FACTORS INFLUENCING IMPLEMENTATION OF MONITORING AND EVALUATION PRACTICES IN COUNTY GOVERNMENT CONSTRUCTION PROJECTS IN KENYA: A CASE OF NYERI COUNTY

BEATRICE NDUNG'U

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DECLARATION

This research project report is my original work and it has never been presented for any award in any university.

Signature …… Date…….....

Beatrice Ndung'u

L50/61661/2013

This research project report is submitted for examination with my approval as the university supervisor.

Signature …… Date…….....

Prof. Charles M. Rambo

School of Open and Distance Education

University of Nairobi

DEDICATION

This work is dedicated to my husband Charles and children; Austin, Banice, Claudia and Arnold for their unending support and inspiration in achieving my life goals.

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ABBREVIATIONS AND ACROMNYS

GOK	Government of Kenya
ICT	Information and communication technologies
PAN	Project Activity Network
PMBOK	Project Management Body of Knowledge
PRAM	Project Risk Analysis and Management
TRA	Theory of Reasoned action
UK	United Kingdom
UNON	United Nations Office in Nairobi

ABSTRACT

After the inception of county governments following promulgation of the constitution in 2010, county governments manage and initiate development projects and programs. Additionally, World Bank paints a gloomy performance of development projects in most county government where delays in implementation of the project are high. The purpose of this research was to determine factors influencing implementation of monitoring and evaluation practices in county government construction projects focusing at Nyeri County, Kenya. The study was guided by the following objectives: to determine how budgetary allocation, top management support, policy framework and stakeholder involvement influence implementation of monitoring and evaluation practices in county government construction projects in Nyeri County, Kenya. It was specifically anchored on system theory, co-evolutionary theory and classical theory. The study adopted a descriptive survey research design. The target population for this study was 307 comprising of Government Official in Construction, M&E Officials for the Project, County Government Officials, Project Managers and Engineers, Project Supervisors, Consultants and Community Leaders. A sample size of 171 of the target population of 307 was used. This study adopted a stratified and simple random sampling technique. Primary data was obtained using self-administered questionnaires. The drop and pick method were preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. The researcher personally administered the research instruments to the respondents. Descriptive statistics such as frequencies, percentages, mean score and standard deviation was used for all the quantitative variables. The qualitative data from the open-ended questions was analysed using conceptual content analysis and presented in prose. The study found that budgetary allocation influence implementation of monitoring and evaluation practices in Nyeri county government construction projects greatly. The study further revealed that actual expenditure outline encourages M&E plan development forums as shown by a mean of 4.339, that consumables and supplies allocation boosts level of utilization of data collected in M&E forums as shown by a mean of 4.032 and that disbursement frequency enhances implementation of monitoring and evaluation forums. The study concluded that organizational budgetary allocation strategy had the greatest effect with a regression coefficient of 0.895 on performance by public institutions in Kenya followed by policy framework strategy with a regression coefficient of 675 then top management support strategy with a regression coefficient of 0.617 while stakeholder involvement strategy had the least effect on the implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya with a regression coefficient of 0.579. The study recommends that there is need to increase training and awareness on M&E processes and procedures through formal training and in-service training to keep them updated in the field. The M&E activities should be allocated enough resources and facilities so as to enhance implementation. There is need to implement the existing M&E framework in carrying out M&E activities so as to align various activities to standard protocols which many county governments have failed to adhere to.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In recent times, governments across the world undertake development projects to achieve economic growth and improve citizenry living standards. This has influenced formulation and implementation of policy guidelines that enhance application of monitoring and evaluation systems as a determinant of project success. According to Nabulu (2015), successful completion of development project within budget allocation, scope, without delays is determined by the extent to which monitoring and evaluation systems are implemented. Effective M&E is supposed to enable project managers make corrective action and inform future project initiation and implementation (African Monitoring and Evaluation Systems, 2012).

Implementation of monitoring and evaluation practices influences project performance. Over the years county governments in Kenya have focused on execution of social economic development projects. M&E has emerged as a Key economic policy development and performance management tool which is aimed at reducing economic risks and uncertainties (Lewandowski et al., 2011). Governments in the world committed to achieving Millennium Development Goals (MDGs) and the Education for All (EFA) goals to achieve economic growth. Key targets were set and committed to by governments to ensure that their citizens had an improved quality of life by 2015.As a result, monitoring and evaluation (M&E) practices became an increasingly critical instrument in evaluation of progress of development project.

Globally, Australia is one of the leading countries in the world in embracing M&E systems in the development projects (UNDP, 2002). Government of Canada records attainment of project sustainability due to implementation of M&E practices that makes it possible to monitor and track project progress towards goals. In USA, infrastructural development projects implementation guidelines greatly emphasize on the monitoring and evaluation practices enabling effective project information correction and fostering accuracy in assessing project progress.

United States of America increased interest in outcomes-based performance monitoring and evaluation on project performance (M&E) of policies and development programs (Suskie, 2018).

Involvement has to go beyond implementation or donation of free labor and cash contributions and extends to policy decisions. People need to enjoy basic freedoms so as to be able to freely express themselves and to develop their full potential in areas of their own choice. Long (2009), notes that recognition and support for greater involvement of local people's perspectives, knowledge, priorities and skills presents an alternative to donor-driven and outsider-led development, while according to Passia (2013), success in sanitation projects construction in central elementary schools in China was determined by effective M&E system. In Peru, inadequate implementation of monitoring and evaluation systems was caused by poor technical assistance and resulted into failure of agricultural projects (WOCCU, 2009). However, Benington and Moore (2011) paint a gloomy picture on development project success in developing countries. In a country such as Colombia, development projects record poor outcome attributed to implementation of monitoring and evaluation systems that was characterized by risks of corruption, inadequate institution capacity and lack of adequate transparency of government entities.

In Africa, governments have instituted national monitoring and evaluation systems in efforts to achieve performance in development projects and program and promote economic growth. With effective results-driven reform agenda constituting incentives, budgeting, monitoring and evaluation systems play a key role in achieving project success. However, most governments' M&E systems in Africa operate in complex terrain characterized by a highly bureaucratic framework (Nabulu, 2015). Hence, only a few countries have been able to achieve project success due to effective monitoring and evaluation practices. In Libya, Ayarkwa, Ayirebi and Amoah (2010) indicated how implementation of M&E systems influenced successful implementation of 15 tertiary colleges and 25 secondary schools.

In Rwanda, World Bank found that M&E practices influenced completion of NGOs funded projects in the health and education sector in Kigali. The high level of expertise of the personnel handling the construction projects, the availability of the personnel, the positive attitudes and perception of the projects officers on M&E, adequate financial resources and

geographical locations had an influence on project success. (Dansoh and Amoah, 2010). Ayarkwa, Dansoh and Amoah (2010) identified that financial resources, organizational structures, organizational culture and stakeholder's involvement greatly determined the success of implementation of EMS in construction industry in Ghana and Rwanda.

The World Bank's internal evaluation unit has found that construction projects based in Africa have performed better than the region's other projects as a whole (World Bank, 2012). Yet only one in the five of these projects had a likelihood of sustainability. This is because they lack an efficient monitoring and evaluation system (IFAD, 2012). There are some common problems that have been identified to be facing the implementation of monitoring and evaluation. These mainly include; inadequate understanding of and attention to monitoring and evaluation in project design, inadequate resources both in terms of finances and human resource, lack of skills in monitoring and evaluation which makes it hard to identify and interpret the indicators, lack of commitment by the management and the project staff (UNDP, 2012).

In Kenya, the government is focused on achieving success in the implementation of development projects. The new devolved structures of county governments and the development of fiscal devolution with regards to development policies, programs and projects in Kenya, calls for effective national wide M&E systems and practices in Kenya. Further, with decentralization of accountability in the new governance structure in Kenya, government development project managers are required to be more responsible for core project execution (UNAIDS, 2008a).

Despite the numerous achievements that have been made under NIMES, Kenya's M&E system still faces challenges in the implementation namely: human capital, financial and infrastructural challenges (CLEAR, 2012). In its' progress report UNDP Amkeni Wakenya highlights some of the challenges that it faced in monitoring and evaluation of projects in its grant making and capacity development mandates (Amkeni Wakenya, 2009).

The narrative and financial reports from the project evaluators were not consistent in terms of quality, quantity and timeliness. Kenya's Vision 2030 is the country's development blue print which aims at transforming the country into an industrializing, middle income country providing quality life to all its citizens by the year 2030.

The vision is founded on three pillars namely; social, economic and political pillars which therefore require heavy investment in infrastructure services resulting to a gap in expenditure given the annual Kenya's budget and allocation on infrastructure spending (GoK, 2015).

Completion of development projects both at the county and national level of government has not been a success. This has been attributed to implementation of monitoring and evaluation systems adopted by the government in the Ministry of devolution. Completion of development projects at the National and county government level motivates implementation of monitoring and evaluation practices (UNEP, 2011).

1.1.1 Construction Projects Nyeri County

Nyeri County experiences failure in completion of development projects. The county was ranked last in implementation of development projects in the year 2016/2017 financial years. The total development projects in Nyeri County amounted to Sh2.3 billion for the 2016/2017 financial year from an estimated budget of Sh1.8 billion an indication of project cost overrun. Trade, Culture, industrialization, cooperative development and tourism projects achieved 45% implementation performance and recorded a budget deviation of Kshs 44,838,992. Implementation of Agriculture, livestock development and fisheries development projects experienced a budget deviation of kshs 48,369,294 while energy development projects experienced a deviation of Kshs 29,006,157 (Macharia and Ngugi, 2014).

Overall development project implementation in Nyeri County was at 63% indicating 37% failure.This occurred despite institution of monitoring and evaluation systems raising concerns on the effectiveness of M& E practices implementation in Nyeri County development projects. The construction of market has taken more than 10 years to be completed. This can be attributed to poor monitoring and evaluation of the projects. It's against this background that this study seeks to determine factors influencing implementation of monitoring and evaluation practices in development projects in Nyeri County focusing on Construction projects (Kibaara and Ndirangu, 2014).

1.2 Statement of the Problem

The government of Kenya has commenced development planning since it attained independence from Britain in December 1963.

However, the country has not achieved success in development projects and this has been attributed to ineffective integrated monitoring and evaluation (M&E) system. Implementation of development projects over the first five decades of independence is weak. This has resulted to poor implementation of projects, stalled or abandoned mega projects altogether (GOK, 2016).

The county government of Nyeri introduced many development projects through the economic Stimulus Programme (ESP) designed to boost economic growth. However, Worldbank (2014) paints a gloomy performance of development projects in county government where delays in implementation of the project are high. Despite successful implementation of monitoring and evaluation plan, the county continues to register delays in implementation and completion of the project. Construction of the mega Sh500 million level four health facility in Othaya has stalled even after the national government injected an additional Sh172 million.

Projects in Nyeri County such as Karatina project is an example of a stalled Economic Stimulus Programme. The construction of the Sh367 million retail market was started in 2010 and remains incomplete to date. The market has a capacity of 2,500 traders. It requires more finance approximately Sh202 million to be completed by the end of April 2019 (Kihonge, 2014). This raises apprehensions on the factors that could be hindering successful implementation of monitoring and evaluation practices at county's development projects. Despite the critical role monitoring and evaluation plays in completion rate of development projects, failures to attain projects success calls for studying factors that affects effective monitoring and evaluation practices in project development projects in Nyeri County focusing on construction project.

Previous studies such as Musomba (2013) have identified institutional framework, training, stakeholder participation, budgetary allocation, politics, M&E tools, planning, lack of knowledge skilled staff amongst others as factors determining monitoring and evaluation projects in public organizations. Most of these studies have focused on factors affecting monitoring and evaluation in project management in organizations.

Therefore, the study sought to fill the existing knowledge gap by determining factors influencing implementation of monitoring and evaluation practices in Nyeri county government projects focusing on construction project.

1.3 Purpose of the Study

The purpose of this study was to establish the factors influencing implementation of monitoring and evaluation practices in county government construction projects in Nyeri County, Kenya.

1.4 Research Objectives

The study was guided by the following objectives:

i. To determine how budgetary allocation influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya.

ii. To assess how top management support influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya.

iii. To examine how policy framework influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya.

iv. To determine how stakeholder involvement influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya.

1.5 Research Questions

The study sought to answer the following questions;

i. How does budgetary allocation influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya?

ii. What is the influence of top management support on implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya?

iii. How does policy framework influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya?

iv. How does stakeholder involvement influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya?

1.6 Significance of the Study

The study would be valuable to the management of county government of Nyeri and other county government in that it provides an insight on factors influencing implementation of monitoring and evaluation practices in county government development projects. The management hoped to be in a position of instituting measures that were hoped to promote implementation of monitoring and evaluation practices to effective assessing project progress and achieve product development project success.

The findings of the study were hoped to inform management on area to enhance capacity and response and stakeholders leading to improvement in monitoring and evaluation to achieve success in product development project.

The government would gain insight on the factors influencing implementation monitoring and evaluation practices at counties level. This was hoped to enable policy makers such as Ministry of devolution and the national government in formulating and implementing measures that is hoped to foster efficient implementation of monitoring and evaluation practice in county development projects. This was hoped to lead to success in development project leading to economic development, increase economic activities in the country hence alleviate poverty among communities in Kenya.

The study would be of importance to researchers and scholars. The scholars were hoped to find the study valuable as they would gain knowledge on factors influencing implementation of monitoring and evaluation practices in county government development project.

The study would form a foundation in which further study would be carried out. Therefore, the study added unto existing literature hence provides material for further related research.

1.7 Delimitation of the Study

The study would determine factors influencing implementation of monitoring and evaluation practices in county government construction projects. The study would focus on Nyeri having ranked last in implementation of development projects in the year 2016/2017 financial years. The construction projects had the highest level of failure. Most of the projects had either collapsed or stalled. Karatina market took the longest time to complete having been initiated close to 10years ago resulting in cost overrun. As a result, a lot of funds had been allocated and utilized in construction projects in Nyeri but to date they are still incomplete despite having a monitoring and evaluation system in place. This study specifically established the influence of budgetary allocation, top management support, policy framework and stakeholder involvement on implementation of monitoring and evaluation practices construction project.

1.8 Limitations of the Study

In undertaking this study, the researcher encountered challenges as follows: Fear of victimization was a key limitation to this research work. Respondents were afraid to provide factual information on the basis that information provided could be used against them. There were concerns of confidentiality of respondents thus affecting their honesty in providing information. The researcher informed the respondents that the information they provided would use for academic purpose only.

Nyeri is located 130 kilometres from Nairobi. The researcher being unfamiliar with terrain in Nyeri County faced challenges during data collection and accessing respondents in their location and offices. The researcher involved a research assistant familiar with terrain in Nyeri County who assisted in locating respondents and county offices for effective data collection. The other limitation is that, since the instruments needed to be responded to in writing, a few respondents found it difficult in offering information they deemed confidential.

The researcher explained to the respondent that the information they would give would only be used for academic purposes.

The top management in the county were busy and it would be a challenge to secure time to collect data within the time of the day. The researcher sought appointments to schedule meetings at their convenience. In addition, the instruments used would be easy and direct to avoid wasting time.

1.9 Basic Assumptions of the Study

It assumed that budgetary allocation, top management support, policy framework and stakeholder involvement influenced implementation of monitoring and evaluation practices construction project.

The study assumed that respondents would not be biased and that the chosen sample population would participate voluntarily. This study also assumed that the respondents would be honest, cooperative and objective in the response to the research instruments and would be available to respond to the research instruments in time. Finally, the study assumed that the authorities in the firms would grant the required permission to collect data from employees.

1.10 Definition of significant Terms used in the study

Budgetary Allocation: Is a plan for using available resources, for example financial resources, especially in the near term, to achieve implementation of M&E practices goals for the future development (Jackson, 2010). Budgetary allocation was measured using; adequate funds, subsistence allowances accessibility, disbursement frequency, actual expenditure outline, contingencies payments and consumables and supplies allocation.

Communication in Monitoring and Evaluation: This is a communications management project plan can organize and document the process, types, and expectations of communications and provide the stakeholder communications requirements in order to communicate the appropriate information as demanded by the stakeholders (Chan, 2013).

Government policies on M&E: These are plans or course of action, as of a government intended to influence and determine decisions, actions, and other matters in relation to M&E (Chang, 2008).

Implementation Project Performance: It is the measure of project through cost, time and quality, as the basic elements of project success (Harrison & Lock, 2017). Implementation of monitoring and evaluation was operationalized using; frequency of monitoring, efficiency and effectiveness, M&E plan development forums, level of utilization of data collected in M&E.

Implementation of Monitoring and evaluation practices refers to the regular collection and analysis of data on specific indicators to assist timely decision making, ensure accountability and provide the basis for learning. It is a continuing function that provides management and other stakeholders with valuable feedback on what is working, what isn't and why, and early indications of progress and achievement of objectives (UNDP, 2009).

Policy Framework is document that sets out a set of procedures or goals, which might be used in negotiation or decision-making to guide a more detailed set of policies, or to guide ongoing maintenance of an organization's policies (Blaikie, 2016).

Policy Framework will be operationalized using; log framework, efficient legal support, procedural process and bureaucratic process.

Stakeholders' attitude is the perceptions, in this context the stakeholder's perception of the project and how its outcomes will affect the stakeholder's interests. Fortunately, perceptions are negotiable and can be changed by effective communication (Freeman, 2010).

Stakeholder involvement is a process in which the primary beneficiaries of any development intervention are actively involved in examining programme or project to be implemented (Noberts, 2010). Stakeholder Involvement will be measured using; resource mobilization, information sharing, decision making, negotiations and labour supply.

Top management support refers to how managers create a realistic scope for how the program will be developed that is in line with management support, and don't let personal enthusiasm (or the team's enthusiasm) for telework create unrealistic expectations that can't be met (Jackson, 2010). Top management support will be measured using; resource commitment, project staff motivation, responsibility assigning, effective communication and coordination.

1.11 Organizational of the Study

The study was organized in five chapters. Chapter one presented the introduction, background of the study, statement of the problem, purpose of the study, research objectives and research questions, significance of the study and definition of significant terms. Chapter two presented the literature review based on the themes drawn from objectives; implementation of monitoring and evaluation practices, budgetary allocation, top management support, policy framework and stakeholder involvement, theoretical framework, conceptual framework, summary of literature and knowledge gaps.

Chapter three presented research design, target population, sample size, sampling procedure, data collection instrument, validity of instruments and reliability of the research instrument, data analysis techniques, ethical issues, operationalization of the variables. While chapter four presented the data analysis presentation and interpretation. Finally, Chapter five presented the summary of findings, discussion, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review related to the study based on the following thematic areas; implementation of monitoring and evaluation practices, budgetary allocation and implementation of monitoring and evaluation practices in construction projects, top management support and implementation of monitoring and evaluation practices in construction projects, policy framework and implementation of monitoring and evaluation practices in construction projects and stakeholder involvement and implementation of monitoring and evaluation practices in construction projects, theoretical framework, conceptual framework, summary of literature and knowledge gaps.

2.2 Implementation of Monitoring and Evaluation Practices in Construction Projects

Construction, especially with respect to the contracting and bidding for civil works, requires the effective evaluation and supervision of contractors and their bids. Without this ability at tender, marginal or unacceptable bidders can distort the bidding process by excessive underbidding for contracts or future inability to complete. Management of the network requires different information, at different levels of the decision-making process, for example, for planning, for programming, for design, and for implementation. The concept of success in a construction project can, according to some researcher can be evaluated only when the evaluation dimensions are adequately defined. Generally, in any project the evaluation and monitoring dimensions correspond to the traditional constraints of time, cost and quality parameter (African Monitoring and Evaluation Systems, 2012).

The most widely used measures of construction success are time achieved, quality of product and cost at the completion of the project. Performance measurement is a basis for progressive improvement and monitoring of company productivity. The time element in construction means that a delay costs money and incase of bottlenecks, the delay can be extremely expensive. The quality achieved has a bearing on the life of the project while cost has a value for money element. Thus, contracts must be designed to ensure that each contractual party is capable of performing the obligations set out (Musau, 2016).

The desired output of any contractual arrangement is the successful completion of the given project. And yet during construction process, there are many unexpected events including controllable and uncontrollable factors that can adversely affect or hinder successful completion of projects and cause delay.

A well-designed monitoring and evaluation programme is a critical component of any resource management, conservation, or rehabilitation activity. It can also help reduce the cost and increase the benefits of future rehabilitation in part by minimizing failures (Lewandowski et al., 2011).

2.3 Budgetary Allocation and Implementation of Monitoring and Evaluation in Construction Projects

The financial power of the contractor has a pivot role in completing the project on time and with the stated performance requirements. Financial problems and lack of cash flow will adversely affect the implementation of monitoring and evaluation progress of construction. Most ongoing projects in developing countries are donor funded projects. In most cases, the donors stipulate their own payment conditions. The prolonged procedure and payments duration as well as the different systems followed by these donors confuse the contractors and result in financial problems this affect the performance of the project. For a project to be successful there should be adequate fund allocated to finance its completion. Jackson (2010) added that project funds availability is an important factor that influences delivery of a project. Reports are an essential way of keeping everyone informed and therefore managers should manage the project, plan for the project and monitor. Also, the structure of the industry is fragment with increasing number of small companies and consolidation of large companies.

Construction companies are diversified, have low fixed assets, have positive cash flow, and subcontract extensively. The strategic systems are the determinant of the success or failure of large engineering projects. Construction projects are inherently complex and dynamic. Also, every construction project is unique having its own set of stakeholders and unique environment. Construction industry is diverse with projects ranging from small to large and very large contracts such as $14.7 billion Channel Tunnel Project and $20billion Hong Kong International Airport (Chan and Mohan, 2009).

The environment governing every project change rapidly and cannot be compared to each other. So, the governing principle connecting all construction projects can be said as project management practice.

Failure to achieve targeted time, budgeted cost and specified quality result in various unexpected negative effects on the projects.

If the project meets technical performance and achieves high level of satisfaction among key players and various stakeholders, and then the project is considered as overall success. Adequate resources ensure effective and quality monitoring and evaluation. It is critical to set aside adequate financial and human resources at the planning stage (Seith and Philippines, 2012).

The required financial and human resources for monitoring and evaluation should be considered within the overall costs of delivering the agreed results and not as additional costs. Dedicated staff time for effective monitoring and evaluation, staff should be dedicated for the function. The practices of deployment of personnel for monitoring vary among organizations. Budget limitations are consistently one of the greatest constraints to implementing M&E. While projects can often compensate for a lack of technical capacity through training and/or outsourcing, they cannot compensate for the lack of money. Carrying out M&E costs money and, depending on how ambitious project implementers are about their M&E system, it can cost a lot of money.

The belief that projects have significant impacts on the development of regional economies has often been used to justify allocating resources to transport infrastructure investment. Financial resources for monitoring and evaluation should be estimated realistically at the time of planning for implementation of monitoring and evaluation (UNDP, Handbook on planning, monitoring and evaluating for development results. 2009). The availability of finances will determine what can be achieved as far as implementation, strengthening and sustainability of monitoring and evaluation system is concerned (UNAIDS, 2008a). Quite often money to undertake M&E is not factored in implementation of many projects. One in four countries with a national M&E plan has not calculated the budgetary requirements (Report on the Global AIDS Epidemic, 2008).

From the literature reviewed, budget limitations are consistently one of the greatest constraints to implementing M&E. While projects can often compensate for a lack of technical capacity through training and/or outsourcing, they cannot compensate for the lack of money. Carrying out M&E costs money and, depending on how ambitious project implementers are about their M&E system, it can cost a lot of money. None of them therefore focused on how these apply in the Kenyan case.

It is evident therefore that a literature gap exists on the factors influencing implementation of monitoring and evaluation practices in county government construction projects focusing at Nyeri County, Kenya.

2.4 Top management support and Implementation of Monitoring and Evaluation in Construction Projects

The responsibility of top management toward the project is important and its commitment and support is a crucial requirement for project success in implementation of monitoring and evaluation (Munns and Bjeirmi, 2009). It is noted that top management should be understood to mean top management of all concerned project parties. Top management support demonstrates visibly how strong the commitment to the project is. For example, project members usually do not see project management as something to help them but rather something which is mandatory, serving little useful purpose.

The project manager is another key stakeholder in a construction project and his competence is a critical factor influencing project planning, scheduling, and communication. Variables under this factor consist of the skills and characteristics of project managers, their commitment, competence, experience, and authority. A construction project requires team spirit; therefore team building is important among different parties. Team effort by all parties to a contract—owner, architect, construction manager, contractor, and subcontractors is a crucial ingredient for the successful completion of a project. As such, motivation is prerequisite to ensure comfortable working environment within and around project sites. This does not axiomatically exist without commitment from the top management of all project parties (Chan and Kumaraswamy, 2011).

On construction projects in developing countries, it is extremely difficult to assemble adequate and capable professionals to direct projects to success in implementation of

monitoring and evaluation. Thus, it is not surprising that these factors are perceived as having high impact on project success. The involvement of many parties is a dominant characteristic of construction projects. If one of the parties is not capable to act within his/her role, the project is likely to fail. It is, therefore, essential to ensure that the bidding process can help single out the right designers, contractors and other parties to effectively transform project ideas into reality (Blaikie, 2016).

The need for focused effort by economy managers and construction associations to provide the infrastructure needed for efficient project management and performance. The knowledge that would influence potential performance enables project managers to pay special attention to control performance more effectively. Chan and Kumaraswamy (2011) remarked that effective communication and fast information transfer between managers and participants help to accelerate the building construction process and performance. The process of a design team meeting frequency and the process of written reporting of design phase progress were found to be statistically significant in reducing design phase costs.

The variables influencing an organization's successful delivery of services such as implementation of monitoring and evaluation in construction projects are dynamic and are likely to be moderated by situational aspects such as nature and type of organizational structure. Luthaus (2011) defines organizational structure as the ability of an organization to divide labor and assign roles and responsibilities to individuals or groups in the organization as well as the process by which the organization attempts to coordinate its labor and groups.

Monitoring and evaluation indicators identified during implementation, should enable the assessment of processes, outcomes, and impact, providing a reliable evaluation of the success or failure of a project or a program (Nash et al., 2009). Ideally, indicators should highlight key elements of change that can be attributed to program activities. Indicators should be readily available from existing data sources or should be possible to obtain on a regular basis at low cost. Efforts should be made to ensure that the indicator is well defined, easy to collect, easy to interpret, and capable of demonstrating changes over time. Thus, skills in monitoring and evaluation are vital in its implementation process (UNEP, 2011).

It is evident from the literature that top management support continues to become increasingly important in that public managers are frequently subjected to less rigid controls

and likely to have greater incentives to satisfy their own interests at the expenses of the organizational goals. Ineffective and lax institutional framework and enforcement mechanisms characterize developing nations and acts as a perfect recipe for mass public sector mismanagement of them therefore focused on how these apply in the Kenyan case.

It is evident therefore that a literature gap exists on the factors influencing implementation of monitoring and evaluation practices in county government construction projects focusing at Nyeri County, Kenya.

2.5 Policy Framework and Implementation of Monitoring and Evaluation Practices in Construction Projects

Government has the ultimate responsibility to provide access to services and to ensure that implementation of monitoring and evaluation does not alter the basic responsibility of government. Policy making requires a strong legitimate institutional structure for decision making and policy enforcement. Policy formulation, among other things, requires a strong representative government which is seen as legitimate and relevant to the masses which will result in a strategy for domestic revenue mobilization through acceptable taxation policies that the citizen will be willing to comply with because they appreciate and relate to it. It also requires that policies be made on the basis of strategic options and choices be rooted in the states realistic efforts at implementation of monitoring and evaluation (Blaikie, 2016).

Policy formulation process influences environmental exploitation, considerations of indigenous perspectives, creation of educational awareness, empowering of the beneficiaries, capacity building, considerations of consumer interest and local peoples' involvement in decision-making. All the above have either direct or indirect influence on the timely delivery of construction projects. Furthermore, it introduced reforms addressing the reorganization of the transport sector and created institutions as well as the necessary legal and regulatory framework for an integrated and enhanced system. Besides this, the introduction of intermediate safety measures, such as speed regulations and safety belts were processed. Besides acting independently to make changes, the government also works in cooperation with the Kenya Roads Board (KRB). This is occupied in working together with local authorities to ensure the opening of feeder roads and the maintenance of the existing roads.

It is also involved in the introduction of policy and strategy recommendations for an effective and sustainable management and financing of the sub-sector (Tello, 2015).

Many of the construction projects in developing countries are so large and costly that they can only be accomplished by direct government involvement.

The government generally set the rules for the development of contractual relationships, thereby influencing the public construction sector. The private sector also feels this influence through policies and legislation regarding licenses and permits, sanitary and building codes, minimum wage tares, corporate taxes, rules on importation of materials and terms and availability of financing for construction (Warner and Sullivan, 2017).

Nevertheless, the current programmes have not yet had a correspondingly large impact on improving the condition of the road network. This is due to a lack of appropriate maintenance and the absence of a proper institutional framework. Instead of giving priority to routine and periodic maintenance of roads that are in maintainable condition, the emphasis continues to be directed to the reconstruction of roads which have become impassable. The government is still confronted with challenges such as the creation of the right institutions and mechanisms to carry out road maintenance, the establishment of a new national highway agency or authority and in general, the establishment of a new lean and commercially oriented organization (Chan and Kumaraswamy, 2011).

From the literature, policy formulation, among other things, requires a strong representative government which is seen as legitimate and relevant to the masses which will result in a strategy for domestic revenue mobilization through acceptable taxation policies that the citizen will be willing to comply with because they appreciate and relate to it. It also requires that policies be made on the basis of strategic options and choices be rooted in the states realistic efforts at implementation of monitoring and evaluation none of them therefore focused on how these apply in the Kenyan case. It is evident therefore that a literature gap exists on the factors influencing implementation of monitoring and evaluation practices in county government construction projects focusing at Nyeri County, Kenya.

2.6 Stakeholder Involvement and Implementation of Monitoring and Evaluation Practices in Construction Projects

The degree to which implementation of monitoring and evaluation projects could be sustained depends, among other factors, on the extent to which group members are involved and participate in decision making**.** Participation involves people taking part in decision making relating to their development and welfare. Adagala (2015) provides some specific activities that involve a high degree of participation in wider development context including: collecting and analyzing information; defining priorities and setting goals; assessing available resources; deciding on planning programmes; designing strategies to implement these programmes and dividing responsibilities among the participants; managing programmes; monitoring progress of the programme; and evaluating results and impacts.

According to Noberts (2010), it is vital to observe that where stakeholder participation is low, people are rarely consulted, nor given information; they are merely told what to do. The agency plans and implements its programmes which reduces people identification with it as well as poor maintenance and high mortality of projects. Where it is high, people gain control of the process, they are guided by an agency to identify their problems and make key decisions. It does not escape the attention of any keen observer to notice that failure to involve the people in development projects has been manifested in negative attitudes in which people become reluctant and even vandalize development projects such as community water pumps for lack of ownership.

Haggy (2014) observed that stakeholder participation can take different forms, including the initial expression of the demand for water, the selection of the technology and its sitting, the provision of labour and local materials, cash contribution to project cost, selection of management type and even the water tariffs to levy. Similarly, Ouma (2012) noted that grass root participation encourages the community to learn and make informed decisions on the implementation of the projects. Examining factors influencing sustainability of development projects in India, projects are demand- driven based on perceived needs of participating communities with involvement and support from local government and other key service providers. In these projects communities are to take charge of their developments with improved access to knowledge, technologies and resources. There is need to expand opportunities for local communities in the management of local resources to ensure that

communities are able to make informed decisions that may have an impact on their livelihood (Anglin, 2017).

Participation of people in the development projects is equally considered a vital ingredient to project implementation and in this case, stakeholders come together in strong work teams to plan, organize, execute and monitor project activities (Mirioty, 2011). From the discussion, project's success is depicted as dependent on the level of participation of the people in key project activities, and to facilitate people's participation, empowerment mechanisms must never be ignored. This is important as a people whose capacities are low will surely have little to contribute to a development intervention.

In previous studies shows massive wastage of devolved funds, indicates that the poor handling of devolved fund kitties on incoherent synergy among stake holders, less community participation, ambiguous governance structures and failure to respect basic constitutional principles of checks and balances, is to blame for poor project implementation in most parts of the country. None of them therefore focused on how these apply in the Kenyan case. It is evident therefore that a literature gap exists on the factors influencing implementation of monitoring and evaluation practices in county government construction projects focusing at Nyeri County, Kenya.

2.7 Theoretical Framework

A theory is a set of assumptions, propositions, or accepted facts that attempts to provide a plausible or rational explanation of cause-and-effect (causal) relationships among a group of observed phenomena. A theoretical framework on the other hand is a group of related ideas that provides guidance to a research. In this section, the focus is on various theories under which the study is underpinned. It specifically focused on system theory, co-evolutionary theory and classical theory.

2.7.1 System Theory

The term system theory originates from Bertallanfy's (1993) general system theory. Margaret Mead was an influential figure in systems theory. Organizations are social systems. Real systems are open to and interact with their environments. The different parts/elements within and around the organization intermingle to affect the way organization operate and therefore

strategy implementation. It can be argued from a system's approach to strategic management that many of the reasons for strategies failure may be attributed to the "successive dominance of different reductionism approaches to strategic management.

Such partial approaches to project management ignore the complex, embedded and dynamic nature of today's organization.

Taking the system approach in project implementation helps managers of organizations to have to understand the customer, better predict environmental reaction, estimate resource competence, and coordinate strategic project activities, obtain top management support influence on implementation of monitoring and evaluation practices.

2.7.2 Co-evolutionary Theory

Co-evolutionary theory, according to Lewin and Volberda (1999), indicates that as firms grow and evolve from small to larger and multidivisional organizations, the strategy implementation methods also evolve simultaneously. The various project implementation models are meant to meet the changing needs of firms as they evolve through various stages of the organizational life cycle. In contrast to the earlier descriptive models, this model is more prescriptive with an, albeit limited, empirical basis. The research highlights three of classifications of project implementation styles: change, collaborative, and cultural.

Not all institutions implement their projects in the same manner; nevertheless, research investigating the differing styles of implementation is scarce. Jungian theory is used for in framework of implementation style; however, this is very much an analysis of the psychological style of individuals within the firm. More recently, Parsa (1999) utilized Bourgeois and Brodwin's (1984) classification of strategy implementation types.

The majority of existing classification models in project implementation tend to be normative in nature. Alternatively, they are developed from organizational observation, and as such, become context specific and frequently lack any broader theoretical grounding. In contrast, Bourgeois and Brodwin's (1984) model is comprehensive and based on specific theoretical assumptions and has been used by authors such as Parsa (1999). Bourgeois and Brodwin (1984) to refute the traditional approach to project implementation as simply an addition to the strategy formulation phase of the strategy process.

Rather, they contend that project implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture.

2.7.3 Classical Theory

According to this theory by Chandler (1962), two main approaches to strategy have emerged over time: the Design School and the Process School. Under the Design School of thought strategy formulation is a formal process that is de-linked from strategy implementation. Strategy is carefully crafted by senior management and then implementation begins, with the aim of maximizing profits of the organisation. Chandler (1962) a major proponent of the design school, defines strategy as 'the determination of basic, long term goals of the enterprise, and the adoption of courses of action and allocation of resources necessary for those goals. This definition clearly shows strategy formulation as separate from strategy implementation.

The design school is consistent with the classical theory, which, according to Whittington (2008), sees strategy formulation as formulation of plans of attack by the general, and these preconceived plans are executed according to commands transmitted through obedient hierarchies to officers and their men at the front. This approach to strategy places great confidence in the readiness and capacity of managers to adopt profit maximization strategies through long term planning. It views strategy as an economic rational process and primarily restricted to issues related to market share and profitability.

The process school lays less confidence in the ability of top management to plan and act rationally. It advocates that whatever methods managers adopt, it will only be the best performers that survive. Competition is not a matter of detached calculation, but a constant struggle for survival. According to Mintzberg (1987), crafting strategy is a continuous and adaptive process, with formation and implementation inextricably entangled. Thus, process school advocates are inclined towards incremental adjustment of strategy and cultivating of core competences. The process school views strategy on stakeholder involvement influence implementation of monitoring and evaluation practices.

2.8 Conceptual Framework

A conceptual framework is a figure that shows the relationship between the dependent variable and the independent variable. In this study the dependent variable Implementation of monitoring and evaluation in projects while the independent variables include; budgetary allocation, policy framework, stakeholder involvement and top management support.

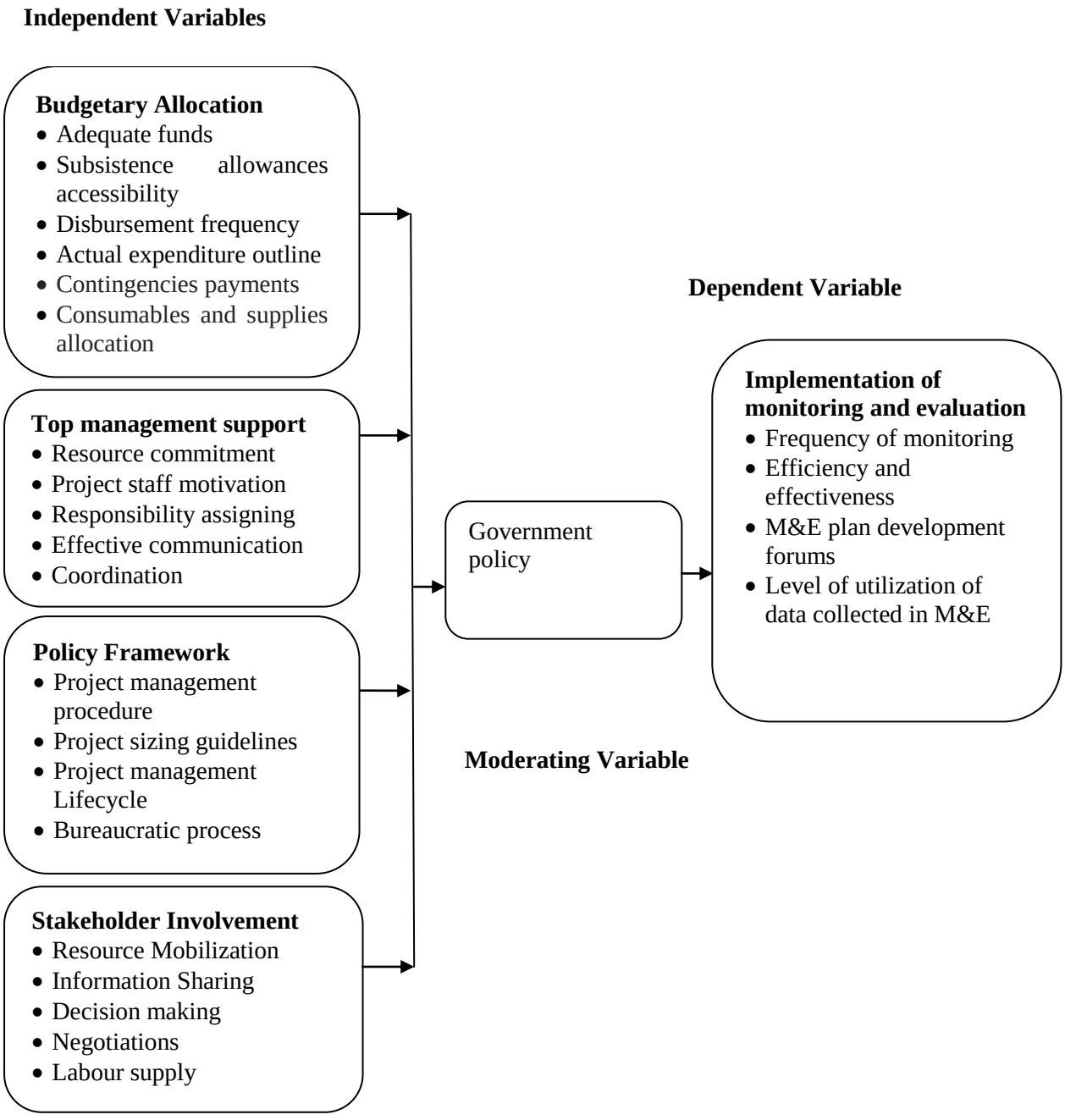

Figure 1: Conceptual Framework

Budget allocation is a plan for using available resources, for example financial resources, especially in the near term, to achieve implementation of M&E practices goals for the future development Budgetary allocation will be measured using; adequate funds, subsistence allowances accessibility, disbursement frequency, actual expenditure outline, contingencies payments and consumables and supplies allocation

Policy framework is document that sets out a set of procedures or goals, which might be used in negotiation or decision-making to guide a more detailed set of policies, or to guide ongoing maintenance of an organization's policies. Policy framework will be measured using; log framework, efficient legal support, procedural process and bureaucratic process

Stakeholder involvement is a process in which the primary beneficiaries of any development intervention are actively involved in examining programme or project to be implemented. Stakeholder involvement will be measured using; resource mobilization, information sharing, decision making, negotiations and labour supply

Top management support refers to how managers create a realistic scope for how the program will be developed that is in line with management support, and don't let personal enthusiasm (or the team's enthusiasm) for telework create unrealistic expectations that can't be met. Top management support will be measured using; resource commitment, project staff motivation, responsibility assigning, effective communication and coordination

2.9 Knowledge Gaps

Scholarly works indicated that training is crucial in acquisition of project management skills that are necessary for effective implementation of monitoring and evaluation practices in of project tasks. It is vital to observe that the effectiveness of the training depends on its relevance to project work and must be embraced regularly to keep pace with changes in business environment. Funding was another significant variable of the study that literature review indicated should be adequate, disbursed promptly, frequently and in varied forms. Access to information, as revealed from the literature review takes the form of presence of different forms of information, means of obtaining project information and frequency of access. Stakeholder participation also had significant influence on project implementation.

Previously, Musomba (2013) have identified institutional framework, training, stakeholder participation, budgetary allocation, politics, M&E tools, planning, lack of knowledge skilled staff amongst others as factors determining monitoring and evaluation projects in public organizations. Although literature has been reviewed on factors influencing implementation of monitoring and evaluation practices in projects, most of these studies have been done in other countries whose strategic approach and financial footing is different from that of Kenya. None of them therefore focused on how these apply in the Kenyan case. It is evident therefore, that a literature gap exists on the factors influencing implementation of monitoring and evaluation practices in county government construction projects focusing at Nyeri County, Kenya.

Table 2. 1: Summary of Gaps in Knowledge

Variable	Title of the Study	Focus	Findings	Knowledge gap	Focus of current study
Budgetary allocation	Nyandika & Ngugi, 2014	To assess requirement for effective monitoring and evaluation in National government projects	The study used cross-sectional descriptive survey. The study revealed that effective decentralization of accountability was critical for effective monitoring and evaluation	The study examined requirement for effective monitoring and evaluation in National government projects but failed to determine factors that influence success monitoring and evaluation practices in County government in Kenya	The current study focusses on determining factors influencing implementation of monitoring and evaluation in Market construction project in County government of Nyeri in Kenya
	World Bank (2011)	To role played by management in allocation of resources in M&	The study adopted a cross section descriptive survey research design. Their commitment to implementation of monitoring and evaluation system is paramount - Management should ensure adequate resources are allocated -Management should ensure there is separate	Focus on examining role of management in allocation of resource for motoring and evaluation	The current study focuses factors influencing implementation of monitoring and evaluation in Market construction project in County government of Nyeri in Kenya

			budgetary allocation for M&E		
Top management support	Wanjiru (2013)	Determinants of effective M&E Systems in nongovernmental organizations within Nairobi County, Kenya	This study used descriptive research design. The study used both qualitative and quantitative methods. Role of leaders in M&E was Considered to be very important. -Management utilized information from M&E in decision making -The management acted promptly to project demands and Improvements	Examined role of leadership management on achieve effective monitoring and evaluation systems in County government of Nairobi	The study failed to examine how top county government management support influence implementation of M&E practices in construction projects in county government
	Mushori (2015)	Determinants of effective M&E of county government funded infrastructural development projects, Nakuru East constituency, Nakuru County, Kenya	This study used descriptive research design. The study used both qualitative and quantitative methods. It was established that the budgetary allocation had a high influence on project completion. -M&E was budgeted for but there was no specific allocation	Focus on budgetary allocation had a high influence on project completion	Failed to establish whether funds allocated for M&E practices are led to effective implementation of M&V practices in Construction projects in County government

Policy framework	Adan (2012)	Assessed the influence of stakeholder's role on performance of constituencies development fund projects focusing on a case of Isiolo North Constituency	The study used cross-sectional descriptive survey. The study found that stakeholder engagement in development projects led to success of construction project, water projects and government funded projects	The study focused on stakeholder involvement in funded construction and water projects and did not focus on programmes	The current study focus on determining factors influencing implementation of Monitoring and evaluation in Market construction project in County government of Nyeri in Kenya
Stakeholder involvement	Madeeha and Naqvi, (2014)	Examine influence of stakeholder involvement on project portfolio management success	This study used descriptive research design. The study used both qualitative and quantitative methods. The study revealed that stakeholder engagement has a positive impact on success of project portfolio management	The study failed to link the relationship between stakeholder engagement and performance of learning programme	The current study focus on determining factors influencing implementation of Monitoring and evaluation in Market construction project in County government of Nyeri in Kenya
	Atiibo (2012	examined stakeholder management challenges and their impact on project management in the case of advocacy and empowerment in the upper east region of Ghan	The study adopted descriptive survey research design and selected respondents using purposive sampling. Structured questionnaire was used to obtain information from project and programme managers. The study found that healthy	The study focused on examined the challenges in stakeholder management and their impact on project management in advocacy and empowerment NGOs in the UER of Ghana	The current study focus on determining factors influencing implementation of Monitoring and evaluation in Market construction project in County government of

			competition, conflicting interests, poor commitment, limited interest, understanding and appreciation, anti-stakeholder leadership problems, entrenched positions, beliefs and practices were found to impact severely on the work of the NGOs.		Nyeri in Kenya

2.10 Summary of Literature

This study is grounded on the system theory, co-evolutionary theory and classical theory. The belief that implementation of monitoring and evaluation practices in projects have significant impacts on the development of regional economies has often been used to justify allocating resources to transport infrastructure investment. An enormous gap exists between available resources and increasing demand for access to interventions. Due to this, the task of providing infrastructure is traditionally that of the government as the government is able to utilize its planning and administrative capabilities in undertaking infrastructure development.

The financial power of the contractor has a pivot role in completing the project on time and with the stated performance requirements. Financial problems and lack of cash flow will adversely affect the implementation of monitoring and evaluation progress of construction. Most ongoing projects in developing countries are donor funded projects. In most cases, the donors stipulate their own payment conditions. The financial power of the contractor has a pivot role in completing the project on time and with the stated performance requirements. Financial problems and lack of cash flow will adversely affect the implementation of monitoring and evaluation progress of construction. Most ongoing projects in developing countries are donor funded projects. In most cases, the donors stipulate their own payment conditions.

Government has the ultimate responsibility to provide access to services and to ensure that implementation of monitoring and evaluation does not alter the basic responsibility of government. Policy making requires a strong legitimate institutional structure for decision making and policy enforcement. The degree to which implementation of monitoring and evaluation projects could be sustained depends, among other factors, on the extent to which group members are involved and participate in decision making**.** Participation involves people taking part in decision making relating to their development and welfare.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the research methods that were used by the researcher to conduct the study. This includes; research design, target population, sample size and sampling procedure, data collection methods, instruments of data collection and the pilot study. The section also includes data analysis techniques ethical issues and operationalization of the variables.

3.2 Research Design

The study employed a descriptive survey research design employed qualitative and quantitative data. This design was adopted because it allowed collecting both qualitative and quantitative as required by the study. This design is very useful in studying the inter-relations between the variables (Bartlett, Kotrlik and Higgins, 2011). The researcher intended to apply this design to evaluate the factors influencing implementation of monitoring and evaluation practices in county government construction projects focusing at Nyeri County, Kenya.

3.3 Target Population

Target population is the total number of the subjects of interest to the researcher. Based on the recommendations of Flick (2015) in defining the unit of analysis for a study, the target population for this study was Government Officials, M&E Officials, County Government Officials, Project Managers and Engineers, Project Supervisors, Consultants and Community Leaders (Chiefs, Assistants and Village Elders) as shown in Table 3.1.

Table 3. 1: Target Population

Categories	Number	Percentage
National Government Official in Construction	57	18.6
M&E Officials for the Projects	64	20.8
County Government Officials	49	16.0
Project Managers, contractors and Engineers	28	9.1
Project Supervisors	34	11.1
Consultants	17	5.5
Community Leaders	58	18.9
Total	**307**	**100.0**

Source: Researcher 2018

3.4 Sample Size and Sampling Procedure

This section presents the sampling size and sampling procedures as discussed below.

3.4.1 Sample Size

The sampling plan describes the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling outline depicts the list of all populace units from which the specimen was chosen (Osoro, 2012). As indicated by Orodho (2012), sampling includes selecting a given number of subjects from a characterized population in order to represent to the whole population. Sampling is a deliberate choice of a number of people who are to provide the data from which a study drew conclusions about some larger group whom these people represent. The sample size is a subset of the population that is taken to be representatives of the entire population. A sample population of 171 was arrived at by calculating the target population of 307 with a 95% confidence level and an error of 0.05 using the below formula taken from Kothari (2004).

$$n = \frac{z^2.N.\partial_p^2}{(N-1)e^2 + z^2\partial_p^2}$$

Where; n = Size of the sample,

N = Size of the population and given as 307, e = Acceptable error and given as 0.05,

∂p = The standard deviation of the population and given as 0.5 where not known,

Z = Standard variance at a confidence level given as 1.96 at 95% confidence level.

3.4.2 Sampling Procedures

This study adopted a stratified and simple random sampling technique. Stratified random sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then selecting within the individual subset to ensure representativeness. In the determination of the sample size in this study, Sekaran and Bougie's (2011) criterion on selection of sample size was considered by taking 55% of the total population in each case as shown in Table 3.2.

Table 3. 2: Sampling Frame

Categories	Population	Ratio	Sample
National Government Official in Construction	57	0.55	32
M&E Officials for the Projects	64	0.55	36
County Government Officials	49	0.55	27
Project Managers, contractors and Engineers	28	0.55	16
Project Supervisors	34	0.55	19
Consultants	17	0.55	9
Community Leaders	58	0.55	32
Total	**307**		**171**

3.5 Research Instruments

Primary data was obtained using self-administered questionnaires while secondary data was obtained from reports and journals. The questionnaire was made up of both open ended and closed ended questions covering issues associated to implementation of monitoring and evaluation practices in county government construction projects. The open-ended questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in illuminating of any information and the closed ended questions allow respondent to respond from limited options that had been stated. According to Saunders, Lewis and Thornhill (2012), the open ended or unstructured questions allow profound response from the respondents while the closed or structured questions are generally easier to evaluate. The questionnaires were used in an effort to conserve time and money as well as to facilitate an easier analysis as they are in immediate usable form.

3.5.1 Pilot Testing

Pilot testing refers to putting of the research questions into test to a different study population but with similar characteristics as the study population to be studied (Kumar, 2014). Pilot testing of the research instruments was conducted using the questionnaire to 17 respondents representing 10% of the sample size was conducted in Kirinyaga County. The purpose of the pilot testing was to establish the validity and reliability of the research instrumentation and to enhance face validity. From the pilot results, reliability and validity was tested. Sekaran and Bougie (2010) recommended that the questionnaire pre-tests would be done by personal interviews in order to observe the respondent's reactions and attitudes. All aspects of the questionnaire was pre-tested including question content, wording, sequence, form and layout,

question difficulty and instructions. The feedback obtained would be used to revise the questionnaire before it was administered to the study respondents.

3.5.2 Validity of Research Instruments

According to Saunders et al. (2012), validity is the accuracy and meaningfulness of inferences, based on the research results. One of the main reasons for conducting the pilot study was to ascertain the validity of the questionnaire. The study used construct, face and content validity to ascertain the validity of the questionnaires. Construct validity was concerned on how vague/clear the questions are phrased in the questionnaire. Focus on guideline/instruction given to fill questionnaires supervisors to validate. Face validity checked organization of the document. The study used content validity which drew an inference from test scores to a large domain of items similar to those on the test. Content validity was concerned with sample-population representativeness. Gillham (2011) stated that the knowledge and skills covered by the test items should be representative to the larger domain of knowledge and skills. Expert opinion was requested to comment on the representativeness and suitability of questions and give suggestions of corrections to be made to the structure of the research tools. This helped to improve the content validity of the data that was collected. Content validity was obtained by asking for the opinion of the supervisor, lecturers and other professionals on whether the questionnaire was adequate.

3.5.3 Reliability of Research Instruments

Instrument reliability is the extent to which a research instrument produces similar results on different occasions under similar conditions. It is the degree of consistency with which it measures whatever it is meant to measure. Reliability is concerned with the question of whether the results of a study are repeatable. A construct composite reliability co-efficient (Cronbach's alpha (α)) of 0.7 or above is generally acceptable (Silverman, 2016). A coefficient of 0.7 or above for all the constructs were considered adequate in this study. Reliability coefficient of the research instrument was assessed using Cronbach's alpha (α) which was computed as follows:

$\alpha = k/k\text{-}1 \times [1 - \sum (S2)/\sum S2sum]$

Where:

A = Cronbach's alpha

k = Number of responses

$\sum$ (S2) = Variance of individual items summed up

$\sum$S2sum = Variance of summed up scores

3.6 Data Collection Procedures

The researcher obtained an introduction letter from the university as well as a research permit from National Commission for Science, Technology and Innovation (NACOSTI), which was presented to each institutional head so as to be allowed to collect the necessary data from the respondents. The drop and pick method were preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. The researcher personally administered the research instruments to the respondents. This enabled the researcher to establish rapport, explain the purpose of the study and the meaning of items that may not be clear as observed by Sekaran and Bougie (2010).

3.7 Data Analysis Techniques

Data was analysed using Statistical Package for Social Sciences (SPSS Version 25.0) which is the most recent version. Descriptive statistics such as frequencies, percentages, mean score and standard deviation was estimated for all the quantitative variables and information presented inform of tables. The qualitative data from the open-ended questions was analysed using conceptual content analysis and presented in prose.

Inferential data analysis was done using regression analysis. The regression analysis was used to establish the relations between the independent and dependent variables. Regressions was used because the procedure used two or more independent variables to predict a dependent variable. The study regression model generally assumed the following equation;

$\boldsymbol{Y = \beta_0 + \beta_1 X_1 + \varepsilon}$ *-model for objective 1*

$\boldsymbol{Y = \beta_0 + \beta_2 X_2 + \varepsilon}$*- model for objective 2*

$\boldsymbol{Y = \beta_0 + \beta_3 X_3 + \varepsilon}$*- model for objective 3*

$\boldsymbol{Y = \beta_0 + \beta_4 X_4 + \varepsilon}$*- model for objective 4*

Where: -

Y= Implementation of monitoring and evaluation

β_0=constant

$\beta_1, \beta_2, \beta_3$ and β_4 = regression coefficients

X_1= Budgetary allocation

X_2= Top management support

X_3= Policy framework

X_4= Stakeholder involvement

ε=Error Term

3.8 Ethical Considerations

The researcher observed the following standards of behaviour in relation to the rights of those who become subject of the study or are affected by it: First, in dealing with the participants, they were informed of the objective of the study and the confidentiality of obtained information, through a letter to enable them give informed consent. Once consent is granted, the participants maintained their right, which entails but is not limited to withdraw or decline to take part in some aspect of the research including rights not to answer any question or set of questions and/or not to provide any data requested; and possibly to withdraw data they have provided. Caution was observed to ensure that no participant is coerced into taking part in the study and, the researcher seeks to use minimum time and resources in acquiring the information required. Secondly, the study adopted quantitative research methods for reliability, objectivity and independence of the researcher. While conducting the study, the researcher ensured that research ethics were observed. Participation in the study was voluntary. Privacy and confidentiality were also be observed. The objectives of the study were explained to the respondents with an assurance that the data provided would be used for academic purpose only.

3.9 Operationalization of the Variables

The operationalization of variables was shown in Table 3.3.

Table 3. 3: Operationalization of the Variables

Objectives	Variable	Indicators	Scale of measurement	Data analysis Technique	Tools of data analysis
To determine how budgetary allocation influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya.	Budgetary allocation	Adequate funds Subsistence allowances accessibility Disbursement frequency Actual expenditure outline Contingencies payments Consumables and supplies allocation	Interval Interval Nominal Interval Ordinal Interval	Descriptive statistics Inferential Statistics	Regression ANOVA
To assess how top management support influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya.	Top management support	Resource commitment Project staff motivation Responsibility assigning Effective communication Coordination	Interval Ordinal Interval Interval	Descriptive statistics Regression analysis	Regression ANOVA
To examine how policy framework influence implementation of monitoring and evaluation practices in	Policy framework	Project management procedure Project sizing guidelines Project management Lifecycle	Ordinal Ratio Interval Ordinal	Descriptive statistics Regression analysis	Regression ANOVA

county government construction projects at Nyeri County, Kenya.		Bureaucratic process	Ordinal		
To determine how stakeholder involvement influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya.	stakeholder involvement	Resource Mobilization Information Sharing Decision making Negotiations Labour supply	Ordinal Ordinal Ordinal Ordinal	Descriptive statistics Regression analysis	Regression ANOVA
	Implementation of monitoring and evaluation	Frequency of monitoring Efficiency and effectiveness M&E plan development forums Level of utilization of data collected	Interval Ordinal Ordinal Interval Interval Interval	Descriptive statistics Regression analysis	Regression ANOVA

CHAPTER FOUR

DATA ANALYSIS, PRESENTATIONS AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents the findings based on the themes drawn from objectives themes. The thematic areas include implementation of monitoring and evaluation practices, budgetary allocation and implementation of monitoring and evaluation practices in construction projects, top management support and implementation of monitoring and evaluation practices in construction projects, policy framework and implementation of monitoring and evaluation practices in construction projects and stakeholder involvement and implementation of monitoring and evaluation practices in construction projects.

4.2 Response Return Rate

The questionnaires that the researcher administered were 171 out of which only 127 were fully filled questionnaires and were returned. This gave a response rate of 74% which was within what Osoro (2012) described as a significant return rate for statistical analysis and established at a minimal value of 50%.

Table 4. 1: Response Return Rate

Responses		**Response Rate**
Response	127	74%
Non-response	44	26%
Total	**171**	**100**

4.3 Reliability Analysis

Reliability analysis was subsequently done using Cronbach's Alpha which measures the internal consistency by establishing if certain items within a scale measure the same construct. Saunders, Lewis and Thornhill (2012) established the Alpha value threshold at 0.7, thus forming the study's benchmark.

Table 4. 2: Reliability Analysis

Variables	Alpha value	No of items	Comments
Budgetary allocation	0.768	6	Reliable
Top management support	0.886	5	Reliable
Policy framework	0.702	6	Reliable
Stakeholder involvement	0.773	5	Reliable

Cronbach Alpha was established for every objective which formed a scale. The budgetary allocation had a coefficient of 0.768, top management support had a coefficient of 0.886, policy framework had a coefficient of 0.702 and stakeholder involvement had a coefficient of 0.773. The findings in Table 4.2 illustrates that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.7 Malhotra (2015). This, therefore, depicts that the research instrument was reliable and therefore required no amendments.

4.4 Demographic Information of the Respondents

This section enabled the researcher to have a clue of who is filling in the questionnaires so as to determine whether the respondents are actually the targeted ones and whether or not the researcher is gathering the information they are effectively seeking. It also determines how close the sample replicates the population. This section required the respondents to indicate their general information including gender, working experience, highest level of education and age bracket. This general information is presented in form tables.

4.4.1 Distribution of the Respondents by Gender

The respondents were asked to state their gender. This data was then summarized and presented in Table 4.3.

Table 4. 3: Distribution of the Respondents by Gender

Gender	Frequency	Percent
Male	73	57.5
Female	54	42.5
Total	**127**	**100**

According to the results in Table 4.3, most of the respondents were revealed to be female as shown by 73(57.5%) while the rest were male as illustrated by 54(42.5%). This infers that the researcher collected data from all the respondents regardless of their gender. This implies that

most of the data was obtained from male respondents are more aligned to the construction projects as a result of the nature of the relate work.

4.4.2 Distribution of the Respondents by Working Experience with Construction Projects

The researcher further explored how long the respondents have been working with construction projects. The results are in Table 4.4.

Table 4. 4: Working Experience with Construction Projects

Working Experience	Frequency	Percent
Less than 3 years	3	2.4
3 to 9 years	63	49.6
9 to 12 years	27	21.3
Above 12 years	34	26.8
Total	**127**	**100**

Majority of the respondents indicated that they had a working experience with construction projects of 3 to 9 years as shown by 63(49.6%). The remainder indicated they had working experience with construction projects of more than 12 years as shown by 34(26.8%), 9 to 12 years as shown by 27(21.3%) and less than 3 years as shown by 2.4%. This is an indication that most of the respondents were familiar with what researcher was studying since they had adequate experience in implementation of construction projects. This implies that they availed reliable and accurate information on implementation of construction projects.

4.4.3 Distribution of the Respondents by Highest Level of Education

The researcher asked the respondents to indicate their highest level of education. Table 4.5 is a summary of their responses.

Table 4. 5: Distribution of the Respondents by Highest Level of Education

Level of Education	Frequency	Percent
Certificate	36	28.3
Diploma	30	23.6
Degree	48	37.8
Masters	13	10.2
Total	**127**	**100**

On the respondents' highest level of education, majority of the respondents indicated to have a degree as illustrated by 48(37.8%). Other respondents indicated to have a certificate as shown by 28.3%, diploma as shown by 36(23.6%) and masters as illustrated by 13(10.3%).

The findings present respondents with a familiarity with the subject under research since most of the respondents were learnt as least education level was diploma. The more learnt the respondents are, the more accurate information they would provide on implementation of construction projects.

4.4.4 Distribution of the Respondents by Age Bracket

Respondents age bracket was also explored in this study where the respondents indicated to which age bracket they belong to. Table 4.6 shows the results.

Table 4. 6: Distribution of the Respondents by Age Bracket

Age Bracket	Frequency	Percent
20-30 years	15	11.8
31-40 years	24	18.9
41-50 years	69	54.3
51 -60 years	19	15
Total	**127**	**100**

On the age of the respondents, majority of the respondents indicated to be aged between 41 to50 years as shown by 69(54.3%). In addition, 24(18.9%) of the respondents were aged between 31 to 40 years, 19(15%) were aged between 50 and 60 years while 15(11.8%) were aged between 20 to 30 years. This infers that majority of respondents interviewed are in between 41 to 50 years. Older respondents have seen and participated in many construction projects for long. This made the information they provided to be reliable. The more aged the respondents, the more he or she has been exposed to construction projects hence the ability to provide reliable information on implementation of construction projects.

4.5 Factors Influencing Implementation of M & E Practices

This section presents finding for factors which influence implementation of monitoring and evaluation practices in Nyeri county government construction projects. The factors covered in this study were budgetary allocation, top management support, policy framework and stakeholder involvement.

4.5.1 Budgetary Allocation and Implementation of M & E Practices

The researcher asked the respondents to indicate the extent to which budgetary allocation influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya. The findings were as illustrated in Table 4.7.

Table 4. 7: Extent Budgetary Allocation Influence Implementation of M&E Practices

Perceptions	Frequency	Percent
Low extent	9	7.1
Moderate extent	34	26.8
Great extent	54	42.5
Very great extent	30	23.6
Total	**127**	**100**

From the findings, the respondents indicated that budgetary allocation influence implementation of monitoring and evaluation practices in Nyeri county government construction projects in a great extent as shown by 54(42.5%), in a moderate extent as shown by 34(26.8%), in a very great extent as shown by 30(23.6%) and in a low extent as shown by 9(7.1%). This implies that budgetary allocation influence implementation of monitoring and evaluation practices in Nyeri county government construction projects greatly.

The respondents were also asked to indicate the level of agreement on how the various statements the influence the implementation of monitoring and evaluation practices in Nyeri county government construction projects. Their replies were analyzed and presented in Table 4.8.

Table 4. 8: Agreement with Statements on Budgetary Allocation Influence Implementation of M&E Practices

Statements	Min	Max	Mean	Std. Dev.
Adequacy of funds enhances frequency of monitoring	3	5	3.937	0.676
Subsistence allowances accessibility increases efficiency of M&E	1	5	2.575	1.257
Disbursement frequency enhances implementation of monitoring and evaluation	3	5	3.976	0.801
Actual expenditure outline encourages M&E plan development forums	3	5	4.339	0.681
Contingencies payments improves effectiveness in M&E implementation	2	5	3.315	1.037
Consumables and supplies allocation boosts level of utilization of data collected in M&E	3	5	4.032	0.806
Composite Mean and Standard Deviation			**3.696**	**0.876**

From the findings, a composite means of 3.696 means that there was a general consensus that budgetary allocation influence implementation of M&E practices. Therefore, the respondents agreed that actual expenditure outline encourages M&E plan development forums as shown by a mean of 4.339, that consumables and supplies allocation boosts level of utilization of data collected in M&E forums as shown by a mean of 4.032 and that disbursement frequency

enhances implementation of monitoring and evaluation forums as shown by a mean of 3.976. Additionally, the respondents agreed that adequacy of funds enhances frequency of monitoring forums as shown by a mean of 3.937. However, the respondents were neutral that contingencies payments improve effectiveness in M&E implementation forums as shown by a mean of 3.315 and that subsistence allowances accessibility increases efficiency of M&E forums as shown by a mean of 2.575.

On respondents view of how aspects of budgetary allocation influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya, they indicated that prolonged procedure and payments duration as well as the different systems followed by these donors confuse the contractors and result in financial problems this affect the performance of the project, that project funds availability influences delivery of a project and that adequate resources ensure effective and quality monitoring and evaluation.

4.5.2 Top Management Support and Implementation of M & E Practices

The researcher asked the respondents to indicate the extent to which top management support influence implementation of monitoring and evaluation practices in Nyeri county government construction projects. The findings were as illustrated in Table 4.9.

Table 4. 9: Extent Top Management Support Influence Implementation of M&E Practices

Perceptions	Frequency	Percent
Low extent	21	16.5
Moderate extent	24	18.9
Great extent	66	52
Very great extent	16	12.6
Total	**127**	**100**

The respondents indicated that top management support influence implementation of monitoring and evaluation practices in Nyeri county government construction projects in a great extent as illustrated by 66(52%). In addition, they indicated that top management support influence implementation of monitoring and evaluation practices in Nyeri county government construction projects moderately as illustrated by 24(18.9%), lowly as shown by 21(16.5%) and very greatly as illustrated by 16(12.6%). This implies that top management

support influence implementation of monitoring and evaluation practices in Nyeri county government construction projects greatly.

In addition, the researcher asked the respondents to indicate their level of agreement on how the various statement influence implementation of monitoring and evaluation practices in Nyeri county government construction projects. The results were as shown in Table 4.10.

Table 4. 10: Agreement with Statements on Top Management Support Influence Implementation of M&E Practices

Statements	Min	Max	Mean	Std. Dev.
Resource commitment enhances staff timeliness in M&E	2	4	2.858	0.639
Project staff motivation increases productivity in M&E	3	5	4.276	0.600
Responsibility assigning has boosted accountability in the M&E implementation	3	5	4.339	0.681
Effective communication by the top management has improved efficiency in operations	2	5	3.315	0.965
Coordination has boosted level of utilization of data collected in M&E	3	5	4.158	0.623
Composite Mean and Standard Deviation			**3.789**	**0.702**

From the findings, a composite means of 3.789 means that there was a general consensus that top management support influence implementation of M&E practices. Hence, the respondents indicated that responsibility assigning has boosted accountability in the M&E implementation as illustrated by a mean of 4.339, that project staff motivation increases productivity in M&E as illustrated by a mean of 4.276 and that coordination has boosted level of utilization of data collected in M&E as illustrated by a mean of 4.158. However, the respondents were neutral that effective communication by the top management has improved efficiency in operations as illustrated by a mean of 3.315 and that resource commitment enhances staff timeliness in M&E as illustrated by a mean of 2.858.

On respondents opinions on which ways do top management support influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya, they indicated that through effective communication and fast information transfer between managers and participants help to accelerate the building construction process and performance, that process of a design team meeting frequency and the process of written reporting of design phase progress were found to be statistically significant in reducing design phase costs and top management support continues to become

increasingly important in that public managers are frequently subjected to less rigid controls and likely to have greater incentives to satisfy their own interests at the expenses of the organizational goals.

4.5.3 Policy Framework and Implementation of M & E Practices

The researcher asked the respondents to indicate the extent to which policy framework influence implementation of monitoring and evaluation practices in Nyeri county government construction projects. The results were as shown in in Table 4.11.

Table 4. 11: Extent Policy Framework Influence Implementation of M&E Practices

Perceptions	Frequency	Percent
Low extent	21	16.5
Moderate extent	27	21.3
Great extent	58	45.7
Very great extent	21	16.5
Total	**127**	**100**

From the findings, the respondents indicated that policy framework influence implementation of monitoring and evaluation practices in Nyeri county government construction projects in a great extent as illustrated by 58(45.7%). In addition, they indicated that policy framework influence implementation of monitoring and evaluation practices in Nyeri county government construction projects moderately as illustrated by 27(21.3%), lowly as shown by 21(16.5%) and very greatly as illustrated by 21(16.5%). This implies that policy framework influence implementation of monitoring and evaluation practices in Nyeri county government construction projects greatly

The researcher also asked the respondents to indicate their level of agreement on how the various statements influence implementation of monitoring and evaluation practices in Nyeri county government construction projects.

Table 4.12: Agreement with Statements on Policy Framework Influence Implementation of M&E Practices

Statements	Min.	Max.	Mean	Std. Dev.
Project management procedure is essential in M&E plan development forum	3	5	4.378	0.755
Efficient project sizing guidelines has increased frequency of monitoring	3	5	3.976	0.801
Project management lifecycle has hindered M&E plan development forums	3	5	4.339	0.681
Bureaucratic process has interfered with frequency of monitoring	1	4	2.819	1.057
Composite Mean and Standard Deviation			**3.878**	**0.824**

As per the findings, a composite means of 3.878 means that there was a general consensus that policy framework influence implementation of M&E practices. Thus, the respondents indicated that project management procedure is essential in M&E plan development forum as illustrated by a mean score of 4.378, that project management lifecycle has hindered M&E plan development forums as illustrated by a mean score of 4.339 and that efficient project sizing guidelines has increased frequency of monitoring as illustrated by a mean score of 3.976. The respondents were however neutral that bureaucratic process has interfered with frequency of monitoring as illustrated by a mean score of 2.819.

On respondents' views on which ways do policy framework influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya, they indicated that policy formulation process influences environmental exploitation, considerations of indigenous perspectives, creation of educational awareness, empowering of the beneficiaries, capacity building, considerations of consumer interest and local peoples' involvement in decision-making.

4.5.4 Stakeholder Involvement and Implementation of M & E Practices

The researcher asked the respondents to indicate the extent to which stakeholder involvement influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya. Their replies were analyzed and presented in Table 4.13.

Table 4. 13: Extent Stakeholder Involvement Influence Implementation of M&E Practices

Perceptions	Frequency	Percent
Low extent	18	14.2
Moderate extent	61	48
Great extent	48	37.8
Total	**127**	**100**

As per the findings, the respondents indicated that stakeholder involvement influence implementation of monitoring and evaluation practices in Nyeri county government construction projects in a moderate extent as illustrated by 61(48%). In addition, they indicated that stakeholder involvement influence implementation of monitoring and evaluation practices in Nyeri county government construction projects greatly as illustrated by 48(37.8%) and lowly as shown by 18(14.2%). This implies that stakeholder involvement influence implementation of monitoring and evaluation practices in Nyeri county government construction projects moderately

The respondents were also asked to indicate their level of agreement on how the various statement influence implementation of monitoring and evaluation practices in Nyeri county government construction projects. Their replies were analyzed and presented in Table 4.14.

Table 4. 14: Agreement with Statements on Stakeholder Involvement Influence Implementation of M&E Practices

Statements	Min.	Max.	Mean	Std. Dev.
Resource mobilization affects effectiveness in implementation of monitoring and evaluation	2	4	2.780	0.744
Information Sharing has boosted M&E plan development forums	2	5	3.630	1.030
Decision making has impacted level of utilization of data collected in M&E	3	5	4.378	0.755
Negotiations enhances efficiency in M&E	3	5	3.976	0.801
Labour supply shortages have influenced the frequency of monitoring	3	5	4.339	0.681
Composite Mean and Standard Deviation			**3.820**	**0.802**

From the findings, a composite means of 3.820 means that there was a general consensus that stakeholder involvement influence implementation of M&E practices. In connection to this the respondents agreed that decision making has impacted level of utilization of data collected in M&E as shown by a mean of 4.378, that labor supply shortages have influenced

the frequency of monitoring as shown by a mean of 4.339, that negotiations enhances efficiency in M&E as shown by a mean of 3.976 and that information Sharing has boosted M&E plan development forums as shown by a mean of 3.630. However, the respondents were neutral that resource mobilization affects effectiveness in implementation of monitoring and evaluation as shown by a mean of 2.780.

On respondents' views on view how stakeholder involvement influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya, they indicated that community participation encourages them to learn and make informed decisions on the implementation of the projects and that it allows the stakeholders to take part in collecting and analyzing information, defining priorities and setting goals, assessing available resources, deciding on planning programs and designing strategies to implement these programs.

4.5.5 Implementation of Monitoring and Evaluation in Construction Projects

The respondents were further asked to indicate their level of agreement or disagreement with the statements on the trend of the various aspects of implementation of monitoring and evaluation in construction projects for the last 5 years. The findings were illustrated in Table 4.15.

Table 4. 15: Trend of the various Aspects of Implementation of M&E

Statements	Min.	Max.	Mean	Std. Dev.
Frequency of monitoring has greatly increased	2	5	3.614	0.952
Efficiency and effectiveness have improved	2	5	3.835	1.022
M&E plan development forums has been timely	2	4	3.071	0.704
Level of utilization of data collected has increased	3	5	4.173	0.788
Composite Mean and Standard Deviation			**3.673**	**0.866**

From the findings, the respondents agreed that level of utilization of data collected has increased as shown by a mean of 4.173, that efficiency and effectiveness have improved as shown by a mean of 3.835 and that Frequency of monitoring has greatly increased as shown by a mean of 3.614 but were neutral that M&E plan development forums has been timely as shown by a mean of 3.071.

4.6 Regression Analysis

This was done to determine the relation between budgetary allocation, top management support, policy framework and stakeholder involvement as the independent variables against the dependent variable implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya. Results were as shown below;

Table 4. 16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.846	0.716	0.702	1.674

These study results, Table 4.16 is a model fit which establish how fit the model equation fits the data. The adjusted R^2 was used to establish the predictive power of the study model and it was found to be 0.702 implying that 70.2% of the variations in implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya are explained by changes in budgetary allocation, top management support, strategy policy framework and stakeholder involvement.

Table 4.17: Analysis of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sign.
1	Regression	608.032	4	152.008	76.932	.000
	Residual	241.056	122	1.976		
	Total	**849.088**	**126**			

The probability value of 0.000 does indicate that the regression relationship was highly significant in predicting how the budgetary allocation, top management support, strategy policy framework and stakeholder involvement affected performance of public institutions in Kenya. F calculated at 5 per cent level of significance is 76.932 which is greater than the F-critical (value = 2.4460) and p-value was less than 0.05, thus the overall model is significant.

Table 4.18: Regression Coefficient

	Un standardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	0.864	0.112		7.714	.000
Budgetary allocation	0.895	0.393	0.921	2.277	.028
Top management support	0.617	0.244	0.664	2.529	.015
Policy framework	0.675	0.239	0.718	2.824	.007
Stakeholder involvement	0.579	0.178	0.629	3.253	.002

The regression equation obtained from this outcome was: -

$\mathbf{Y = 0.864+0.895X_1}$

$\mathbf{Y = 0.864+ 0.617X_2}$

$\mathbf{Y = 0.864+0.675X_3}$

$\mathbf{Y = 0.864+ 0.579X_4}$

As per the study results, it was revealed that if all independent variables were held constant at zero, then the implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya will be 0.864. From the findings the study revealed that any unit increase in organizational budgetary allocation would lead to 0.895 increase in the implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya. The variable was significant since p=0.028 is less than 0.05.

The study further revealed that a unit change in top management support would lead to 0.617 units change in implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya. The variable was significant since p-value=0.015<0.05. Moreover, the study showed that if all other variables are held constant, a unit change in the score of strategy policy framework would lead to a 0.675 change in implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya. This variable was significant since p=0.007 was less than 0.05.

Finally, the study revealed that a unit change in stakeholder involvement would change the implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya by 0.579. This variable was significant since p-value=0.002 was less than 0.000. Overall, organizational budgetary allocation strategy had the greatest effect on performance by public institutions in Kenya followed by policy framework strategy then top management support strategy while stakeholder involvement strategy had the least effect on the implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya. All variables were significant since p-values were less than 0.05.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives that summary of findings, discussion of findings, conclusion and recommendation. The conclusions and recommendations drawn are focused on addressing the objective of the study.

5.2 Summary of the Findings

Under this, the study focused on the key variables discussed in chapter four and gives a summary of those findings.

5.2.1 Budgetary Allocation and Implementation of M & E Practices

The study sought to show effect of budgetary allocation on implementation of monitoring and evaluation practices in county government construction projects in Nyeri County, Kenya. the study revealed that any unit increase in organizational budgetary allocation would lead to 0.895 increase in the implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya. The study also revealed that that actual expenditure outline encourages M&E plan development as shown by a mean of 4.339 and that consumables and supplies allocation boosts level of utilization of data collected in M&E forums as shown by a mean of 4.032 and that disbursement frequency enhances implementation of monitoring and evaluation forums. Additionally, adequacy of funds enhances frequency of monitoring forums. However, rarely do contingencies payments improve effectiveness in M&E implementation forums and that subsistence allowances accessibility increases efficiency of M&E forums.

5.2.2 Top Management Support and Implementation of M & E Practices

The study further sought to show effect of on implementation of monitoring and evaluation practices in county government construction projects in Nyeri County, Kenya. The study further revealed that a unit change in top management support would lead to 0.617 units change in implementation of monitoring and evaluation practices in county government

construction projects at Nyeri County, Kenya. From the findings, responsibility assigning has boosted accountability in the M&E implementation as illustrated by a mean of 4.339 and that project staff motivation increases productivity in M&E as illustrated by a mean of 4.276. The study found that coordination has boosted level of utilization of data collected in M&E. However, effective communication by the top management has not really improved efficiency in operations and that resource commitment rarely enhances staff timeliness in M&E.

5.2.3 Policy Framework and Implementation of M & E Practices

The study further sought to show effect of policy framework on implementation of monitoring and evaluation practices in county government construction projects in Nyeri County, Kenya. The study showed that if all other variables are held constant, a unit change in the score of strategy policy framework would lead to a 0.675 change in implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya. As per the findings, project management procedure is essential in M&E plan development forum as illustrated by a mean score of 4.378 and that project management lifecycle has hindered M&E plan development forums as illustrated by a mean score of 4.339. The study found that efficient project sizing guidelines has increased frequency of monitoring. However neutral that bureaucratic process has interfered with frequency of monitoring.

5.2.4 Stakeholder Involvement and Implementation of M & E Practices

The study further sought to show effect of stakeholder involvement on implementation of monitoring and evaluation practices in county government construction projects in Nyeri County, Kenya. The study revealed that a unit change in stakeholder involvement would change the implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya by 0.579. From the findings, decision making has impacted level of utilization of data collected in M&E as shown by a mean of 4.378 and that labor supply shortages have influenced the frequency of monitoring as shown by a mean of 4.339. Also, negotiations enhance efficiency in M&E and that information Sharing has boosted M&E plan development forums. However, resource mobilization moderately affects effectiveness in implementation of monitoring and evaluation.

5.3 Discussions

This section focused on the key variables discussed in chapter four and linked its findings to the literature in chapter two.

5.3.1 Budgetary Allocation and Implementation of M & E Practices

The study that budgetary allocation influence implementation of monitoring and evaluation practices in Nyeri county government construction projects greatly. The study further revealed that actual expenditure outline encourages M&E plan development forums, that consumables and supplies allocation boosts level of utilization of data collected in M&E forums and that disbursement frequency enhances implementation of monitoring and evaluation forums. This concurs with Jackson (2010) who added that project funds availability is an important factor that influences delivery of a project. Reports are an essential way of keeping everyone informed and therefore managers should manage the project, plan for the project and monitor. Also, the structure of the industry is fragment with increasing number of small companies and consolidation of large companies.

In addition, the study found that adequacy of funds enhances frequency of monitoring forums, that contingencies payments improve effectiveness in M&E implementation forums and that subsistence allowances accessibility increases efficiency of M&E forums. These findings corelate with Seith and Philippines (2012) who argued that the required financial and human resources for monitoring and evaluation should be considered within the overall costs of delivering the agreed results and not as additional costs. Dedicated staff time for effective monitoring and evaluation, staff should be dedicated for the function. The practices of deployment of personnel for monitoring vary among organizations. Budget limitations are consistently one of the greatest constraints to implementing M&E.

5.3.2 Top Management Support and Implementation of M & E Practices

The study found that top management support influence implementation of monitoring and evaluation practices in Nyeri county government construction projects greatly. The study established that responsibility assigning has boosted accountability in the M&E implementation, that project staff motivation increases productivity in M&E and that coordination has boosted level of utilization of data collected in M&E. These findings concur with Chan and Kumaraswamy (2011) who argued that a construction project requires team

spirit; therefore, team building is important among different parties. Team effort by all parties to a contract—owner, architect, construction manager, contractor, and subcontractors is a crucial ingredient for the successful completion of a project. As such, motivation is prerequisite to ensure comfortable working environment within and around project sites. This does not axiomatically exist without commitment from the top management of all project parties.

The study found that effective communication by the top management has improved efficiency in operations and that resource commitment enhances staff timeliness in M&E. These findings conform with Blaikie (2016) who noted that on construction projects in developing countries, it is extremely difficult to assemble adequate and capable professionals to direct projects to success in implementation of monitoring and evaluation. Thus, it is not surprising that these factors are perceived as having high impact on project success. The involvement of many parties is a dominant characteristic of construction projects. If one of the parties is not capable to act within his/her role, the project is likely to fail. It is, therefore, essential to ensure that the bidding process can help single out the right designers, contractors and other parties to effectively transform project ideas into reality.

5.3.3 Policy Framework and Implementation of M & E Practices

The study revealed that policy framework influence implementation of monitoring and evaluation practices in Nyeri county government construction projects greatly. The study further established that project management procedure is essential in M&E plan development forum, that project management lifecycle has hindered M&E plan development forums and that efficient project sizing guidelines has increased frequency of monitoring. The study found that that bureaucratic process has interfered with frequency of monitoring. These findings are in line with Blaikie (2016) who noted that policy formulation process influences environmental exploitation, considerations of indigenous perspectives, creation of educational awareness, empowering of the beneficiaries, capacity building, considerations of consumer interest and local peoples' involvement in decision-making. All the above have either direct or indirect influence on the timely delivery of construction projects. Furthermore, it introduced reforms addressing the reorganization of the transport sector and

created institutions as well as the necessary legal and regulatory framework for an integrated and enhanced system.

5.3.4 Stakeholder Involvement and Implementation of M & E Practices

The study found stakeholder involvement influence implementation of monitoring and evaluation practices in Nyeri county government construction projects moderately. The study revealed that decision making has impacted level of utilization of data collected in M&E, that labor supply shortages have influenced the frequency of monitoring, that negotiations enhances efficiency in M&E and that information Sharing has boosted M&E plan development forums. The study found that resource mobilization affects effectiveness in implementation of monitoring and evaluation. These findings are in line with Adagala (2015) provides some specific activities that involve a high degree of participation in wider development context including: collecting and analyzing information; defining priorities and setting goals; assessing available resources; deciding on planning programs; designing strategies to implement these programs and dividing responsibilities among the participants; managing programs; monitoring progress of the program; and evaluating results and impacts.

5.4 Conclusions

The study concluded that organizational budgetary allocation influences implementation of monitoring and evaluation practices in county government construction projects at Nyeri County significantly. The study concluded that actual expenditure outline encourages M&E plan development and that consumables and supplies allocation boosts level of utilization of data collected in M&E forums and that disbursement frequency enhances implementation of monitoring and evaluation forums. Additionally, adequacy of funds enhances frequency of monitoring forums.

The study further concluded that top management support influences implementation of monitoring and evaluation practices in county government construction projects at Nyeri County positively. The study further concluded that responsibility assigning has boosted accountability in the M&E implementation and that project staff motivation increases productivity in M&E and that coordination has boosted level of utilization of data collected in M&E. However, effective communication by the top management has not really improved

efficiency in operations and that resource commitment rarely enhances staff timeliness in M&E.

The study concluded that project management procedure is essential in M&E plan development forum and that project management lifecycle has hindered M&E plan development forums and that efficient project sizing guidelines has increased frequency of monitoring.

The study concluded that decision making has impacted level of utilization of data collected in M&E and that labor supply shortages have influenced the frequency of monitoring. Also, negotiations enhance efficiency in M&E and that information Sharing has boosted M&E plan development forums. However, resource mobilization moderately affects effectiveness in implementation of monitoring and evaluation

5.5 Recommendations

1. The study recommends that there is need to increase training and awareness on M&E processes and procedures through formal training and in-service training to keep them updated in the field. The M&E activities should be allocated enough resources and facilities so as to enhance implementation. There is need to implement the existing M&E framework in carrying out M&E activities so as to align various activities to standard protocols which many county governments have failed to adhere to.

2. The study recommends that he county governments should ensure that there is adequate early planning for project M&E activities. There is need to customized M&E tools to local setting so as to meet the demands of the local projects. Moreover, the study recommends that the indicators should be well defined to avoid poor monitoring and evaluation.

3. The study recommends that there should be greater stakeholder's participation in the implementation of M&E activities to promote ownership and sustainability. There is need to document and use lessons learned during the program implementation as they serve a reference points as the organization moves from project to project. The county government construction program should consider adopting a modern information and communications technology in carrying out monitoring and evaluations.

4. Additionally, the study recommends that there is need for people to be empowered to be part of the project implementation; participatory engagement at all levels will enhance participation in Monitoring and evaluation; the illiterate should not be sidelined; women and grown up children can also monitor projects; and the marginalized or disadvantaged members of community should not be ignored. The factors Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya have numerous weaknesses, which if not redressed will seriously affect the success of the program.

5.6 Suggestions for Further Research

This study was limited to Nyeri County only. Therefore, this study recommends further studies on factors influencing implementation of monitoring and evaluation practices in county government construction projects in Kenya based on other counties.

In addition, the study recommends further studies on the following areas are suggested for further research:

i). The influence of donor demands on the effectiveness of M&E processes, the influence of leadership skills on the implementation of M&E.

ii). The influence of organizational culture on the implementation of M&E. Determining how to strengthen primary stakeholders' participation M & E Government Projects particularly how to ensure the beneficiaries can participate effectively in monitoring and evaluating projects.

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APPENDICES

Appendix I: Letter of Transmittal

Dear Sir/ Madam,

RE: ACADEMIC RESEARCH PROJECT

I am a Master of Arts in Project Planning and Management student at University of Nairobi. I wish to conduct a research entitled Factors Influencing Implementation of Monitoring and Evaluation Practices in County Government Construction Projects: A Case of Nyeri County Kenya. A questionnaire has been designed and will be used to gather relevant information to address the research objective of the study. The purpose of writing to you is to kindly request you to grant me permission to collect information on this important subject.

Please note that the study will be conducted as an academic research ant the information provided will be treated in strict confidence. Strict ethical principles will be observed to ensure confidentiality and the study outcomes and reports will not include reference to any individuals.

Your acceptance will be highly appreciated.

Yours faithfully,

BEATRICE NDUNG'U

Appendix II: Research Questionnaire for Government Officials, M&E Officials, County Government Officials, Project Managers and Engineers, Project Supervisors, Consultants and Community Leaders.

This questionnaire is to collect data for purely academic purposes. The study seeks to investigate the *factors influencing implementation of monitoring and evaluation practices in county government construction projects: A case of Nyeri County Kenya*. All information will be treated with strict confidence. Do not put any name or identification on this questionnaire.

Answer all questions as indicated by either filling in the blank or ticking the option that applies.

SECTION A: DEMOGRAPHIC INFORMATION

Background Information (Please tick (√) appropriate answer)

1) Please indicate your gender: Female [ ] Male [ ]
2) For how long have you been working with construction projects?
   Less than 3 years [ ] 3 to 9 years [ ]
   9 to 12 years [ ] Above 12 years [ ]
3) State your highest level of education
   Certificate [ ] Diploma [ ] Degree [ ] Masters [ ] PhD [ ]

Others (Specify) ----------

4) Please Indicate your age bracket 20-30 yrs [ ] 31-40 yrs [ ]
   41-50 yrs [ ] 51 – 60 [ ]

SECTION B: BUDGETARY ALLOCATION

5) To what extent does budgetary allocation influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya?
   Very great extent [ ] Great extent [ ] Moderate extent [ ]
   Low extent [ ] Not at all [ ]

6) What is your level of agreement on how the following statement influence the implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya?

You are required to give your opinion in the level of agreement or disagreement with the statements in a Likert scale of 1-5 where: 5- Strongly Agree, 4- Agree, 3-Neutral, 2-Disagree, 1- Strongly Disagree

Statements	1	2	3	4	5
Adequacy of funds enhances frequency of monitoring					
Subsistence allowances accessibility increases efficiency of M&E					
Disbursement frequency enhances implementation of monitoring and evaluation					
Actual expenditure outline encourages M&E plan development forums					
Contingencies payments improves effectiveness in M&E implementation					
Consumables and supplies allocation boosts level of utilization of data collected in M&E					

7) In your view how do the above aspects of budgetary allocation influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya?

……

……

SECTION C: TOP MANAGEMENT SUPPORT

8) To what extent does top management support influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya?

Very great extent [ ] Great extent [ ] Moderate extent [ ]

Low extent [ ] Not at all [ ]

9) What is your level of agreement on how the following statement influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya?

You are required to give your opinion in the level of agreement or disagreement with the statements in a Likert scale of 1-5 where:

5- Strongly Agree 4- Agree 3-Neutral 2- Disagree 1- Strongly Disagree

Statements	1	2	3	4	5
Resource commitment enhances staff timeliness in M&E					
Project staff motivation increases productivity in M&E					
Responsibility assigning has boosted accountability in the M&E implementation					
Effective communication by the top management has improved efficiency in operations					
Coordination has boosted level of utilization of data collected in M&E					

10) In what way does top management support influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya?

……
……

SECTION D: POLICY FRAMEWORK

11) To what extent does policy framework influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya?

Very great extent [ ] Great extent [ ] Moderate extent [ ]

Low extent [ ] Not at all [ ]

12) What is your level of agreement on how the following statement influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya?

You are required to give your opinion in the level of agreement or disagreement with the statements in a Likert scale of 1-5 where:

5- Strongly Agree 4- Agree 3-Neutral 2- Disagree 1- Strongly Disagree

Statements	1	2	3	4	5
Project management procedure is essential in M&E plan development forum					

Efficient project sizing guidelines has increased frequency of monitoring					
Project management lifecycle has hindered M&E plan development forums					
Bureaucratic process has interfered with frequency of monitoring					

13) In what way does policy framework influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya?

……

……

SECTION E: STAKEHOLDER INVOLVEMENT

14) To what extent does stakeholder involvement influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya?

Very great extent [ ] Great extent [ ] Moderate extent [ ]

Low extent [ ] Not at all [ ]

15) What is your level of agreement on how the following statement influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya?

You are required to give your opinion in the level of agreement or disagreement with the statements in a Likert scale of 1-5 where:

5- Strongly Agree 4- Agree 3-Neutral 2- Disagree 1- Strongly Disagree

Statements	**1**	**2**	**3**	**4**	**5**
Resource mobilization affects effectiveness in implementation of monitoring and evaluation					
Information Sharing has boosted M&E plan development forums					
Decision making has impacted level of utilization of data collected in M&E					
Negotiations enhances efficiency in M&E					

Labour supply shortages have influenced the frequency of monitoring					

16) In your view how does stakeholder involvement influence implementation of monitoring and evaluation practices in county government construction projects at Nyeri County, Kenya?

……

……

……

SECTION E: IMPLEMENTATION OF MONITORING AND EVALUATION IN CONSTRUCTION PROJECTS

17) What is the trend of the following aspects of implementation of monitoring and evaluation in construction projects for the last 5 years?

You are required to give your opinion in the level of agreement or disagreement with the statements in a Likert scale of 1-5 where:

Where, 5 = greatly improved, 4= improved, 3= constant, 2= decreased, 1 = greatly decreased

Statements	**1**	**2**	**3**	**4**	**5**
Frequency of monitoring has greatly increased					
Efficiency and effectiveness have improved					
M&E plan development forums has been timely					
Level of utilization of data collected has increased					

Thank you for participating