

**INFLUENCE OF MONITORING AND EVALUATION ON  
PERFORMANCE OF COUNTY FUNDED SOCIAL  
DEVELOPMENT PROJECTS IN MAKUENI COUNTY, KENYA**

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**Research Project Report Submitted in Partial Fulfilment of the Requirement  
of the Award of Master of Arts Degree in Project Planning and Management  
of the University of Nairobi**

**2018**

**DECLARATION**

This research project report is my original work and has not been presented for an academic award in any other university.

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## **DEDICATION**

This study is dedicated to my wife and son Lucy and Jeffrey and my parents Mr and Mrs Muindi.

## **ACKNOWLEDGEMENT**

I am indebted to a number of people who have helped, in one way or the other, to make the completion of this work a success. I am grateful to the efforts made by my supervisor, Dr. Dorothy Kyalo, Senior lecturer who has been guiding me in the writing of this project and also for her support and encouragement that helped me in all the stages of the research. I will not forget to thank all the lecturers in my department for their help in conceptualizing the problem and their contributions towards achieving this report. Many thanks goes to my research assistants and respondents; Kibwezi West Sub-County Staff and Project Management Committee Chairpersons for their invaluable responses that made the work complete. I would wish to thank my classmates for helping me understand the scope of the problem and ways to countermand the problem by sharing relevant information. My wife and son; Lucy and Jeffrey, thanks for your immense support and understanding during the period of my study. I am grateful to you all and to God be the Glory.

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## **LIST OF ABBREVIATIONS/ ACRONYMS**

<b>ADP:</b>	Annual Development Plan
<b>PMC :</b>	Project Management Committee
<b>CDF:</b>	Constituency Development Fund
<b>CIDP:</b>	County Integrated Development Plan
<b>CIMES:</b>	County Integrated Monitoring and Evaluation System
<b>M&amp;E:</b>	Monitoring and Evaluation
<b>NACOSTI:</b>	National Commission of Science, Technology and Innovation
<b>NGOs:</b>	Non-Governmental Organizations
<b>OECD:</b>	The Organization for Economic Co-operation and Development
<b>TPB:</b>	Theory of Planned Behaviour
<b>TRA:</b>	Theory of Reasoned Action
<b>USA:</b>	United States of America.
<b>SDPs:</b>	Social Development Projects

## ABSTRACT

It has so far been established that monitoring and evaluation of projects is both necessary and warranted. However, there is need to consider the factors that influence the monitoring and evaluation process particularly in county governments where massive resources and projects have both been injected and initiated. Thus, the purpose of the study was to undertake a detailed analysis of the influence of Monitoring and Evaluation on Social development projects' performance in Makueni County, Kenya. It specifically sought to establish how level of competence in monitoring and evaluation; resources availability for monitoring and evaluation; stakeholder participation in monitoring and evaluation; and stakeholder attitude on monitoring and evaluation influence social development projects' performance in Kibwezi West Sub-County. Expectancy theory, theory of planned behavior and the stakeholders' theory gave a hinge to the study. The study employed a descriptive research design and targeted the 45 County government staff drawn from Kibwezi West Sub-County and 200 Project management committee members. Census procedure was used to get all the 45 staffers while simple random sampling was used to select 60 PMC members. Questionnaires were used to collect data with reliability tested using a pilot study in neighboring Kibwezi East sub-county. To thus determine the instrument's content validity, the research supervisor considered the instrument's content and counseled the study researcher. Quantitative data was analyzed with the significant use of descriptive analysis together with the inferential based analysis of correlation and regression analyses to ascertain the score that became relevant to the monitoring unit of the county. The study results presents: level of competence ( $\beta_1 = .383$   $p < 0.01$ ), resource availability ( $\beta_2 = .181$   $p < 0.01$ ), and stakeholder participation ( $\beta_3 = .293$   $p < 0.01$ ) together with stakeholder attitude ( $\beta_4 = .312$   $p < 0.01$ ) in monitoring and evaluation had a significantly negative influence on county funded social development projects performance. The study thus recommends that: The Kibwezi West Sub-county should invest in training its staff and the PMC Members in monitoring and evaluation. They should perform resource mobilization to acquire physical, human and financial resources that would support monitoring and evaluation of the county funded social development projects. Also, they should devise an inclusion policy that would enhance effective stakeholder participation in monitoring and evaluation of the county funded social development projects. The Kibwezi West Sub-county should employ both extrinsic and intrinsic motivation to enhance stakeholder attitude towards monitoring and evaluation of the county funded social development projects. Finally, the government should devise and put into practice feasible strategies that edges out unnecessary and unhealthy corruption and one that ensures that the county projects are completed in time, within cost and with top quality finish.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

It has been asserted succinctly that monitoring is the unceasing and continuous collection and systematic analysis of information in relation to a project, program or intervention (Dyason, 2010). On the other hand, he defines evaluation as the process of assessment that hinges almost solely on answering given questions about an intervention or program or project. Monitoring is further defined as the continuous process of gathering information about a project while at the same time considering the level and nature of the evaluation process (Mulwa and Nguluu, 2013). Another scholar notes that; monitoring is an unending occupation that makes use of the systematic collection of information regarding specific measurements of Public projects (Williams, 2010). He summarily describes Monitoring and evaluation (M&E) as a process that helps M&E personnel and project managers to improve project outcomes and goals.

The significant definitions adduced describe monitoring process that should not stop and one that significantly is premised on target setting and planning activities in all the phases of a project. Also, monitoring carries with it certain benefits like tracking operations, benchmarking performance and counterchecking if they meet set schedules and also acts as a perfect platform from which evaluation of the projects would start (Mulwa and Nguluu, 2013). The aspect of evaluation aids in the discovery of the much-needed resources and the capacity of the said resources to meet the demands of the project from initiation to completion. Thus, evaluation is defined as the consideration of the outcome and result indices that characterize a particular project (Goyder, 2012). Further, evaluation is an episodic but consistent calculation of the change in a

project via observation of the selected and appropriate legal procedures in comparison to the interventions inherent in a project (Kusek, 2010).

M&E performance in scholarly circles has largely been measured by considering time, the cost incurred, the satisfaction of customers, changes of client, health and safety and quality (Cheung et al. 2013; Dissanayaka and Kumaraswamy, 2015; Iyer and Jha, 2015). However; quality, time and cost have for a long time been considered the most essential and prevalent measurements (Cheung et al., 2013). Contrariwise, monitoring and evaluation can be measured after considering the construct in phases of common indices (Pheng and Chuan, 2015). They thus mentioned the first phase to be that of users, owners, general public and stakeholders; persons who interact with the project on a macro-level. Then the second phase that looks at the developer and the contractor; persons who look at the M&E performance in micro platform and whom certain project characteristics like time, cost and quality affect them. Dissanayaka and Kumaraswamy, (2015) noted that there are certain indicators that have an impact on time, cost and quality and mentioned client satisfaction, project manager competence, environmental conditions, leadership skills, top management support, coordination among others.

Globally, developed nations like the USA, Canada, Russia and China through their robust decentralization of resources have devised stringent and creative monitoring and evaluation procedures and indices (Lahey, 2012). The trickling down of adequate resources to local governments within these countries has also enabled the process of institutionalization of monitoring and evaluation. This has created a platform where the M&E systems are carefully monitored and examined using the Results Based M&E system. The system allows for effective mechanism of tracking all projects in a systematic manner, leaving few loopholes for unscrupulous persons and unscheduled projects.

A country like Canada, has created an M&E that is fine-tuned and robust that it has created a ‘monitoring culture’ among the players. This culture is premised on results-based orientation and accountability of managers to a project. According to Lahey (2012) Canada has realized over time that to succeed in initiating and implementing M&E, there is need to look at the process as both interactive and long-term and to devise mechanisms that progress the development of M&E and not one that seeks to countermand it.

The African situation, particularly as it relates to monitoring and evaluation; is considered a complex one (Benington and Moore, 2011; Gladys, 2010; OECD, 2015). Benington and Moore, (2011) asserted that the political landscape in Africa has largely stifled the advancement of monitoring and evaluation due to the presence of corruption that is characterized by short-cuts and kickbacks. Gladys, (2010) on her part noted that Africa and countries like Kenya have shown rigid bureaucratic processes which have curtailed the progress of monitoring and evaluation. The OECD report (2015) also noted that for monitoring and evaluation to work in Africa there would be a need for change focus that seeks to improve on the institutional, specialized and operational imperatives of monitoring and evaluation but also one that changes the culture from unprofessionalism to one of effective scheduling, planning, funding and monitoring and evaluation of projects; like what has been happening in Ghana (Clear, 2012).

Although the Kenya government has developed several development blueprints since independence to present date weak execution of planning has been experienced due to the non-existence of an integrated monitoring and evaluation (M & E) system. In recognition of the pivotal role of Monitoring and evaluation in development and service delivery, The Ministry of Devolution and Planning has developed guidelines for the County Integrated Monitoring and Evaluation System (CIMES). The CIMES Handbook verifies whether the activities of each

county's priority project or Programmes are happening according to planning timelines and targets presented in the CIDP; and whether resources are being used in a correct and efficient manner. The CIMES handbook objectives will be achieved by analyzing influence of M&E in county funded Social development projects.

World over, there are certain factors or determinants that influence monitoring and evaluation in many government funded projects (Dissanayaka and Kumaraswamy, 2015). They mentioned level of competence in monitoring and evaluation stakeholder attitude and participation, resource availability, leadership style, organizational culture and structure and technological innovation as factors that impact on monitoring and evaluation. When effectively implemented these salient features help M&E but that often in developing countries like Kenya, these aspects are ineffectively utilized thus leading to stifled and unproductive monitoring and evaluation (Benington and Moore, 2011).

The present study thus hoped to investigate the influence of monitoring and evaluation on county funded social development projects' performance in Makueni, Kenya and be specific on Kibwezi West Sub-county. This was because, first, no study had been done on M&E in the area and according to the Government of Makueni Projects Management System (2018); Kibwezi west has over 304 projects out 2024 projects countywide which were in various stages of implementation; with most of them complete, others ongoing, some stalled; a good number at initial stages of implementation and some at procurement stage. Secondly, since the inception of county governments, a lot of financial resources have trickled down coupled with changes in stakeholder participation law but few academic studies have looked at the extent to which these indicators have influenced monitoring and evaluation of the projects. In a nutshell this study will help in designing

programmes and activities that are effective, efficient and yield powerful results for the intended beneficiaries.

### **1.2 Statement of the Problem**

It has so far been established that monitoring and evaluation of projects is both necessary and warranted (Clear, 2012). This affirms the need to consider the influence of monitoring and evaluation process on performance of social development projects in county governments. Since the inception of county governments, a lot of financial resources have trickled down coupled with changes in stakeholder participation law but few academic studies have looked at the extent to which these indicators have influenced monitoring and evaluation of the projects and thus the present study was necessary; particularly in Kibwezi Sub-county, Makueni County.

The government of Makueni County besides the County Assembly oversight and relevant departmental internal audit, a Monitoring and Evaluation unit was established in 2015/16 financial year to assist in continuous monitoring and evaluation of the project (Government of Makueni County Annual Development Plan 2017/18, 2016). That notwithstanding, monitoring and evaluation and the associated development research is still insufficient, there exists dire need for strengthening and adoption of monitoring and evaluation processes. It also Points out that, despite the existence of this institutions, monitoring and evaluation and the associated development research is still inadequate and there still exists dire need for strengthening and adoption of monitoring and evaluation processes.

To entrench a robust M & E in Makueni County, projects are prioritized from village level, 60 Sub wards, 30 wards, 6 sub-counties and confirmed in the county peoples forum (World Bank Group Social, Urban, Rural and Resilience Governance, 2017). The Model not only involves the public at prioritization level but also at all implementation stages of projects through Project Management

Committees who offer oversight alongside County Assembly. Further, the stakeholders of Makueni County are battling with the question; Is essential data required for systematic and continuous assessment of project implementation, performance, and progress towards objectives routinely collected, analyzed and reported? Despite all these challenges; limited studies have sought to research on this area especially in Makueni County Government.

In a study focused on monitoring and evaluation in Nairobi (Hassan, 2014); found some significant aspects. He noted that many county governments were not involved in monitoring and evaluation due to factors like lack of project competence, corruption and lack of sufficient resources. However, the study did not consider other important aspects like stakeholder participation and attitude together with the actual level of competence as this study will do.

In another study “*Factors Influencing Monitoring and Evaluation in Kenya; A look at CDF in Narok East Sub-County*” (Nabulu, 2015); it was found out that training, cost and time were important components for the successful implementation of M&E. Again, the study did not look into other aspects salient in the present study like stakeholder participation and attitude together with the actual level of competence and resource availability and allocation.

In a descriptive study on M&E in Kenya; the study noted that in Nairobi County, there were problems in the efficiency of M&E occasioned by lack of stakeholder participation, low budgetary allocation and lack of training (Mohamednoor, 2017). The study did not however consider stakeholder attitude and it was done in a more urbanized study area, Nairobi County, and yet there is need to look at a semi-urban County and a more rural setting like Kibwezi West Sub-county. Thus, the present study will look at influence of monitoring and evaluation on performance of county funded social development projects performance in Makueni County, Kenya. A case of Kibwezi West Sub-county.

### **1.3 Purpose of the Study**

The purpose of the study undertook a detailed analysis of the influence of monitoring and evaluation on performance of county funded social development projects in Kibwezi West Sub-County, Makueni County.

#### **1.3.1 Objectives of the Study**

The study was set to achieve the following objectives:

1. To establish how level of competence in monitoring and evaluation influence performance of county funded social development projects in Kibwezi West Sub-county.
2. To determine how resources availability for monitoring and evaluation influence performance of county funded social development projects in Kibwezi West Sub-county.
3. To determine how stakeholder participation in monitoring and evaluation influence performance of county funded social development projects in Kibwezi West Sub-county.
4. To ascertain how stakeholder attitude on monitoring and evaluation influence performance of county funded social development projects in Kibwezi West Sub-county.

### **1.4 Research Questions**

1. To what extent does level of competence in monitoring and evaluation influence performance of county funded social development projects in Kibwezi West Sub-county?
2. How does resources availability for monitoring and evaluation influence performance of county funded social development projects in Kibwezi West Sub-county?
3. How does stakeholder participation in monitoring and evaluation influence performance of county funded social development projects in Kibwezi West Sub-county?
4. To what extent does stakeholder attitude on monitoring and evaluation influence performance of county funded social development projects in Kibwezi West Sub-county?

## **1.5 Hypotheses**

H<sub>01</sub>: Level of competence in monitoring and evaluation does not have significant influence on performance of county funded social development projects in Kibwezi West Sub-county

H<sub>02</sub>: Resource availability for monitoring and evaluation does not have significant influence on performance of county funded social development projects in Kibwezi West Sub-county

H<sub>03</sub>: Stakeholder participation in monitoring and evaluation does not have significant influence on performance of county funded social development projects in Kibwezi West Sub-county

H<sub>04</sub>: Stakeholder attitude on monitoring and evaluation does not have significant influence on performance of county funded social development projects in Kibwezi West Sub-county

## **1.6 Significance of the Study**

This study will contribute massively in the field of monitoring and evaluation and in turn lead to good governance of public resources invested in county projects. Lessons drawn from this study would be employed by internal and external information users who include the local community, county government staff, policy makers, M&E strategists, government and non-governmental players together with funding stakeholders. The county government of Makueni may benefit from popular views and opinions on their commitment and approaches to implement the Makueni CIDP 2018-2022 and the Makueni County Vision 2025. The findings from this work will be valuable to the Vision 2030 secretariat and auditors for proper decision-making. Also, the funding agencies on the other hand can be enabled to determine the efficiency with which their inputs are converted into outputs. Finally, Scholars who would wish to do similar studies may find resourceful documented literature.

## **1.7 Limitations of the Study**

The study experienced limitations mainly the vastness of the area to meet and administer questionnaires to most of the targeted respondents who were busy due to official and personal

chores. However, the researcher overcame this by engaging three research assistants. Finally, the data collection instruments; may not have 100% accurate because of being prone to biasness from the respondents. In this regard, validity and reliability of the instruments was established.

### **1.8 Delimitation of the Study**

A limit of this study was to analyze only the influence of monitoring and evaluation on performance of county funded social development projects' performance in Kibwezi West Sub-county since the inception of Makueni County Government in 2013 to May 2018. Specific recommendations were pegged on the entities' stakeholder participation, attitude, resource availability and level of competence as predictor variables for efficiency in M&E. Geographically, the study's scope covered Makueni County but specifically Kibwezi West Sub-county also Kibwezi West Constituency which covers an area of 1850.7Km<sup>2</sup>. The study's units of analysis were the four social development sector departments of Makueni County Government viz;; Department of Health Services; Department of Water, Irrigation, environment and Climate Change; Department of Education and ICT and Youth, Gender, sports, Culture and Social Services. Relevant data was particularly collected from PMC members, ward, Sub-County departmental heads and management staff to form the basis for generalization and recommendations.

### **1.9 Assumptions of the study**

This study assumed that the respondents will voluntarily avail themselves to respond to research instruments honestly, truthful and in good time. It also assumed that the variables adequately answered research questions, and finally, that the sample would be representative to generalize the findings to the study population.

## **1.10 Definition of Significant Terms**

**Monitoring:** This refers to the unceasing and continuous collection and systematic analysis of information in relation to a project, program or intervention (Dyason, 2010),

**Evaluation:** This is defined as the process of assessment that hinges almost solely on answering given questions about an intervention or program or project (Dyason, 2010)

### **County Funded Social**

**Development Projects:** Refers to projects financed either in phase or fully by the County towards investing in the people. Social Development means investing in the people. It requires the removal of barriers so that all citizens can journey toward their dreams with confidence and dignity. (Marcus 2013)

**Level of competence:** This is defined as an individual capability to perform a particular task of job satisfactorily and according to set accomplishment standards. (Benington and Moore, 2011).

**Resource availability:** This refers to the adequacy of material (both tangible and intangible) and assets (both financial and nonfinancial) that can be harnessed to complete a particular task (Clear, 2012)

**Stakeholder participation:** This refers to the engagement of persons who are directly or indirectly affected by the decisions of a social outfit (Clear, 2012).

**Stakeholder attitude:** This is defined as a set of feeling or way of thinking or even perception held by persons who are directly or indirectly affected by the decisions of a social outfit.

### **1.11 Organization of the Study**

This study is organized in five chapters, starting with chapter one that has the background to the study and other epistemological issues like statement of the problem, objectives and hypotheses. Chapter two comprise of literature review and the key areas covered include conceptual framework, theoretical reviews, empirical reviews, critical review and summary of existing research gaps filled by this study. Chapter three consists of the research methodology; research design, target population, sample size and sampling procedures, data collection instruments, data collection procedures and data analysis. Chapter four has the data analysis, presentation and interpretation of findings while the last chapter highlights the summary of findings, conclusions and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This part presents a review of literature and the critical features covered comprise of conceptual framework, theoretical reviews, empirical reviews and summary of existing research gaps to be filled by the present study.

#### **2.2 Performance of County Funded Social development projects**

Social development is about improving the well-being of every individual in society so they can reach their full potential (Scriven, 2010). The success of society is linked to the well-being of each and every citizen. Also, social development means investing in people. It requires the removal of barriers so that all citizens can journey toward their dreams with confidence and dignity (Markus, 2013). It is about refusing to accept that people who live in poverty will always be poor. It is about helping people so they can move forward on their path to self-sufficiency. To reduce poverty we need to take a social development approach and invest in our people. By investing in people we can reduce poverty.

A major method used to categorize the performance models of firms is by looking at their natures. There are basically two main categories of small business models the first being the firm growth models that measure performance in soft methods. Here, the model is concerned with the progression of firms from start to fully grown entities and the models are qualitative in description.

There is the second category of business models that centers on performance predictions using a hard method of performance measurement. The models in this case is further sub-categorized into financial prediction theories of failure and the dynamic theories of firm performance. The models here are frequently in their nature, quantitative and allows for more robust viewpoints that offer

better theoretical infiltration of the issue (Richard et al, 2010). There is also another way to look at firm performance models and that is via analytical perspectives.

Growth models is about the fact that firms don't grow immediately and in a static manner but that the firms grow within a continuum of processes and phases (Chong 2010). Additionally, the growth models are constituted in triune model subdivisions, namely: evolutionary models, life cycle models, together with business strategy models. For lifecycle, for instance, they differ in the sum of stages utilized to describe the life of a business. In a succinct illustration, Churchill and Lewis (1983) noted that businesses, like the life of a locust, have five stages to describe their life.

Performance prediction models is a dynamic model that is more concerned about two aspects: firm dynamics theories coupled with financial failure prediction models. Under firm dynamics, businesses are viewed within the auspices of entry and exit dynamics while the other is concerned with the actual tenets of forecasting firm performance overall. The initial subcategory is more troubled with external setting of the firm, inasmuch as the other category is more absorbed with setting internally of the business.

Performance is been defined as the extent to which an organization is able to accomplish financial tasks against standard or expected outcomes or results (Zahra, 2012). Further, firm performance is understood by using Financial Ratio analysis, budget index or benchmarking or a combination of all measures (Chong, 2010). Several studies categorized performance particularly in as either internal or external; where internal is exemplified by financial and non-financial variables while external is exemplified by competition, penetration, inflation, ownership, regulation and money supply; indicators that are ideally beyond the control of the firms (Chong, 2010).

In Makueni County, social development projects fall within four departments namely: Department of Health Services; Department of Water, Irrigation, environment and Climate Change; Sand Authority; Department of Education and ICT and Youth, Gender, sports, Culture and Social Services. (Makueni, CIDP, 2016).

### **2.3 The Concept of Monitoring and Evaluation**

The philosophical aspect of M&E coupled with its conceptualization has over time evolved and mutated. This is particularly considering the shifts in the understanding of project management with earlier practice of 1950's as far as M&E was concerned keenly looking at resource utilization and scientific understanding of the concept (Rodgers & Williams, 2015). The early emphasis on M&E as a project management discipline arising out of management was a period of discontent and controversy (Cleland & Ireland, 2013). The crux of M&E was pegged on discipline in management and a concern on how the discipline could evolve at the detriment of its essentials (Schwandt & Burgon, 2015).

Today, to what extent M&E can be classified as an approach, field or discipline remains a particular element of concern. Scriven (2010) cognizant of this issue has often chosen to consider M&E in the light of "trans-disciplinary", a construct that utilized often in recent times to designate M&E as compared to the denotation of discipline or field. Consequently, a truer definition of M&E, has become problematic. Looking at literature, there appears to be no consensus as to the definition of M&E, with many controversial, albeit contradictory definitions in literature (Khan 2014; Shapiro 2014). Many M&E scholars look at the concept in terms of its role in enhancing transparency, accountability, organizational learning among others and consequently even here the methods would vary (Binnendijk, 1989). The method and permutations continue to be both

different and diverse depending on subject issue and context and this has led to lack of clarity about the concept to the above, which in turn would depend on the context and subject matter (Jones, 2011).

Other Scholars look at M&E almost purely in the light of accounting which is support by several scholars to fall mainly within compliance, auditing and performance management (Cook, 2015) Here, scrutiny is highly emphasized, standards are strictly promoted and judgement is pegged on those standards and performance indicators are measured against laid down norms (Cheng, Daint, & Moore, 2013). Others have looked at M&E as a management construct which can only be understood in the light of operating systems, culture of the organization and overall organizational management functions (Naidoo, 2013).

M&E performance in scholarly circles has largely been measured by considering time, the cost incurred, the satisfaction of customers, changes of client, health and safety and quality (Cheung et al. 2013; Dissanayaka and Kumaraswamy, 2015; Iyer and Jha, 2015). However, according to Cheung et al. (2013), quality, time and cost have for a long time been considered the most essential and prevalent measurements. Contrariwise, monitoring and evaluation can be measured after considering the construct in phases of common indices (Pheng and Chuan, 2015). They thus mentioned the first phase to be that of users, owners, general public and stakeholders; persons who interact with the project on a macro-level. Then the second phase that looks at the developer and the contractor; persons who look at the M&E performance in micro platform and whom certain project characteristics like time, cost and quality affect them. It further noted, there are certain indicators that have an impact on time, cost and quality and mentioned client satisfaction, project manager competence, environmental conditions, leadership skills, top management support,

coordination among others (Dissanayaka and Kumaraswamy, 2015). Lastly, M&E should not be looked at as a panacea to organizational problems but as part of the aspects in a process that leads to organizational success (Verma, 2015)

#### **2.4 Level of Competence in M&E and Performance of County Funded Social Development Projects**

In a descriptive review touching on competence in M&E in Sweden public service and targeting a population 233 staff found out certain aspects (Vanessa and Gala, 2011). First, they asserted that inherent technical capacity particularly in the evaluation process coupled with human capital and its use are valuable forces for operational change in any organization. Also, that, human capitals on the project should be given clear job allocation and designation be fitting their skill, if they are insufficient then training for the necessary competence 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. Individual of the larger aspects of developing employee's skills and abilities is the actual organizational focus on the employee to turn out to be better, either as an individual or as a contributor to the firm. 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. However, the study was more on training and skills than on the construct of competence in M&E and hence the present study will fill the gap.

In an explanatory review Premised on work on competence of public service staff and M&E efficiency in Canada noted that in order to carry out monitoring evaluation efficiently, there are some critical factors that essential be taken into the version (Jones et al, 2012) These comprise use of pertinent skills, sound methods, adequate resources and accountability, in order to be a quality.

The resources include competent personnel and financial resources. The study suggests the use of multi-stakeholders' dialogs in data collection, hypothesis testing and in the intervention, in order to let bigger involvement and recognize the differences that may arise and this expanded analysis is what the present study will do.

In a study of level of competence in M&E looked in the light of the theory of planned behavior in an elaborate descriptive review a number of issues were pointed out (Sharma et al, 2013) First, the study noted that the level of competence of staff was a strong and significant indicator of M&E performance. Second, the level of competence was very important even to help companies that had struggles in return on investment, profitability and equity and that the competence also helped start-ups and rebranding companies to compete. Third, M&E was not to be understood only as a conceptualized idea but as an integral part of organizational operations. The study did not however link M&E and level of competence in the public service as the current study will do.

Looking explanatorily at the service sector in the USA six aspects that are necessary for the success of M&E in those industries were highlighted (Stahl et al., 2012) The elaborately hypothesized study using regression analysis, noted that; First, the level of competence was a significant feature that scored among the top of the aspects as far as M & E management was concerned. Other issues like talent retention, attraction, motivation and leadership also were ranked but appeared below the level of competence among staff. This basically means that when an organization improves on its level of competence, the performance of the organization in terms of operations and even M&E is bound to improve. How true this last assertion is true for county governments in Kenya remains significantly unknown and hence the need for the present study.

In a descriptive study that was quantitative in nature to study competence levels and growth of staff of Safaricom Company in Kenya (Amadi, 2014), it was study out that; level of competence

of employees was very important and that organizational goals of successful companies were often hinged on the level of competence of employees. The study also noted that there was need to have a training method that worked for staff development if the company was to progress to successful results. They noted that Safaricom was a profit-making company as a result of their emphasis on employee competence. And yet, there is still lack of sufficient evidence as to the level of connection between level of competence and M&E performance.

In a study carried out in Nigeria, competence was looked at in relation to M&E performance of companies engaged in the manufacturing business (Emeti, 2015) The study particularly looked at the paint business using both quantitative and qualitative analytical techniques. The study sampled more than 300 respondents in an exhaustive review and noted that primarily, paint manufacturers relied heavily on level of staff competence to spur operational growth. The study also noted that level of competence and M&E performance had a positive and symbiotic relationship. There is however need to domesticate the study to the Kenyan situation.

## **2.5 Resource Availability for M&E and performance of County Funded Social**

### **Development Projects**

Globally, developed nations like the USA, Canada, Russia and China through their robust decentralization of resources have devised stringent and creative monitoring and evaluation procedures and indices (Lahey, 2012). The trickling down of adequate resources to local governments within these countries has also enabled the process of institutionalization of monitoring and evaluation. This has created a platform where the M&E systems are carefully monitored and examined using the Results Based M&E system. The system allows for effective mechanism of tracking all projects in a systematic manner, leaving few loopholes for unscrupulous persons and unscheduled projects.

A country like Canada, has created an M&E that is fine-tuned and robust that it has created a ‘monitoring culture’ among the players. This culture is premised on results-based orientation and accountability of managers to a project. According to Lahey (2012) Canada has realized over time that to succeed in initiating and implementing M&E, there is need to look at the process as both interactive and long-term and to devise mechanisms that progress the development of M&E and not one that seeks to countermand it (Klingebiel and Rammer, 2011).

In another study, an inspection of staff insights into the effect of resource availability on M&E accomplishment in schools in urban background (Harris,2014) which shadowed a qualitative design study employing interview procedures with open-ended queries; Four respondents in the M&E department were purposely utilized from the selected schools with dissimilar populations and fluctuating resource allocations. Results showed that there is a dissimilarity in the assortment of resources staff got premised on the school they taught. The chief factor was the backing from the school boards, parents and community. This suggests that resource allocation plays a big role in enacting significant changes on tasks and yet the influence of resource allocation on M&E remains uninvestigated.

In a descriptive study with a sample of sixty police officers within Nairobi to measure the effects of resource availability on M&E application at the Kenya police service (Lemarleni, 2017), the results showed that there was both positive and significant correlations between resource availability and M&E performance. Sturdiest and positive correlations were gotten out of resource availability in general shadowed by financial resource coupled with strategy resource allocation. Technological resource together with human resources also recorded robust and positive correlations. The study however argues that there appears to be no noteworthy moderating influence of resource availability on M&E implementation at the Kenya police service. The

present study on the other hand needs to look at resource availability and M&E a factor that is missing in reviewed literature.

## **2.6 Stakeholder Participation in M&E and Performance of County Funded Social Development Projects**

In an empirical study on the effect of stakeholders' purpose on performance of constituencies' development fund in Isiolo North Constituency; if performance of any operational indicator is to succeed, then stakeholder participation must be considered (Adan, 2012). He also noted that often the general public were never involved in the initiation and implementation of the process, so much so that often the implementation always ran into problems of lack of buy-in. The study did not however look at the stakeholder participation and its influence on M&E performance as the present study will do.

A descriptive study on stakeholder antecedents to community development projects in Kenya, showed that; there was need to involve the stakeholders from the beginning and that this participation had a positive correlation with the performance of community projects (Onchoke 2013). However, while this study is important, there is need to examine the link between stakeholder participation and monitoring and evaluation in the public service.

In a case study on factors influencing stakeholders' participation in monitoring and evaluation of Local Authority transfer fund project in Kisii County, it noted that in the end stakeholder participation enabled efficient M&E in the long-run (Ondieki, 2011) It also noted that the participation must be structured and meaningful if it is to have the desired impact and that often due to absence of these factors, M&E always failed. It however did not look at an elaborate

measure of participation that includes level of participation, frequency of participation and nature of participation; measures that will be used in the present study.

In a descriptive survey which investigated user involvement and its impact on satisfaction in information, the study noted that primarily, user involvement was necessary. The African situation, particularly as it relates to monitoring and evaluation; is considered a complex one (Benington and Moore, 2011). The political landscape in Africa has largely stifled the advancement of monitoring and evaluation due to the presence of corruption that is characterized by short-cuts and kickbacks. Africa and countries like Kenya have shown rigid bureaucratic processes which have curtailed the progress of monitoring and evaluation. For monitoring and evaluation to work in Africa there would be a need for change focus that seeks to improve on the institutional, specialized and operational imperatives of monitoring and evaluation but also one that changes the culture from unprofessionalism to one of effective scheduling, planning, funding and monitoring and evaluation of projects; like what has been happening in Ghana (Clear, 2012).

## **2.7 Stakeholder attitude on M&E and performance of County Funded Social Development Projects**

An explanatory study on stakeholder attitude and its impact on completion of tasks; noted that attitude is everything if a project is to succeed (Boonstra, 2013). The study was done in Norway and sampled 34 staff of the local municipality and used both descriptive and inferential statistics. He noted that staff must develop a good attitude about a particular project if the project implementation is to reach acceptable standards. There is now the need to look at stakeholder attitude and how it influences M&E of county funded projects.

Stakeholder attitude is a necessary force for change in most organizational survival options. the number of people who have improved attitudes of staff to generate better results have argue that overall, most of the times, their efforts panned out successfully (Iyer and Jha, 2015). It is thus clear that for all intents and purposes, building an attitudinal shift for staff could be a way that one progresses the performance of projects particularly in government structures where many reports show that projects don't get completed in time and within costs.

M&E performance in scholarly circles has largely been measured by considering time, the cost incurred, the satisfaction of customers, changes of client, health and safety and quality (Cheung et al. 2013; Dissanayaka and Kumaraswamy, 2015). However, quality, time and cost have for a long time been considered the most essential and prevalent measurements. Contrariwise, monitoring and evaluation can be measured after considering the construct in phases of common indices. They thus mentioned the first phase to be that of users, owners, general public and stakeholders; persons who interact with the project on a macro-level. Then the second phase that looks at the developer and the contractor; persons who look at the M&E performance in micro platform and whom certain project characteristics like time, cost and quality affect them. There are certain indicators that have an impact on time, cost and quality and mentioned client satisfaction, project manager competence, environmental conditions, leadership skills, top management support, coordination among others. This means that stakeholder attitude could as well portend much for M&E performance but to what extent becomes a reason for the present study.

## **2.8 Theoretical Framework**

Three substantive theories are hereby utilized to describe and explain the constructs and variables that the present study is anchored on. They include; Expectancy theory, then theory of planned

behavior and the stake-holders theory; which are applicable to influence of Monitoring and Evaluation on Performance of County funded Social development Projects.

### **2.8.1 Expectancy Theory**

The expectancy theory is a model postulated by Vroom (1964) and whose main premise is that actions by people are mainly hinged on the person's perception or attitude and what results would accrue out of the said actions. Similarly, the theory highlights that a person's preference is a great motivator to the same person's actions and that the expected output drives certain significant actions. Vroom, (1964) asserted that the possibility of a reward or positive outcome creates the expectancy index with which a person gauges whether to act or not.

Considering employees in an organization, the same theory can be used to explain whether they will do a particular action. According to the theory, the action will only be done if the employee realizes that he/she will benefit and get a reward of expected positive outcome. Some of the notable characteristics that would make an employee act in that way is the presence of incentives, clear organizational structures and training among other things. This then leads to how expectancy theory is relevant to the present study.

Expectancy theory is relevant to the present study because it deals mainly with attitude and motivation that leads to a perception about a particular thing. In this case, the thing is M&E where if the employee has a positive attitude that engaging with M&E would lead to better personal development, the employee would engage with the construct positively and constructively; the reverse is also true.

### **2.8.2 Theory of Planned Behavior**

This study will also be premised on the theory of planned behavior as propagated by Ajzen (1991). Ajzen (1991) defined the Theory of Planned Behavior (TPB), as that attitude on the way to creating a behavior, and subjective norms, coupled with perceived control, that taken together profile an individual's behavioral intents and behaviors. TPB is basically an extension of the theory of reasoned action (TRA) that considered a person or group of persons and what reasons they made to accrue in a bid to finally make a decision that then shaped a behavior or action. The TPB extension is characterized by accumulation of perceived behavioral controls to the model, that comprise of attitude, subjective norms, behavioral intention, together with actual behavior (Madden, Ellen, & Ajzen, 1992; Yi et al., 2015). TRA is thus a model for the forecast of behavioral intention, straddling predictions of attitude and forecasts of behavior.

The theory as already mentioned, developed originally from the theory of reasoned action postulated by Markus, (1986) and which looked at why a behavior was enacted as a response to whatever stimuli. In this case, the theory would look at why a manager, for management of performance appraisal, and employee for knowledge and skills, would change their behavior and what stimuli, in this case the factors involved in performance appraisal for better employee productivity, would force that change. However, the TRA was considered inadequate in scope as it only dealt with stimuli projection but denied the chance for a rational planning by an individual to change behavior, hence the progression to the Ajzen's theory of planned behavior which now added the rational planning angle.

TPB and TRA are relevant to this study because one of the basic tenet for effective M&E is to somewhat control behavior and largely predict what a behavior, whether through training, improvement of attitude and resource allocation, is expected to be so as to improve M&E. Thus,

certain factors like attitude and resource allocation and employee competence are noted because they eventually are the premises to which the M&E processes of any project is predicated.

### **2.8.3 Stakeholders Theory**

The stakeholder theory as ascribed to Oakley, (2011) hinges on the idea behind the understanding of a company and its relation to its environment. In describing the theory, Mansuri and Rao, (2013) noted that the theory is concerned more about management processes and not simply on profit maximization and also centres more on stakeholder inputs and outputs, their interests and what they are engaged in. Patton (2008) on his part showed that stakeholders theory is about the groups and individuals in a system and how they interact with the structures and operational nuisances of the system.

Generally, the theory seeks to explain how managers of a company relate with the organizational structures and staff and how they manage the entire process. Many studies support the idea that stakeholder's relationships and management ranks supreme among steps that management can take to actualize organizational growth (Ramabodu & Verster, 2010; Raniga & Simpson, 2012). As a strategic management component, the theory is expansive and dynamic enough to advance the idea that stakeholder involvement is necessary for business growth and as such, makes the theory fit right in on the present study and its variable of stakeholder involvement.

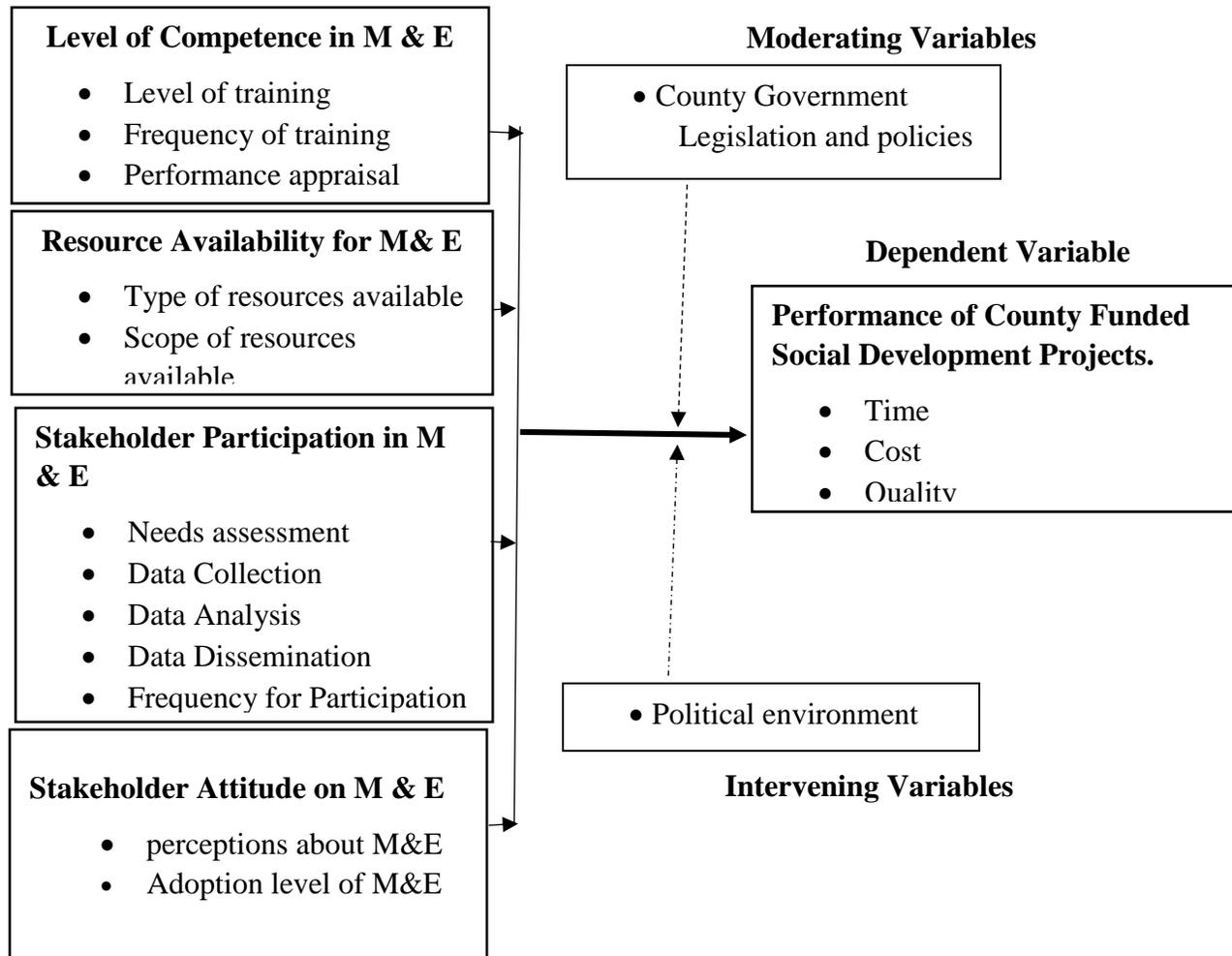
## **2.9 Conceptual Framework**

The conceptual Framework inspects the diagrammatic drawing of the link between the independent variables and the dependent variable. An independent variable influence and determines the effect of another variable. Dependent variable is that factor which is detected and

measured to conclude the effect of the independent variable. This is succinctly highlighted in Figure 1

**Fig 1 Conceptual Framework**

**Independent Variables**



**Source (The author)**

The study has four independent variables; level of Competence in M& E, resource availability for M & E, stakeholder participation in M & E and Stakeholder attitude on M & E and are considered to have directly proportional influence on performance of county funded social

development projects the dependent variable. The prevailing political environment and government policies could affect the relationship between the independent and dependent variables.

## 2.10 Knowledge Gap

**Table 2.1: The Summary of The gaps in Research**

<b>Author</b>	<b>Focus of the Study</b>	<b>Methodology used</b>	<b>Findings</b>	<b>Gap in Knowledge</b>	<b>Focus of current Study</b>
Hassan (2014)	Antecedents of Monitoring and Evaluation in Kenya	Descriptive survey, regression and correlation	County governments were not involved in M & E due to lack of competence and sufficient resources.	The study did not consider other important aspects like stakeholder participation and attitude	This study considered all the aspects of stakeholder participation and attitude and the actual level of competence offered the link between the said factors and M&E performance
Nabulu (2015)	Factors Influencing Monitoring and Evaluation of County Government projects.	Descriptive, Correlational design using regression and correlations	Training, cost and time were important components for the successful implementation of M&E	Aspects like stakeholder participation, attitude, level of competence and resource availability missing	The study considered stakeholder attitude in a semi-urban Context
Mohamednoor (2017)	Factors Influencing Monitoring and Evaluation of County Government projects.	Descriptive and inferential methods	There were efficiency problems due to lack of stakeholder participation, lack of training and low budgetary allocation	The study did not however consider stakeholder attitude It was done in in a more urbanized area	The study considered stakeholder attitude in a semi-urban Context
Onchoke (2013)	Stakeholder factors influencing performance of Community development projects	Descriptive survey	The role of stakeholders participation aspects	The study did not look at other aspects The study was only descriptive survey	This study looked at 3 more aspects. The study added inferential analysis to it

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter highlights the research methodology under which the study was hinged and thus highlights the research design to data analysis and tools with sample, validity and reliability in between.

#### **3.2 Research Design**

The present study hinged on descriptive survey research design that was structured to analyze the happenings in the environment and investigate organizations in the settings within which they operate from (Kothari, 2014). Morris and Wood (1991) had asserted that the value of descriptive design is to get a broader understanding of factors, features, events and settings of the area under study. They further argued that the design is instrumental in getting answers to both the what and why questions, while explaining also the how. The design also gave sufficient room for the coalescing of both the quantitative and qualitative data with their attendant data collection instruments.

#### **3.3 Target Population**

A population is the total collection of elements about which we wish to make inferences (Sekaran and Bougie, 2010). The target population of this study included, 200 Project Management committee members and 45 County Management staff all drawn from county funded social development projects in Kibwezi west Sub-county. Thus the study had a population of 245. Refer to Table 3.1

**Table 3.1: Target Population**

Variable	Frequency	Percentage
Project Management Committee Members	45	18.4
County Management staff	200	81.6
Total	245	100

**Source: Sub-County Administrator’s office Kibwezi West (2018)**

### **3.4 Sample size and Sampling Procedure**

The study employed the use of stratified sampling technique to delineate the staff from the PMC Members. Stratified sampling is useful in the event that the respondents have heterogeneous characteristics. Then Census procedure was used to select the 45 staff. Kothari (2013) asserted that a representative sample is an important aspect especially when the population is large and thus unmanageable within the time limits. However, in the present case, the target population was small and manageable and therefore census procedure was used to get all the 45 staffers. However, simple random sampling was used to select 30% of the 200 PMC Members thus bringing the size to 60. This brought the sample size to 60 PMC Members plus the staffers totaling 105 respondents.

### **3.5 Data Collection Instruments**

The study used questionnaires as the primary data collection instrument; the questionnaires being structured in Likert scale with five points’ questionnaires to get the required information out of all cadres of staff and PMC Members. (Kombo and Tromp, 2006)) argued that questionnaires allow for the gathering of data from a sample that is significant in number and whose backgrounds are diverse but important. The questionnaires also allowed for confidentiality, anonymity and were free from bias.

### 3.5.1 Validity of the Research Instruments

Validity is about the level to which the measuring instruments (questionnaires) ascertain in measurement the exact and intended designations in the variables (Kothari, 2014). For the purposes of the present study, Content validity, is best as it shows the suitability of the samples in the instruments and considers the actual aspects that need to be measured in the present study. To therefore ascertain content validity, the research supervisor was used to check the instruments and advised on suitability or validity of the said instruments and feedback was used to revise the instruments accordingly.

### 3.5.2 Reliability of the Research Instruments

Here, Reliability is about the extent to which the measuring instruments (questionnaires) that measure the variables offer results that are repeatable and dependable (Kothari, 2014). To thus ascertain the reliability of research instruments, a pilot study to test for both was done in neighboring Kibwezi East Sub-County and target 4 management staff and 20 PMC Members, which is 10% of the target population; Kothari (2014) agrees with this percentage and the results thereof will help to streamline the instruments consistency. Consequently, the Cronbach's coefficient alpha model that gets the standard alpha coefficient formula classified the results and gave a significant figure result of 0.718 (Kothari 2014) and a reliable figure above 0.7 was accepted as a mark of high reliability.

**Table 3.2: Reliability Results from Pilot Study**

Questionnaires (N)	Cronbach Coefficient
78	0.718

### **3.6 Data Collection Procedure**

Data collection began with the researcher obtaining an introduction letter from the suitable University of Nairobi Organs and authorities. Then, permit from National Commission of Science, Technology and Innovation (NACOSTI) was sought before embarking to the field. The researcher with the assistance of research assistants then booked appointments with the County Government Staff, PMC Members and administered the research instruments in full compliance with the NACOSTI permit.

### **3.7 Data Analysis Techniques**

Firstly, quantitative data gotten from the instruments was classified then coded and later analyzed using descriptive statistics in the form of frequencies, percentages, means and standard deviations. The same was then presented in Tables as they offered a suitable graphic representation of the results. Later, inferential statistics in the form of Pearson's Correlations and regressions was used to help test the Hypotheses at the 95% confidence level.

The Multiple Regression Model

$$Y_{od} = \beta_0 + \beta_1 (X_1) + \beta_2 (X_2) + \beta_3 (X_3) + \beta_4 (X_4) + e$$

Here, variables are defined in the form:

$Y_{od}$ - Social development projects' performance

$\beta_0$ . Constant term

$\beta_1$  .Beta Coefficients

$X_1$ - Level of Competence

$X_2$ - Resource Availability

$X_3$ - Stakeholder participation

X<sub>4</sub>– Stakeholder attitude

e- Error term

### 3.8 Ethical considerations.

Ethical considerations are important for any research (Saunders et al, 2007). First, consent to carry out the research was sought from county government officers and PMC Members. This helped in eliminating any kind of conflicts that would arise from the respondents. Secondly, the purpose of the study was clearly explained to the respondents and later, participation made voluntary. Finally, the researcher ensured anonymity and the respondents involved in the study.

### 3.9 Operationalization of Variables

**Table 3.3 Operationalization of Variables**

Research Objectives	Indicators	Measures	Data Collection	Scale	Level of Analysis
To establish how level of competence in M&E influence performance of County Funded SDPs in Kibwezi West Sub-county.	Level of competence	Level of training Frequency of training Performance appraisal	Questionnaires	Nominal Ordinal Ratio	Frequencies Percentages Regression Correlation analysis
To establish how resource availability for M & influence performance of SDPs in Kibwezi West Sub-county.	Resource availability	Type of resources available scope of resources available Usage of resources	Questionnaires	Nominal Ordinal Ratio	Frequencies Percentages Regression Correlation analysis
To establish how stakeholder participation in M & E influence performance of SDPs	Stakeholder participation	Frequency of participation	Questionnaires	Nominal Ordinal Ratio	Frequencies Percentages Regression Correlation analysis

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in Kibwezi West Sub-county.		level of participation Access for participation			
To establish how stakeholder attitude influence social development projects' performance in Kibwezi West Sub-county.	Stakeholder attitude	perceptions about M&E Adoption level of M&E	Questionnaires	Nominal Ordinal Ratio	Frequencies Percentages Regression Correlation analysis
performance of Social development projects in Kibwezi West Sub-County.	Performance of SDPs	Time quality cost	Questionnaires	Nominal Ordinal Ratio	Frequencies Percentages Regression Correlation analysis

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## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION**

#### **4.1 Introduction**

This chapter is critically concerned with the analysis of data, its subsequent presentation and interpretation of the findings of this study. This chapter is therefore sub-categorized into the succeeding categories: General characteristics of the respondents; performance of social development projects; the extent to which level of competence in M&E influences performance of county funded social development projects; how resource availability in M&E influences performance of county funded social development projects; how stakeholder participation in M&E influences performance of county funded social development projects; and how stakeholder attitude towards in M&E influences performance of county funded social development projects in Makueni county. In its inferential form it also presents and interprets both the correlation and regression analyses findings.

#### **4.2 Response Rate**

There were a total of 105 questionnaire distributed to the targeted respondents (both the county staff and PMC Members. From this only 78 of the targeted respondents gave their responses in all questions asked. This means that the questionnaire response rate was 74.2% which is acceptable and significant going by Mugenda and Mugenda (1999) assertions that a response rate that exceeds more than half is both acceptable and significant. This acceptable response rate is due to unwavering efforts by the research and research assistant who persistently kept in touch with the respondent and collected the fully filled questionnaires promptly

#### **4.3 General characteristics of the Respondents**

The present study was primarily concerned with evaluating the influence of monitoring and

evaluation on county funded social development projects’ performance in Kibwezi West Sub-County, Makueni County. Consequently, the respondents were requested to furnish the study with demographic information as seen in the succeeding results.

#### **4.3.1 Gender Distribution of Respondents**

The gender of both the PMC members and the county staff was enumerated as seen in Table 4.1.

**Table 4.1: The Gender Distribution of Respondents**

<b>Class</b>	<b>Count</b>	<b>Percentage</b>
Male	51	64.1
Female	27	35.9
Total	78	100.0

From Table 4.1, it is evident that slightly more than half of the respondents at 64.1% were male with only 35.9% being female. This gives the implication that the Kibwezi West Sub-county projects Monitoring and evaluation personnel was male dominated in as much as the female pool did not lag far behind. This is an encouraging implication particularly as regards the significant female pool considering that Adan (2012) had argued that for many years in the past, the public service was male dominated but that recently, the female employee pool has been significantly included. This is also supported by Amadi (2014) who noted the significant ground females had covered to be included in the public service.

#### **4.3.2 The Age Distribution of Respondents**

The county staff and PMC Members were also requested to fill in their age brackets and the results appear in Table 4.2.

**Table 4.2: The Age Distribution of Respondents**

<b>Class (years)</b>	<b>Frequency</b>	<b>Percentage</b>
18-25	10	12.9
26-35	24	30.9
36-45	30	38.4
46-55	8	8.9
Over 55	8	8.9
Total	78	100.0

The Table 4.2 shows that majority at 38.4% had their ages ranging from 36-45 years then 30.9% ranging from 26-35 years and 12.9% young at 18-25 years and cumulative 17.8% above 45 years. This is an indication that majority of respondents were satisfactorily exposed to issues of monitoring and evaluation and social development projects' performance taking special focus on Kibwezi West Sub-county. Further it is attuned to Emeti (2015) who asserted that age maturity is important to improve perceived reliability of generated results.

#### **4.3.3 Level of Education and Work Experience**

Cheng et al (2013), had asserted that education is a necessary component in the social life of individuals and for the attainment of important and relevant skills and competencies for effective work. Thus, the County and PMC members were asked to give their educational and service backgrounds and this is presented in Table 4.3.

**Table 4.3: Level of Education**

<b>Category</b>	<b>Count</b>	<b>Percentage</b>
Primary	0	00.0
Secondary	9	12.1
Diploma	36	45.9
Undergraduate degree	28	35.9
Post graduate	5	6.1
Total	78	100.0

From the Table 4.3, it is plain that majority at (45.9%) were diploma holders, 35.9% were undergraduate degree holders, 12.1% had secondary certificates and only 6.1% had post graduate certificates of some kind. This suggests that the respondents had made significant strides to further their academic situations. Consequently, it can be implied that those with first degree and above were adequately knowledgeable compared to those with less certification and were more suited for the job market and the changing requirements that characterize the market dynamics. Further, it can be inferred that those significant number of significantly educated respondents were reliably certified to ably answer questions regarding the influence of monitoring and evaluation on performance of SDPs in Kibwezi West Sub-county.

**Table 4.4: Level of Experience**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Below 2 years	10	12.9
2-3 years	12	15.5
3-4 years	15	19.2
5 years and above	43	52.4
Total	78	100.0

Information about the PMC members work experience in Table 4.4, majority at 52.4% had worked or engaged in quality services at the county and PMC members for 5 years and over, then 19.2% who had worked for 3-4 years, 15.5% for 2-3 years and 12.9% for 2 years and below. This implies that majority of the county staff and PMC officials were significantly experienced. The degree to which an employee is experienced at a particular job is indicative of the credibility of the information about the employees type of work that could be gathered (Gladys, 2010). Their acquired skills, knowledge coupled with their expertise had been subjected to the test of time and thus their perception on the matter under study was deemed to be reliable and credible.

#### **4.4 Performance of County funded social development projects**

The construct of performance of County Funded social development projects made up the dependent variable proper. The results are as seen in Table 4.5

**Table 4.5: Performance of County Funded Social development Projects**

	SA		A		N		D		SD		Mean	StD
	F	%	F	%	F	%	F	%	F	%		
The county funded Social Development projects are often completed on time as per the project work plan.	10	10.0	11	11.7	10	10.0	32	48.3	15	20.0	2.70	1.0
The county funded projects are done within the specified cost	7	5.0	17	21.6	11	11.7	13	16.7	30	45.0	3.05	.87
So far, almost all of the county government funded projects have been certified top quality	9	8.3	12	13.3	11	11.7	31	46.7	15	20.0	2.67	.83
The reports from citizens show that they are satisfied with the work done	8	6.6	17	21.6	10	10.0	30	45.0	13	16.7	2.87	.94
The county funded projects are so far timely and sustainable	7	5.0	17	21.6	11	11.7	30	45.0	13	16.7	2.5	.81

Information gathered from Table 4.5, shows that majority at 68.3% disagreed on the assertion that county funded Social Development projects were often completed on time as per the project work plan. Only 21.7% disagreed and 10.0% were neutral. This implies that the performance of the social development projects in the Sub-county was unacceptable as per the laid down standards. Zahra (2012) had mentioned that timely completion of any project was an indicator of high performance; the present result thus shows low performance of social development projects as far as timely completion is concerned.

On whether, the county funded projects were done within the specified cost, 61.7% disagreed, 26.6% agreed and 11.7% were neutral. This again suggests a lapse in the performance of the social development projects with indications of inflated and exceeding costs. Chong (2010) had observed that an understanding of performance of projects in the public service is multi-pronged and measures such as timely completion, costs and quality were some of the notable ones. In this case, the inflation of costs can be viewed as a mark of poor project performance and Chong (2010) had added that many public service projects were hampered by high costs.

When asked if, so far, almost all of the county government funded projects had been certified top quality, 66.7% disagreed, 21.6% agreed and 11.7% were neutral. Basically, notwithstanding the fact that monitoring and evaluation had created an impetus for effective supervision of the quality of social development projects, that had not automatically translated into high quality of the said projects. Basically, the social development projects had not been certified top quality which is a measure of their performance. To shore up the tenets of performance, the use of strategies like innovations in technology are important (Richard et al, 2010).

Moreover, when asked if the reports from citizens showed that they were satisfied with the work done, 61.8% were in disagreement, 28.2% agreed and 10.1% were neutral. The result here is somewhat expected as the quality, cost and timely completion of projects had not been satisfactory. This is totally in agreement with Richard et al, (2010) assertions that in the event there are problems with the performance of any public service project; issue like cost, and quality, citizens were often the first to complain.

Lastly, the respondents were asked whether the county funded projects were so far timely and sustainable; 65.7% disagreed, 22.6% agreed and 11.8% were undecided. This shows suggestively

that monitoring and evaluation was not positively instrumental to the progress of the performance of the social development projects, yet. Chong (2010) had mentioned succinctly that comprehending performance of projects in the public service is multi-pronged and measures such as timely completion, costs and quality were some of the notable ones. In this case, the inflation of costs can be viewed as a mark of poor project performance.

#### 4.5 Influence of Level of competence on M & E on Performance of County Funded SDPs

Objective one required the establishment of the level of competence in M & E on performance of County Funded social development projects. See Table 4.6 for the full results

**Table 4.6: Influence of level of competence in M & E on performance of County Funded SDPs**

	SA		A		N		D		SD		Mean	StD
	F	%	F	%	F	%	F	%	F	%		
As staff/PMC Members, I am trained in monitoring and evaluation concepts.	11	11.7	15	19.9	5	5.0	12	13.3	35	50.0	2.12	.84
The skills I have I am satisfied that I am satisfactorily equipped to monitor and evaluate	5	5.0	13	19.1	4	4.7	12	13.3	44	57.8	2.67	.59
The training in monitoring and evaluation I have has made it possible to improve on the performance of projects	5	5.0	18	23.3	11	11.7	13	16.7	31	43.3	3.01	.84

A significant number of staff/PMC members need to improve on M&E competence to avoid unscrupulous contractors of county government funded projects doing poor quality work.	16	21.7	30	41.7	5	5.0	15	19.9	12	11.7	2.80	.64
Generally, there is high level of competence in M&E which has in turn improved project performance	7	5.3	17	21.7	11	11.7	13	16.7	30	45.0	2.53	.94

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From Table 4.6, majority at 63.3% disagreed that as staff/PMC members, they were sufficiently trained in monitoring and evaluation concepts. Only 31.6% agreed and 5.0% were undecided. This implies that there was a low level of monitoring and evaluation competence. This is agreed to in literature as Vanessa and Gala, (2011) had observed that the technical capacity of the organization in conducting evaluations, the value and participation of its human resources in the policy making procedure, their incentive to impact resolutions, can be enormous determinants of how the evaluation's lessons are made, conversed and perceived. Also, that, human capitals on the project should be given clear job allocation and designation be fitting their skill, if they are insufficient then training for the necessary competence should be set but that many staffers were not competent in monitoring and evaluation even at an average level.

When asked if the skills they had, they were satisfied that they were satisfactorily equipped to monitor and evaluate, 71.1% disagreed, 24.1% agreed and only 4.7% were neutral. This is an indication that monitoring and evaluation competence and skills was significantly lacking to enable effective implementation of social development projects in the Sub-county. Jones et al (2012) in agreement to this result noted that 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. The resources include competent personnel and financial resources. The study suggests the use of multi-stakeholders' dialogs in data collection, hypothesis testing and in the intervention, in order to let bigger involvement and recognize the differences that may arise.

On whether the training in monitoring and evaluation had made it possible for the county staff and PMC Members to improve on the performance of projects, 60.0% disagreed, 28.3% agreed and only 11.7% were neutral. This again implies that the low level of competence in effective monitoring and evaluation had not only precipitated ineffective monitoring of social development projects but had the potential of affecting the projects' performance. Sharma et al (2013) in a study of level of competence in M&E noted that the level of competence of staff was a strong and significant indicator of M&E performance. The study noted that level of competence was very important even to help companies that had struggles in return on investment, profitability and equity and that the competence also helped start-ups and rebranding companies to compete. The study also noted that M&E was not to be understood only as a conceptualized idea but as an integral part of organizational operations.

When asked if, a significant number of staff/PMC members needed to improve on M&E competence to avoid unscrupulous contractors of county government funded projects doing poor

quality work, 63.4% agreed, 31.6% disagreed and 5.0% were neutral. This implies monitoring and evaluation was considered as a tool for proper performance of county funded development projects. Literature has numerous support for the benefits of effective monitoring and evaluation in all its aspects. Stahl et al (2012) highlighted six aspects that are necessary for the success of M&E in those industries. In an elaborately hypothesized study using regression analysis, the study noted some salient issues. First, the study noted that level of competence was a significant feature that scored among the top of the aspects as far as M&E management was concerned. Other issues like talent retention, attraction, motivation and leadership also were ranked but appeared below the level of competence among staff. This basically means that when an organization improves on its level of competence, the performance of the organization in terms of operations and even M&E is bound to improve.

Lastly, on whether basically, the level of competence had definitely enhanced performance, 62.7% disagreed, 25.7% were in agreement and 11.7% were undecided. This suggests clearly that the level of competence characterized by knowledge and skill in the monitoring and evaluation process had not improved the general performance of the social development projects. Jones et al (2012) in agreement to this result noted that 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. The resources include competent personnel and financial resources

#### **4.6 Influence of Resource availability for M & E on Performance of County Funded SDPs**

Objective two intended to establish the influence of resource availability for M & E on performance of County Funded SDPs. See the result in Table 4.7.

**Table 4.7: Influence of resource availability for M & E on performance of County funded SDPs**

	VGE		GE		M		LE		NA		Mean	StD
	F	%	F	%	F	%	F	%	F	%		
To what extent does the availability of resources required for M&E, (physical, Financial (monetary) and human resources) support performance of social development projects?	12	13.3	10	10.0	10	10.0	14	18.3	32	48.3	2.40	.85
To what extent do the financial systems, guidelines and procedures established by the county government support performance of social development projects?	13	16.7	30	45.0	11	11.7	17	21.6	7	5.0	2.58	.97
To what extent do resources get allocated favorably for the sake of minimizing production costs and creating added value for the intended outputs?	9	8.3	12	13.3	11	11.7	15	20.0	31	46.7	2.67	.94
To what extent does Information Technology get utilized for standardization of operations and lowering cost for effective performance of social development projects?	8	6.6	17	21.7	10	10.0	13	16.7	30	45.0	2.89	.83
To what extent are resources available for provision of sufficient budget requirements for performance of social development projects?	9	8.3	16	21.7	11	11.7	10	10.0	32	48.3	2.62	1.1

From Table 4.7, it is clear that majority at 66.6% noted that only to a less extent did availability of resources required for M&E, (physical, Financial (monetary) and human resources) support performance of social development projects while 23.3% said to a great extent and 10.0% were undecided. This implies that there were insufficient resources available to support M&E of social development projects in the county. Klingebiel and Rammer (2011) showed that in the event of performance indices and projections, availability of sufficient resources was necessary to build up the efforts of managers for better growth and that when all these resources were missing, it was clear that many things would suffer.

However, to what extent the financial systems, guidelines and procedures established by the county government supported performance of social development projects, 61.7% said to a great extent while 26.6% said to a less extent. This is a positive indication of a presence of M&E guidelines which if well used could improve the performance of social development projects in the county. Harris (2014) had noted that one of the most important resources to build monitoring and evaluation and to improve projects was the presence of supporting policies and guidelines.

When asked to what extent did resources get allocated favorably for the sake of minimizing production costs and creating added value for the intended outputs, 66.7% said to a less extent, 21.6% said to a great extent and 11.7% were neutral. Evidently, the resourced employed following investment in monitoring and evaluation had not helped streamline operations. Lemarleni, (2017) showed that there was both positive and significant correlations between resource availability and M&E performance. Sturdiest and positive correlations were gotten out of resource availability in general shadowed by financial resource coupled with strategy resource allocation. Technological resource together with human resources also recorded robust and positive correlations.

Furthermore, when asked to what extent Information Technology get utilized for standardization of operations and lowering cost for effective performance of social development projects, 61.7% said to a less extent, 28.3% said to a great extent and 10.0% were neutral. This implies that even IT was not utilized effectively in a bid to improve the monitoring and evaluation process for sustainable performance of social development projects. Again, Klingebiel and Rammer (2011) showed that in the event of performance indices and projections, availability of sufficient resources was necessary to build up the efforts of managers for better growth and that when all these resources were missing, it was clear that many things would suffer.

Finally, when asked to what extent were resources available for provision of sufficient budget requirements for performance of social development projects, 58.3% said to a less extent while 30.0% said to a great extent and 11.7% were undecided. An investigation into the public entities in the Netherlands advocated a resource-based worldview to categorize the founding of resource availability in a selection of many departments and showed that financial resources was a significant resource for the improvement of monitoring and evaluation (Tilley and Tonge, 2013).

#### **4.7 Influence of Stakeholder participation in M & E on Performance of County Funded SDPs**

Objective four intended to establish the influence of stakeholder participation on performance of social development projects. See Table 4.8 for the full results

**Table 4.8: Influence of stakeholder participation in M & E on performance of county funded SDPs.**

	SA		A		N		D		SD		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Stakeholder participation in M&E is important for efficient county social development projects' performance	13	16.7	34	51.7	9	8.3	16	20.0	6	3.3	2.42	.61
All relevant stakeholders significantly participate in monitoring and evaluation	8	6.7	17	23.3	9	8.3	34	51.7	10	10.0	2.65	1.0
Those who have participated have helped improve county funded social development projects' performance	13	16.7	30	45.0	11	11.7	17	21.7	7	5.0	2.53	.94
The participation frequency can also be considered significant (at least once a month)	10	13.3	12	13.3	10	10.0	14	18.3	32	48.3	2.40	.85
Generally, the stakeholder participation has not been significant and has hampered county funded social development projects' performance.	10	10.0	32	48.3	11	11.7	16	21.7	9	8.3	2.62	1.1

Table 4.8 shows that majority at 67.4% agreed that stakeholder participation in M&E was important for efficient county funded social development projects' performance, 23.3% disagreed

and 8.3% were neutral. This implies the appreciation by staff and stakeholders as to the important of participation in the monitoring and evaluation process. Adan (2012) argued that that if performance of any operational indicator is to succeed, then stakeholder participation must be considered. He also noted that often the general public were never involved in the initiation and implementation of the process, so much so that often the implementation always ran into problems of lack of buy-in.

On whether all relevant stakeholders significantly participated in monitoring and evaluation, 61.7% disagreed, 30.1% agreed and 8.3% were neutral consequently suggesting that stakeholder participation had not been allowed for effective M&E and performance of county funded Social Development projects. This result agrees with literature. Ondieki (2011) had noted that in the end stakeholder participation enabled efficient M&E in the long-run. The study also noted that the participation must be structured and meaningful if it is to have the desired impact and that often due to absence of these factors, M&E always failed.

When asked if those who had participated had helped improve social development projects' performance, 62.7% were agreed, and 25.7% were in disagreement a. This implies that when stakeholder participation was implemented in some form, the results as to the performance of social development projects was positive. Baroudi, Olson and Ives (2015) had earlier noted that primarily, user involvement was almost a panacea to the issues of quality and improvements in customer and stakeholder satisfaction. However, they noted that for a robust M&E system, user involvement was necessary inasmuch as in many African countries this was never keenly taken into account.

On whether the participation frequency could also be considered significant (at least once a month), 66.6% disagreed, 23.3% agreed and 10.0% were neutral. This is an indication that stakeholder participation frequency was low and this could hamper performance of social development projects. Again this is agreed to in literature with Adan (2012) asserting that that if performance of any operational indicator is to succeed, then stakeholder participation must be considered. He also noted that often the general public were never involved in the initiation and implementation of the process, so much so that often the implementation always ran into problems of lack of buy-in. Finally, when asked if generally, the stakeholder participation had been significant and had improved social development projects' performance. 58.3% disagreed, 30.0% agreed and 11.7% were neutral. This implies that stakeholder participation was low and thus had a negative influence on performance of county funded SDPs in the county.

#### **4.8 Influence of Stakeholder attitude on M & E on Performance of County funded SDPs**

The fourth objective sought to establish the influence of stakeholder attitude on performance of social development projects. See Table 4.9 for full results

**Table 4.9: Influence of stakeholder attitude on M & E on performance of county Funded SDPs.**

	VGE		GE		N		LE		NA		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
To what extent does negative attitude by stakeholders on M&E negatively affect social development projects' performance?	12	15.7	35	52.7	8	7.3	17	21.0	6	3.3	3.42	.68
To what extent does lack of buy-in among stakeholders on M&E negatively	11	11.7	33	50.0	9	8.3	16	22.3	9	8.3	2.05	.89

affect county funded social development projects' performance?													
To what extent does lack of management motivation in M&E negatively affect county funded social development projects' performance?	13	16.7	30	45.0	11	11.7	19	21.7	5	5.0	2.00	.90	
To what extent does lack of sufficient resources negatively affect the attitude towards monitoring and evaluation?	15	19.3	31	47.3	9	8.3	13	14.3	10	10.0	2.40	.85	
To what extent can we say that poor attitude towards M&E has negatively affected county funded SDPs performance?	10	10.0	35	51.0	11	11.7	14	18.7	9	8.3	2.82	.98	

From Table 4.9, majority at 69.4% to a great extent agreed that negative attitude by stakeholders on M&E negatively affected social development projects' performance. This implies that stakeholder attitude was necessary if M&E was to positively impact social development projects' performance. Boonstra, (2013), noted that attitude is everything if a project is to succeed. He noted that staff must develop a good attitude about a particular project if the project implementation is to reach acceptable standards.

When asked to what extent lack of buy-in among stakeholders on M&E negatively affect social development projects' performance, 62.7% said to a great extent, 30.0% said to a less extent and 8.3% were undecided. This again implies that stakeholder attitude characterized by buy-in was

necessary if M&E was to positively impact social development projects' performance. This result also shows that there is a link between stakeholder attitude and performance.

When asked to what extent lack of management motivation in M&E negatively affected social development projects' performance, 62.7% said to a great extent, 11.7% were neutral and 26.7% said to a less extent. This again implies that stakeholder attitude characterized by management motivation was necessary if M&E was to positively impact social development projects' performance. Namusonge, and Karanja, (2014) noted that attitude of stakeholder is both important and appropriate for a robust and growing organization and that attitude was everything for improved performance.

When asked to what extent lack of sufficient resources negatively affected the attitude towards monitoring and evaluation, 66.6% said to a great extent, 23.3% said to a less extent and 10.0% were neutral. This is an indication that, stakeholder attitude enhanced by resource availability was necessary if M&E was to positively impact social development projects' performance. Finally, when asked to what extent they could say that poor attitude towards M&E had negatively affected social development projects' performance more than half at 58.3% said to a great extent. This shows that the challenge occasioned by lack of stakeholder attitude that was positive still persisted.

#### **4.9 Pearson's Correlations analysis.**

To check for the significant value of the relationship between the variables, Pearson's Correlation analysis calculated and computed results that are seen in Table 4.10.

**Table 4.10: Correlation Analysis for County staff and PMC Members**

		Performance of County funded SDPs	Level of competence in M & E	Resource availability for M & E	Stakeholder participation in M & E	Stakeholder attitude on M & E
Performance of County funded SDPs	Pearson Correlation	1				
	Sig. (2- tailed)					
	N	78				
Level of competence in M & E	Pearson Correlation	.643**	1			
	Sig. (2- tailed)	.001				
	N	78	78			
Resource availability for M & E	Pearson Correlation	.516**	.244**	1		
	Sig. (2- tailed)	.000	.001			
	N	78	78	78		
Stakeholder participation in M & E	Pearson Correlation	.598	.486**	.009**	1	
	Sig. (2- tailed)	.000	.000	.032		
	N	78	78	78	78	
Stakeholder attitude on M & E	Pearson Correlation	.732**	.055**	.285	.191**	1
	Sig. (2- tailed)	.000	.005	.000	.000	
	N	78	78	78	78	78

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Correlation coefficient score (*r*) that is bounded between the scores of 0.10 to 0.29 is feeble, that which is bounded between the scores of 0.30 to 0.49 is deemed intermediate and that which is

bounded between the scores of 0.50 to 1.0 is gives a strong measurement (Wong and Hiew, 2005). On the other hand, though, Field (2005) explained that the correlation coefficient that is bounded above the 0.8 mark is not encouraged as it will multicollinearity problems. For the present result, the uppermost correlation coefficient is 0.732 and being <0.8 there is thus no multicollinearity problem (Table 4.10).

Accruing from the results, the four independent variables (level of competence in M & E, resource availability for M & E, stakeholder participation in M & E and stakeholder attitude on M & E) had a positive relationship with performance of county funded social development projects. Stakeholder attitude on M & E ( $r=0.732$ ,  $p< 0.01$ ), level of competence in M & E ( $r=0.643$ ,  $p< 0.01$ ), stakeholder participation in M & E ( $r=0.598$ ,  $p< 0.00$ ); then resource availability for M & E showed positive correlation figures with County Funded SDPs performance. This shows that the four IVs (level of competence in M & E, resource availability for M & E, stakeholder participation in M & E and stakeholder attitude on M & E) possess a statistically positive relationship or correlation to the DV (County Funded SDPs performance).

#### 4.10 Regression Analysis

Regression analysis is used to check out the scores of the quantitative data and test the hypotheses.

Therefore, see the regression results as seen in Tables 4.11, 4.12 and 4.13.

**Table 4.11: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873 <sup>a</sup>	.746	.642	.125

a. Predictors: (Constant), level of competence in M & E, resource availability for M & E, stakeholder participation in M & E and stakeholder attitude on M & E

b. Dependent Variable: performance of county Funded SDPs.

Table 4.11 shows an ostensible R value of .873 concluding consequently that R possesses positive directional value on predicated correlation linking to the observed score which is premised on the dependent variable score. And seeing that the value (.873) shows no – sign, the direction can only be positive. Moreover, R<sup>2</sup> value is shown as 0.642 which is interpreted as 64.2% changes of the (dependent variable) performance of county funded SDPs is driven predictably by (independent variables) level of competence in M & E, resource availability for M & E, stakeholder participation in M & E and stakeholder attitude on M & E, while 35.8% remain unexplained.

**Table 4.12: ANOVAb**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	214.801	4	59.116	89.301	.000 <sup>a</sup>
	Residual	14.703	248	.773		
	Total	229.504	252			

a. Predictors: (Constant), level of competence in M & E, resource availability for M & E, stakeholder participation in M & E and stakeholder attitude on M & E

b. Dependent Variable Performance of county funded SDPs

The score of F-statistics is 89.381 making the model fit at 5 per cent level (Sig. F < 0.05), and accordingly, there is present a statistically significant relationship between level of competence in M & E, resource availability for M & E, stakeholder participation in M & E and stakeholder attitude on M & E, and Performance of county funded SDPs.

**Table 4.13: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.757	.382	.287	5.618	.000
	Level of competence in M & E	.395	.098	.383	4.878	.000
	Resource availability for M & E	.188	.074	.181	3.886	.000
	Stakeholder participation in M & E	.288	.085	.293	3.513	.004
	Stakeholder attitude on M & E	.329	.084	.312	4.239	.000

a. Dependent Variable: Performance of County funded SDPs

The t-value of constant created ( $t = 5.618$ ) was significant at .000 per cent level (Sig.  $F < 0.05$ ), consequently the fitness of the model is here also confirmed. Accordingly, there is here present a statistical measured significant relationship linking level of competence in M & E, resource availability for M & E, stakeholder participation in M & E and stakeholder attitude on M & E, and county funded SDPs performance. The regressed results are supported in Jones et al (2012) in agreement to this result noted that 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. The resources include competent personnel and financial resources.

**Table 4.14: Hypothesis Testing Summary**

<b>Hypothesis</b>	<b>Correlation Results</b>	<b>Regression Results</b>	<b>Comments</b>
H <sub>01</sub> : Level of competence in M & E does not have a significant influence on performance of County funded social development projects in Kibwezi West Sub-county.	r=0.643	$\beta_1 = .383$	Rejected
H <sub>02</sub> : Resource availability for M & E does not have a significant influence on performance of County funded social development projects in Kibwezi West Sub-county.	r=0.516	$\beta_2 = .181$	Rejected
H <sub>03</sub> : Stakeholder participation in M & E does not have a significant influence on performance of county funded social development projects in Kibwezi West Sub-county.	r=0.598	$\beta_3 = .293$	Rejected
H <sub>04</sub> : Stakeholder attitude in M & E does not have a significant influence on performance of county funded social development projects in Kibwezi West Sub-county	r=0.732	$\beta_4 = .312$	Rejected

Consequently, examining all the regressed results, all the hypotheses are thus rejected and evidently level of competence in M & E, resource availability for M & E, stakeholder participation in M & E and stakeholder attitude on M & E do have a significant influence on performance of county funded SDPs in Kibwezi West Sub-county.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This section presents succinctly the summary of findings, then the conclusions derived from the findings and the recommendations made.

#### 5.2 Summary of Findings

Premised on the first objective, majority at 63.3% disagreed that as staff/PMC members, they were sufficiently trained in monitoring and evaluation concepts. When asked if the skills they had, they were satisfied that they were satisfactorily equipped to monitor and evaluate, 71.1% disagreed. On whether the training in monitoring and evaluation had made it possible for the county staff and PMC members to improve on the performance of county funded SDPs, 60.0% disagreed. When asked if, a significant number of staff/PMC members needed to improve on M&E competence to avoid unscrupulous contractors of county funded SDPs doing poor quality work, 63.4% agreed. Lastly, if, the level of competence had positively improved performance, 62.7% disagreed.

Premised on the second objective, it is clear that majority at 66.6% noted that only to a less extent did availability of resources required for M&E, (physical, Financial (monetary) and human resources) support performance of County funded social development projects while 23.3% said to a great extent. However, to what extent the financial systems, guidelines and procedures established by the county government supported performance of social development projects, 61.7% said to a great extent. When asked to what extent resources get allocated favorably for the sake of minimizing production costs and creating added value for the intended outputs, 66.7% said to a less extent. Furthermore, when asked to what extent Information Technology get utilized for standardization of operations and lowering cost for effective performance of county funded SDPs, 61.7% said to a less extent. Finally, when asked to what extent were resources available for

provision of sufficient budget requirements for performance of county funded SDPs, 58.3% said to a less extent

Premised on the third objective, it is clear that majority at 68.4% agreed that stakeholder participation in M&E was important for efficient county funded SDPs' performance. On whether all relevant stakeholders significantly participated in monitoring and evaluation, 61.7% disagreed. When asked if those who had participated had helped improve county funded SDPs' performance, 61.7% agreed. On whether the participation frequency could also be considered significant (at least once a month), 66.6% disagreed, 23.3% agreed and 10.0% were neutral. Finally, when asked if generally, the stakeholder participation in M & E had been significant and had improved county funded social development projects' performance. 58.3% disagreed.

Premised on the fourth objective, it is clear that majority at 69.4% to a great extent agreed that negative attitude by stakeholders on M&E negatively affected county funded SDPs' performance. When asked to what extent lack of buy-in among stakeholders on M&E negatively affected SDPs' performance, 62.7% said to a great extent. When asked to what extent lack of management motivation in M&E negatively affected county funded SDPs' performance, 62.7% said to a great extent. When asked to what extent lack of sufficient resources for M & E negatively affected the attitude towards monitoring and evaluation, 66.6% said to a great extent. Finally, when asked to what extent they could say that poor attitude towards M&E had negatively affected county funded SDPs' performance 58.3% said to a great extent.

### **5.3 Conclusions**

Premised on the first objective, the staff/PMC members were not sufficiently trained in monitoring and evaluation concepts and the skills they had were not sufficient to satisfactorily equip them to monitor and evaluate. Further, the lack of training in monitoring and evaluation had made it

difficult for the county staff and PMC Members to improve on the performance of county funded SDPs'. Also, a significant number of staff/PMC members needed to improve on M&E competence to avoid unscrupulous contractors of county government funded projects doing poor quality work. Finally, generally, the level of competence in M & E was low and had thus not positively improved performance of county funded SDPs'. It can thus be concluded that the low level of competence in M & E had significantly negative influence on County Funded SDPs' performance in Kibwezi Sub-county, Makueni County.

Premised on the second objective, availability of resources required for M&E, the financial systems, the guidelines and procedures established by the county government; the allocated resources and Information Technology utilized for standardization of operations and lowering cost together with resources available for provision of sufficient budget requirements had to a less extent influenced the performance of county funded SDPs'. It can thus be concluded that unavailability of resources for monitoring and evaluation had significantly negative influence on county funded SDPs' performance in Kibwezi Sub-county, Makueni County.

Premised on the third objective, stakeholder participation in M&E was important for efficient social development projects' performance. However, not all relevant stakeholders significantly participated in monitoring and evaluation. But, those who had participated had helped improve county funded SDPs' performance. Also, the participation frequency was low and generally, the stakeholder participation had been less than significant and had thus hampered county funded SDPs' performance. It can thus be concluded that the low stakeholder participation in M & E had significantly negative influence on County funded SDPs' performance in Kibwezi Sub-county, Makueni County.

Premised on the fourth objective, negative attitude by stakeholders on M&E lack of buy-in among stakeholders on M&E; lack of management motivation in M&E; lack of sufficient resources for M & E; and poor attitude towards M&E had negatively affected County funded SDPs' performance. It can thus be concluded that the low stakeholder attitude in monitoring and evaluation had significantly negative influence on county funded SDPs' performance in Kibwezi Sub-county, Makueni County.

#### **5.4 Recommendations**

The Kibwezi West Sub-county should invest in training its staff and the PMC Members in monitoring and evaluation. This will equip them with the necessary tools to enable effective monitoring and evaluation of projects in the county. They should do this through seminars and in-service training sessions.

The Kibwezi West Sub-county should perform resource mobilization to acquire physical, human and financial resources that would support monitoring and evaluation of the county funded social development projects.

The Kibwezi West Sub-county should devise an inclusion policy that would enhance effective stakeholder participation in monitoring and evaluation of the county funded social development projects.

The Kibwezi West Sub-county should employ both extrinsic and intrinsic motivation to enhance stakeholder attitude towards monitoring and evaluation of the county funded social development projects. This would create buy-in and ensure that the exercise is done on time.

The government should come up with tactful and elaborate strategies that checks unjustified and morbid corruption and one that ensures that the county projects are completed in time, within cost and with top quality finish.

### **5.5 Recommendations for Further Research**

It is recommended that a review be done to establish the forces that influence monitoring and evaluation strategies in counties. Also, additional studies need to consider how the county government has invested in its digital scope and its influence on monitoring and evaluation.

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## APPENDICES

### APPENDIX I: Letter of Transmittal

Serial/No:.....

Joseph Mbinda Muindi

P.O Box 78-90300

Makueni.

[jmuindi2010@gmail.com](mailto:jmuindi2010@gmail.com)

0720847446

Dear Sir/Madam,

#### **RE: ACADEMIC RESEARCH INTRODUCTION LETTER**

I am a Masters student in the School of Extra Mural Studies at the University of Nairobi. The attached questionnaire is offered to you as a respondent with the sole intention of helping the research get requisite information on the influence of Monitoring and evaluation on county funded social development projects' performance in Makueni County, Kenya. You are therefore requested to voluntarily participate in this study by filling all the questions.

The information gathered and the results will be treated in strict confidence for this study only.

Thanks in advance.

Yours faithfully,

Joseph Mbinda Muindi

L50/80665/2015

**APPENDIX II : Questionnaire**

**PART ONE-DEMOGRAPHIC DATA**

1. What is your gender

(a) Male [ ]

(b) Female [ ]

2. What is your age

(a) 18-25years [ ]

(b) 26-35 years [ ]

(c) 36-45 years [ ]

(d) 46-55years [ ]

(e) Over 55 Years [ ]

3. Please indicate your highest level of education attained

(a) Primary [ ] (b) Secondary [ ] (c) Diploma [ ] (e) Undergraduate Degree [ ] (f) Post Graduate Degree [ ]

4. How many years have you involved yourself with Makueni County Government Projects?

(a) Below 2 years [ ] (b) 2-3 years [ ] (c) 3-4 years [ ] (d) 5 years and above [ ]

**PART B- County Funded Social development projects’ performance**

5. Show how far you agree or disagree with the following statements. Specify by ticking [√] your opinion on the matters at hand. SA-Strongly Agree (5), A-Agree (4), U-Undecided (3), D-Disagree (2), SD-Strongly Disagree (1)

	SA	A	U	D	SD
	5	4	3	2	1
The county funded Social Development projects are often completed on time as per the project work plan.					

The county funded projects are done within the specified cost					
So far, almost all of the county government funded projects have been certified top quality					
The reports from citizens show that they are satisfied with the work done					
The county funded projects are so far timely and sustainable					

6. In your opinion, are there any other project performance issues with County Government funded Social development projects?

Yes [ ] No [ ] If yes please indicate below

.....  
.....  
.....  
.....

**PART C- Level of Competence in M & E and County funded social development projects' performance.**

7. Show how far you agree or disagree with the following statements. Specify by ticking [√] your opinion on the matters at hand. SA-Strongly Agree (5), A-Agree (4), U-Undecided (3), D-Disagree (2), SD-Strongly Disagree (1)

	SA	A	U	D	SD
	5	4	3	2	1
As staff/PMC Member, I am trained in monitoring and evaluation concepts.					
The skills I have I am satisfied that I am satisfactorily equipped to monitor and evaluate					

The training in monitoring and evaluation I have has made it possible to improve on the performance of county projects					
A significant number of staff/PMC members need to improve on M&E competence to avoid unscrupulous contractors of county funded projects doing poor quality work.					
Generally, there is high level of competence in M&E which has in turn improved project performance					

8. What other Level of competence issues influence performance in the County Government Funded Projects?

.....  
 .....

**PART D- Resource Availability for M & E and county funded Social development projects’ performance**

9. To what extent do you consider the following resource availability for Monitoring and evaluation issues affect county funded SDPs’ performance? (Kindly tick the relevant box for each). 1= Not at all, 2= Less extent 3= Moderate, 4= Great Extent, and finally, 5= Very Great Extent.

	VGE 5	GE 4	M 3	LE 2	NA 1
To what extent does the availability of resources required for M&E, (physical, Financial (monetary) and human resources) support performance of county funded social development projects?					
To what extent do the financial systems, guidelines and procedures established by the county government support performance of county funded social development projects?					
To what extent do resources get allocated favorably for the sake of minimizing production costs and creating added value for the intended outputs?					

To what extent does Information Technology get utilized for standardization of operations and lowering cost for effective performance of county funded social development projects?					
To what extent are resources available for provision of sufficient budget requirements for performance of county funded social development projects?					

10. Kindly list down the resources availed for monitoring and evaluation of county funded Social development projects.

.....  
 .....

**PART E- Stakeholder Participation for M & E and performance of county funded social development projects**

11. Answer the following questions under stakeholder participation in M & E

	SA	A	U	D	SD
	1	2	3	4	5
Stakeholder participation in M&E is important for efficient county funded social development projects’ performance					
All relevant stakeholders significantly participate in monitoring and evaluation					
Their participation has helped improve county funded social development projects’ performance					
The participation frequency can also be considered significant (at least once a month)					
Generally, the stakeholder participation in M & E has been significant and has improved performance of County funded SDPs.					

**PART F- Stakeholder Attitude on M & E and county funded SDPs’ performance**

12. To what extent do you consider the following attitude issues affect the county in county funded social development projects’ performance? (Kindly tick the relevant box for each).

1= Not all, 2= L extent 3= Medium, 4= Great Extent, 5= Very Great Extent.

	VGE 5	GE 4	M 3	LE 2	NA 1
To what extent does negative attitude by stakeholders on M&E negatively affect county funded social development projects’ performance?					
To what extent does lack of buy-in among stakeholders on M&E negatively affect county funded social development projects’ performance?					
To what extent does lack of management motivation in M&E negatively affect county funded social development projects’ performance?					
To what extent does lack of sufficient resources negatively affect the attitude towards monitoring and evaluation?					
To what extent can we say that poor attitude towards M&E has negatively affected county funded social development projects’ performance?					

13. In your opinion, are there any other stakeholder attitude issues with County Government funded Social development projects?

Yes [ ] No [ ] If yes please indicate below

.....  
 .....  
 .....  
 .....

**APPENDIX III: Authorization Letter by Institution**



**UNIVERSITY OF NAIROBI  
OPEN, DISTANCE & e-LEARNING CAMPUS  
SCHOOL OF OPEN & DISTANCE LEARNING  
DEPARTMENT OF OPEN LEARNING  
KITUI LEARNING CENTRE**

Telegram: "VARSITY" NAIROBI  
Telephone: 245-020-318262  
Telex: 28520Varsity KE

P.O Box 30197 NAIROBI  
NAIROBI, KENYA  
e-mail: acadreg@uonbi.ac.ke

**RE: JOSEPH MBINDA MUINDI REG/NO L50/80665/2015**

The above named is a student at University of Nairobi, Open, Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning. He is undertaking His Degree Master of Arts in Project Planning and Management. We authorize him to carry out his research on (*Influence of monitoring and evaluation on performance of county funded social development projects in Makueni County, Kenya*).

Any assistance accorded to him is highly appreciated by this Department to enable him compile his final document.

Thanks.



**MR. MUMO MUEKE**  
Centre Cordinator Kitui/Machakos Learning Centre

[mumomueke@yahoo.com](mailto:mumomueke@yahoo.com) 0722621411

APPENDIX IV: NACOSTI Permit

Report 18457825193840504 <https://12.31.1.kobal.com/transaction/lob/service/Browser/...>

**KCB BANK**

Date: 13/07/2018

**CREDIT ADVICE  
CASH DEPOSIT**

KCB MAKINDU  
Account AT KCB KIPANDA HOUSE

**ACCOUNT DETAILS**  
A/C NO: 1104162547  
A/C REF: 005241970364  
NAT COMM FOR SCI, TECH AND INNOV  
Current Account - Bundled  
1,000.00 KES

We have credited your above account  
Kenya Shillings ONE THOUSAND ONLY

**CASH PAID IN BY: JOSEPH MBINDA MWINDI**  
LEO /80665/2015

Signature : *[Handwritten Signature]*

Transaction Number: TT18194FGJD4 at 10:40:05 On 13/07/2018

Thank you for banking with us. You were served by: SAMUEL MUCHERU

\*\*\* Advice not valid unless Transaction Number is shown \*\*\*

**KCB BANK KENYA LTD.**  
TILL No. 3201  
13 JUL 2018  
MAKINDU

9/AP/1064 Beam Vc is on IT (revised Jan 2017)

**APPENDIX V: TURNTIN Report**

Marvo1-1

ORIGINALITY REPORT

<b>15%</b>	<b>11%</b>	<b>2%</b>	<b>11%</b>
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

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