a case of infrastructural projects in secondary schools projects in Naivasha Sub-County. The study found out that majority of the respondents agreed to a high extent that Evaluation gives evidence of why targets and outcomes are or are not being achieved with a mean of (3.875). An M & E system should be regarded as a long-term effort, as opposed to an episodic effort for a short period or for the duration of a specific project, program, or policy to a High extent with a mean of (3.654). Monitoring and evaluation costing should be about 5 to 10 percent of the entire budget, (Kelly & Magongo, 2004, IFRC, 2001 and AIDS Alliance, 2006). The study therefore concludes that short time allocation to M & E are some of the challenges that constantly face the project monitoring function. This is in line with the findings of Bruijn (2007) who indicated that other challenges of performance of CDF projects include the lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information (Bruijn, 2007).

For the second objective, the results show that the majority of the respondents indicated that Human capitals on the project should be given

clear job allocation and designation be fitting their skill influence performance of monitoring and evaluation of Government Projects the case of CDF projects in Naivasha SubCounty to a high extent with a mean of (3.767) were found to influence performance of monitoring and evaluation of Constituency Development Fund Projects in Naivasha SubCounty. This concurs with the findings of Pearce & Robinson (2004) who indicated that the responsiveness by the organization coupled with increased expectations following the opportunity can lead to a self-fulfilling prophecy of enhanced output by the employee, (Pearce & Robinson, 2004).

The untrained staff will have a challenge in implementation of M&E thus poor results whereas trained and knowledgeable teams or stakeholders are key in ensuring quality M&E and implementation of all projects on keys issues like quality feedback and information on program planning and design. The study is in line with Hulme (2000) who indicated that it is vital to determine what methods are appropriate to the users' needs the given context and subjects of data, baseline and indicators, (Hulme, 2000).

Regarding the third objective, the findings of the study showed that majority of the respondents agreed to Very high extent that Evaluation gives evidence of why targets and outcomes are or are not being achieved with a mean of (3.875). This concurs with Bredillet (2009) who indicated that the project charter or statement of work requires the implementers to develop a scope of work that was achievable in a specified period and that contained achievable objectives and milestones, (Bredillet, 2009). Evaluation gives evidence of why targets and outcomes are or are not being achieved Very low extent. (3.456), therefore the study concludes that short time allocation to M & E are some of the challenges that constantly face the project monitoring function of Government Projects in Kenya: the Case of Constituency Development Fund Projects in Naivasha Sub-County. This is in line with Pretorius et' al (2012), who found out that project management organizations with mature time management

practices produce more successful projects than project management organizations with less mature time management practices. Project time is the absolute time that is calculated as the number of days/weeks from start on site to practical completion of the project. Speed of project implementation is the relative time (Chan, 2001).

Fourth objective the results revealed that the locals constituents supplied labor needed for the projects as shown by a mean of 4.16. the committee includes local constituents as shown by a mean of 4.04. This concurs with Kinyoda (2009) who did a study on the level of participation in project identification and selection by constituents a case of Makadara CDF. Further there should also be guidelines in how public participation should take place. The community supplied locally available materials for the projects as shown by a mean of 3.87, there was a thorough need assessment based on community priority when identifying the projects as shown by a mean of 3.54. Others disagreed that there was fairness in selection of committee members as shown by a mean of 2.02 and that tenders were awarded to the local community suppliers as shown by a mean of 2.22. This is in line with Kairu (2010) who did an analysis of the factors that influence successful management of the CDF, the case of Gatanga constituency and recommended that there should be adequate transportation at the constituency level for effective M & E of the projects. There is need for strict enforcement of the provisions of CDF act in CDC formation to reduce problems in implementation of the CDF projects.

Fifth objective the results showed the use of baseline information improves the performance of projects as shown by a mean of 4.18. A USAID (2000) report indicates that feedback during project implementation from local project staff and the opportunity for beneficiaries to influence appropriate revisions to project activities contributed to the quality of monitoring information in projects. The community has benefited from the

projects as shown by a mean of 3.82. According to Rogito (2010) study on the influence of monitoring and evaluation on projects performance found that a project implemented without the baseline study encountered serious challenges on tracking its progress effectively on indicators.

5.4 Conclusion of the Study

The findings of the study revealed that influence of monitoring and evaluation factors on performance of constituency development fund projects: a case of infrastructural projects in public secondary schools in Naivasha sub-county, Nakuru County, Kenya. Both have provided critical lessons for addressing M&E, performance and results as implementation of Monitoring and Evaluation of Government Projects.

The first objective was influence of M & E budgetary allocation on performance of CDF projects, a case of infrastructural projects in secondary schools projects in Naivasha Sub-County. The study found out that majority of the respondents agreed to a high extent that Evaluation gives evidence of why targets and outcomes are or are not being achieved with a mean of (3.875), therefore the study conclude that short time allocation to M & E are some of the challenges that constantly face the project monitoring function of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Naivasha County.

For the second objective that was to determine how technical expertise of M & E team influence performance of CDF projects, a case of infrastructural projects in public secondary schools projects in Naivasha Sub-County. The results show that the majority of the respondents indicated that Human capitals on the project should be given clear job allocation and designation be fitting their skill influence performance of monitoring and evaluation of Government Projects the case of CDF projects in Naivasha Sub County. This is due to the fact that the respondents stated that lack of proper training on M & E and inappropriate tools inhibit proper

monitoring and evaluation. The study found that untrained staff will have a challenge in implementation of M & E thus poor results whereas trained and knowledgeable teams or stakeholders are key in ensuring quality M & E and implementation of all projects on keys issues like quality feedback and information on program planning and design.

The third objective, Time and Performance of Monitoring and Evaluation concluded from the study that financial management influence implementation of M & E. The study reveals time frame to conduct M & E is very important for project success, this suggest that Time frame allocated for M & E has a strong effect performance of M & E. If the time frame is short then the essence of conducting M & E became irrelevant, therefore the study conclude that short time allocation to M & E are some of the challenges that constantly face the project monitoring function of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Naivasha Sub County.

Fourth objective,concludes that the committee includes local constituents. The community supplied locally available materials for the projects. There was a thorough need assessment based on community priority when identifying the projects.

Fifth objective,concludes that use of baseline information improved the performance of projects. The community has benefited from the projects. A project implemented without the baseline study encountered serious challenges on tracking its progress effectively on indicators.

5.5 Recommendations of the study

- i. The teams incharge M & E CDF Projects in Kenya should consider adopting a modern information and communications technology in carrying out monitoring and evaluations to capture real time data.

- ii. There is need to include all stakeholders in project M & E in each stage as they play an active role since they are the consumers of the project for the sake of sustainability. Cooperation of stakeholders should also be encouraged.

5.6 Recommendations for further research

The study also recommends that further research should be carried out on;

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

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5. Very high extent. 4. High extent. 3. Moderately high extent 2. Low extent. 1. Very low extent.

Statement	5	4	3	2	1
Planning and performance monitoring in government have been predominantly characterized by a silo approach					
Planning and performance monitoring in government has resulted in a situation where planning, budgeting, and reporting and monitoring and evaluation functions are done by different sections in institutions in isolation of each other.					
Challenges of performance monitoring in government include the lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information.					
Monitoring and evaluation budget should be about 5 to 10 percent of the entire budget,					
The project budget should provide a clear and adequate provision for monitoring and evaluation events.					
Monitoring and evaluation budget can be obviously delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project running,					
It is important to note that only 2% may be allocated for Monitoring and Evaluation of ongoing projects and capacity building activities while 5% is kept aside as an emergency reserve to be made available for emergencies that may occur in the Constituency like drought.					

respective targets and outcomes.					
Evaluation gives evidence of why targets and outcomes are or are not being achieved.					
Evaluation is a complement to monitoring in that when a monitoring system sends signals that the efforts are going off track (for example, that the target population is not making use of the services, that costs are accelerating, that there is real resistance to adopting an innovation, and so forth), then good evaluative information can help clarify the realities and trends noted with the monitoring system.					
An M&E system should be regarded as a long-term effort, as opposed to an episodic effort for a short period or for the duration of a specific project, program, or policy					
Sustaining such systems within governments or organizations recognizes the long term process involved in ensuring utility (for without utility, there is no logic for having such a system).					

SECTION E: Involvement of stakeholders in M& E process and its Influence to Performance

11. Does involvement of stakeholders in M& E team influence performance of CDF projects in Naivasha sub county?

Yes ()

No ()

12. To what extent do you agree with the following statements regarding the stakeholder's involvement in the CDF project in Naivasha sub county?

5.Strongly agree. 4. Agree. 3. Neutral 2.Disagree 1. Strongly Disagree.

Statement	5	4	3	2	1
There was fairness in selection of committee members					
The committee includes local constituents					
There was a thorough need assessment based on community priority when identifying the projects					
Tenders were awarded to the local community suppliers					
The locals constituents supplied labor needed for the projects					
The community supplied locally available materials for project					

SECTION F: Utilization of Monitoring and Evaluation Results and project performance

13 (a) Does the evaluation team follow the laid down standard procedure while evaluating projects

Yes [] No []

(b) If No what standards do they use?

.....

14. Indicate the level of agreement to the following statement using Likert scale.

Statement	5	4	3	2	1
The local community can freely access the projects					
Use of baseline information improves the performance of projects					
The community has benefited from the projects					

APPENDIX I1: RESEARCH PERMIT