

**INFLUENCE OF MONITORING AND EVALUATION ON THE  
PERFORMANCE OF PROJECTS IN PARASTATALS IN KENYA: A CASE  
OF KENYA PORTS AUTHORITY**

**NG'ETICH KENNETH KIPKEMOI**

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Requirement for the Award of the Degree of Master of Arts in Project  
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## **DECLARATION**

This research project report is my original work and has not been presented for the award of a master's degree in any academic institution.

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**Ng'etich Kenneth Kipkemoi**

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**DATE**

**REGISTRATION NO: L50/31429/2019**

## **SUPERVISOR**

This research project report has been submitted for examination purpose with my approval as the University Supervisor

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**Dr. Johnbosco Kisimbii (PhD)**

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**DATE**

**Lecturer, School of Open Distance Learning**

**The University of Nairobi**

## **DEDICATION**

This research project report is dedicated first and foremost to my parents Mr. and Mrs. Bett who laid down a strong foundation for my education. I also wish to dedicate it to the entire family members for this work will not have been possible without your support, trust and believe in me. Thank you for your love, prayers and encouragement.  
May God bless you all.

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## **ABBREVIATION AND ACRONYMS**

<b>AEA</b>	:	American Evaluation Association
<b>AFREA</b>	:	African Evaluation Association
<b>CSO</b>	:	Civil Society Organization
<b>KPA</b>	:	Kenya Ports Authority
<b>MED</b>	:	Monitoring & Evaluation Director
<b>M&amp;E</b>	:	Monitoring and Evaluation
<b>NGO</b>	:	Non-Governmental Organization
<b>NIMES</b>	:	National Integrated Monitoring and Evaluation System
<b>OECD</b>	:	Organization for Economic Cooperation and Development
<b>RBM</b>	:	Results-based management
<b>SGR</b>	:	Standard Gauge Railway
<b>SPSS</b>	:	Statistical Package for the Social Sciences
<b>TEUs</b>	:	Twenty-Foot Equivalent Unit
<b>US</b>	:	United States
<b>USAID</b>	:	United States Agency for International Development

## ABSTRACT

Infrastructure projects in Kenya have been the latest phenomena and most government entities have been part of it, KPA being one of them. The Port of Mombasa has been in the forefront in improving the current infrastructure in order to cope with competition from others in the maritime business. As such, this study purposed to investigate on the influence of Monitoring and Evaluation on the Performance of Projects in Parastatals in Kenya. The study was guided by following research objectives: To examine the extent to which stakeholder participation influences Monitoring and Evaluation in the performance of projects; to determine the extent to which M&E expertise influences Monitoring and Evaluation in the Performance of performance of projects; to establish the extent to which monitoring and evaluation structure influences Monitoring and Evaluation in the Performance of performance of projects and to assess the extent to which of budget allocation influences Monitoring and Evaluation in the Performance of Kenyan parastatal Projects in Kenya ports Authority. The research adopted Stakeholders theory, Human capital theory and used descriptive study design, with target respondent drawn from KPA, government agencies and Key External Stakeholders. A total of 50 questionnaires were given to respondents and 31 were returned, filled well and used for the study. The return rate was therefore 62%. Inferential statistics was carried out by use of Pearson's Chi-Square analysis at 95% confidence interval and 5% significance level and was a 2-tailed test. The study indicated that there was a positive correlation between performance of project and Stakeholder participation, monitoring and evaluation expertise, monitoring and evaluation structure and budget allocation at ( $\rho=0.521$ , p value  $<0.05$ ), ( $\rho=0.568$ , p value  $<0.05$ ), ( $\rho=0.578$ , p value  $<0.05$ ) and ( $\rho=0.451$ , p value  $<0.05$ ) respectively. It was also established that monitoring and evaluation had a positive influence on the performance of projects in parastatals in Kenya.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

A publication that was presented through USAID, 2016 (United States Agency for International Development), it indicated that M&E (Monitoring and Evaluation) should be incorporated in the strategic plan and schedule of works. These help in improving the efficiency and cost-effectiveness through the involvement of various stakeholders by use of a participatory approach to monitoring progress. Utilizing both local and international experts helps in meeting better results, increased deployment of resources and help to improve the sustainability of the projects. M&E help in the generation of information that communicates the progress of a project to the stakeholders and reports generated act a basis for accountability and transparency of the manager (Nasambu, 2016).

According to Rist, Boily and Martin (2011) Monitoring and evaluation are critical for any good results-based organization. Result Based Management (RBM) involves on purpose gathering empirical evidence of a project, to be aware of the level to which anticipated outcomes that are achieve and with aid showing that deliverables are met through activities from planned design and can be made to an advancement to the performance in meeting the intended results. Moreover, establishments that effectively utilise RBM more often require to have appropriate systems and measures or guidelines that are in place and when they are combined, they constitute to a good RBM system (Mayne, 2007).

Monitoring and Evaluation is an ongoing endeavor that enables project managers to progress on the performance of a project by influencing the project outcome. The objective of M&E is to improve outputs, outcomes and impact (United Nations Development Programmed, 2012). According to the OECD, 2010 (Organization for Economic Cooperation and Development), monitoring denotes the act of continuously using method to collection data on particular indicators so as to provide the management and multiple agencies involve in a project regarding the on-going endeavor, with signs of the level that has been attained or realization of an objectives while Evaluation on the other hand involves regularly and objectively assessing the on-going or finished project, programmer or policy.

Baron & Armstrong (2013) have stated that monitoring and evaluation have a similarity regarding the significance or value of a policy or programmer and even for an activity. M&E is a critical

activity that needs to be performed periodically to track progress and check if it is conforming to design or it is meeting intended results.

Like any other project whether capital intensive or not, M&E is a key activity to consider as it determines the performance of any undertaking. The performance can be equated to the quality of the project that is greatly affected by the Iron Triangle or Triple constraints or Project Triangle (Time, Cost, and Scope) and is considered as a measure to project success. Other factors to consider when evaluating project success or performance include the impact of stakeholder or user satisfaction and sustainability of the project.

Auriacombe (2013), postulates it is vital to investigate the historical background of evaluation research for one to gather more knowledge on of what evaluation field entails. Generally, M&E field of research is dominated or influenced by the American traditions both theoretically and methodologically. The United States (US) is regarded as the pioneers and mostly practise M&E in all project field as far as its patterns, a few writers with scholastic and expert impact, level of professionalization, focal point of scholarly projects, enactment and systematization of assessment, advancement of models and approaches for assessment, assessment limit building activities, assessment guidelines and core values, number and participants of assessment gatherings and workshops, distributions and their effect factor, aides and assessment handbooks. Then AEA (American Evaluation Association) for instance are still or can be placed at the top due to their prevailing assessment group or body on the planet. The society had a registration that was developed from a little more than 3000 individuals in 2001 to around 7000 by mid-2015. In Africa M&E has not been embraced completely and incorporated into the task life cycle, restricted data is accessible to the partners with respect to the advancement of undertakings (Sanganyi 2016).

In a report by Basheka & Byamugisha (2015), they noted that M&E has been incorporated in various fields for example in studies, application or profession. As a field of application, dedicated staff in projects perform an assessment of standards or policies in place, interventions, projects and programmes, which are still on the raise, while the legal authorities' that permit practices of M&E are still weak. As a field of profession, thirty (30) national evaluation associations under the umbrella body have been formed – for example the AFREA (African Evaluation Association) which are in existence. In the field of studies, there several

learning institutions which offer programmes and they assist in building capacity for the learners and staff in projects.

In the field of M&E, there is still much to be learnt for it to be beneficial to projects stakeholders. In a survey carried out in Benin, it indicated that M&E mechanism relied most on the national statistics system for it to get data that was used for measurement. There was basic training inducted to the employees and considerably adequate for system use, though for a small number of them and the knowledge was not regularly updated. Furthermore, the greatest challenge was access to data and information, particularly access to data to be collected. Finally, in a report by CLEAR report they argued that information that was collected and interpreted using the Benin M&E system is was not adequate for consideration.

The Ghanaian government has had several attempts over the years to implement an integrated M&E system, have substantially progressed on with it (CLEAR, 2012). The country faces several challenges particularly at the sector level which include severe budget hitches; administrative, functional and methodical capacity constraints; fragmented and uncoordinated information. The CLEAR report recommended that, to address these challenges, there is need to strengthen the current institutional arrangements which needs adequate and enhanced capacity for the staff or team so as to sustain and support effective M&E system. More so current M&E systems in place require to be fortified, synchronized and harmonized effectively.

Although there quite number of accomplishments that have been attained under National Integrated Monitoring and Evaluation System (NIMES), difficulties are still evident for the implementation namely: budget allocation, human resources and infrastructure platform are challenging for it to perform effectively (CLEAR, 2012). In a report by Amkeni Wakenya (2009) it emphasized on some of the difficulties that were encountered in monitoring and evaluation of Civil Society Organization activities in its capacity building and project development mandates. The reports by UNDP, the partners of the CSOs indicated that they were not consistent in terms of quality, quantity and timeliness. Additionally, most of partners for the CSOs had limitation in knowledge required to perform monitoring and evaluation.

In a national survey conducted by Kenya NGO Coordination Board (2009), they found out that most NGOs relied mostly on the founder members or the chief financier of projects for them

to be successful after completion , their survival also depended most on individuals and not systems that were set in the institution level, thereby making them to performance poorly when rated. The study also found out that some Institutions practiced nepotism not considering the minimum level of qualification requirements in certain positions in the organization thereby resulting to unethical professional practices in the management of NGOs, while other officers are engaged in an ethical acts like misuse of resources or funds assigned to activities that they oversee or individual gains at the expense of the beneficiaries.

Regionally, in Tanzania, UNESCO works closely with M&E specialist in the projects they undertake to enhance their capacities of the participants, to carry out M&E on their education policies and plans. UNESCO is also supporting the governments of Zanzibar and the Mainland Tanzania with required technical support that is provided by the IIEP (International Institute for Educational Planning) which assist them to improve and implement an enhanced Capacity for their staff, they also give plans that guide in strengthening of the systems and structures to foster improvement over a long period of time.

Mombasa is the second-largest city in Kenya after Nairobi. It is the gateway to Kenya because of the seaport located in the Kenya coastline along the Indian Ocean. The port of Mombasa was before referred to Kenya Cargo Handling Services, however; this was changed through the act of Parliament in 1978 to Kenya Ports Authority-KPA also the gateway for the hinterland of the East and Central Africa, which include Uganda, the southern region of Tanzania, Rwanda, South Sudan, Democratic Republic of Congo and Ethiopia.

Over a period, the port has experienced an inflow increase in cargo for transshipment, and both imports and exports. As the port business expands, it is also vital to improve on the infrastructure, to keep the pace and maintain a competitive edge in the global market against its competitors. Globally ports act as the hub for sea trade and interconnect various regions helping in social transformation and improving their economy. Development of infrastructure projects for efficiency requires project teams those include organizations ore experts both internal and external to carry out the function of Monitoring and evaluation. To ascertain and validate the performance of projects, Kenya Ports Authority as one of the leading government parastatals require such experts, thus the need for a study. The Port of Mombasa has engaged various stakeholders both locally and internationally to execute projects that are in line with



the Kenyan vision of 2030. Some of the projects include the construction of Terminal 2 (phase 1 and 2) funded by JICA, LAPPSET project Lamu, Relocation of the oil terminal, Extension of Standard Gauge Railway (SGR) to the port, Adoption of port security surveillance (ISS), Conversion of Berth 12 – 14 to be container handling berths, Expansion of Inland Container Depot Nairobi (ICDN) and Construction of new ICD at Naivasha. To ascertain and validate the performance of projects, Kenya Ports Authority as one of the leading Kenyan government Parastatal require such experts, thus the need for a study.

## **1.2 Statement of the problem**

According to (Aigbavboa, 2018), the concept of organized M & E in the infrastructure organizations is frequently shelved and instead focuses to other functions of project management: initiation, planning, implementation and closure. M & E are the only project activity that transcends throughout all the phases of the project management cycle and helps to ensure the progress of the project is on track Project Management Book of Knowledge (2017). Infrastructure organizations are often at the forefront of setting standards that can be adopted. This is because they are motivated by cutting costs, delivering projects on time and still be profitable (Aigbavboa, 2018),

Data collected from Kenya National Statisticians Bureau (KNSB 2019) show that Infrastructure Project contributions to gross domestic product, in Kenya the data show that this has stagnated at about 4.8 to 5.4% hence, its input to economic growth and as a result little success of the reputable projects. On the other hand, various scholars stated by Armstrong & Baron, 2013 such as; Naidoo (2011) contend that with proper M & E standards, project team can make a knowledgeable decision concerning an ongoing project which can aid enhance the project performance and reduce rate of stalled infrastructure projects in an organization. This, therefore, will motivate the research to focus on determining whether there is proper monitoring and evaluation and if there is; what the level of its influences to performance is.

Consequently, preceding studies done on monitoring and evaluation on performance, however, few have been conducted for the Kenya Ports Authority. A study by Sang P. and Mkutano S.M (2018) on the performance of non-governmental organisations projects and project management in Nairobi. The study was on the non-governmental organization and not on Kenyan parastatals. A study that was done by Omunga, L., & Gitau, R. (2019) on the Influence

of monitoring and evaluation on the performance of building and construction projects in Nairobi. The study focus was on infrastructure firms in Nairobi. Because of this little is known in Mombasa, thus need for the study on the Influence of Monitoring and Evaluation on the Performance of Projects in Parastatals in Kenya: A Case Kenya Ports Authority

### **1.3 Purpose of the study**

The purpose of this study was to establish the Influence of Monitoring and Evaluation on the Performance of Kenyan parastatal Projects in Kenya ports Authority.

### **1.4 Objectives of the study**

The study was guided by the following objectives:

- i.** To examine the extent to which stakeholder participation influence Monitoring and Evaluation on Projects in parastatals in Kenya ports Authority.
- ii.** To determine the extent to which M&E expertise influence monitoring and evaluation of projects in parastatals in Kenya ports Authority.
- iii.** To establish the extend which monitoring and evaluation influences M & E on projects in parastatal in Kenya ports Authority.
- iv.** To assess the extent to which of budget allocation influence Monitoring and Evaluation on projects in parastatal in Kenya ports Authority.

### **1.5 Research question**

The study was aimed at answering the research questions below:

- i.** To what extent does stakeholders' participation influence Monitoring and Evaluation on the Performance of Kenyan parastatal Projects in Kenya ports Authority?
- ii.** To what extent does monitoring and evaluation expertise influence Monitoring and Evaluation on the Performance of Kenyan parastatal Projects in Kenya ports Authority?
- iii.** To what extent does monitoring and evaluation structure influence Monitoring and Evaluation on the Performance of Kenyan parastatal Projects in Kenya ports Authority?
- iv.** To what extent does budget allocation influence Monitoring and Evaluation on the Performance of Kenyan parastatal Projects in Kenya ports Authority?

## 1.6 Research Hypothesis

The study was guided by the following hypothesis at 95 % level of significance;

- i. **H<sub>0</sub>** Stakeholders participation has no significant influence in the Monitoring and Evaluation on the Performance of Projects in Parastatals in Kenya.  
**H<sub>1</sub>** Stakeholders participation significantly influence in the Monitoring and Evaluation on the Performance of Projects in Parastatals in Kenya.
  
- ii. **H<sub>0</sub>** Monitoring and evaluation expertise does not influence in the Monitoring and Evaluation on the Performance of Projects in Parastatals in Kenya.  
**H<sub>1</sub>** Monitoring and evaluation expertise influence in the Monitoring and Evaluation on the Performance of Projects in Parastatals in Kenya.
  
- iii. **H<sub>0</sub>** Monitoring and evaluation structure does not influence Monitoring and Evaluation on the Performance of Projects in Parastatals in Kenya.  
**H<sub>1</sub>** Monitoring and evaluation structure influence Monitoring and Evaluation on the Performance of Projects in Parastatals in Kenya.
  
- iv. **H<sub>0</sub>** Budget allocation does not significantly influence in the Monitoring and Evaluation on the Performance of Projects in in Parastatals in Kenya.  
**H<sub>1</sub>** Budget allocation significantly influence in the Monitoring and Evaluation on the Performance of Projects in in Parastatals in Kenya.

## 1.7 Significance of the study

The research finding reached study were assist all key stakeholders that are engaged in projects at the port of Mombasa to understand and utilize monitoring and evaluation in order to get better result. This helped to ascertain the influence of stakeholder, M&E expertise, M&E structure and budget allocation toward monitoring and evaluations in projects for Kenyan parastatals more so KPA. The study intended to improve on the quality of projects, developing the work environment, coming up with modern infrastructure and thus aligning to the Kenya Ports Authority vision of excellent port of choice. The researcher gained access to information

that would be used in future on areas that require more study. This area of study may not have been researched thus more analysis may be done by another researcher interested in it.

### **1.8 Basic assumptions of the study**

The first basic assumption of the study was that stakeholder participation, Monitoring and Evaluation expertise Monitoring and Evaluation structure and Budget allocation could have a substantial effect on Performance of Projects in parastatals in Kenya. The study assumed that respondents to adopted and help in the research findings were available to answer all the research study questions and were to give the essential material without biases.

### **1.9 Delimitation of the study**

The research study delimited itself by limiting the scope of the study to parastatals in Kenya and further by focusing on the objective that were adopted for study which were; to examine the influence of stakeholders' participation, Monitoring and Evaluation expertise, Monitoring and Evaluation structure and to assess the influence of Budget Allocation and Performance of Projects at Kenya Ports Authority. Besides, the researcher targeted a sample population from the projects department and other stakeholders within the area of the study. Finally, it delimited itself by using the basic instrument of data collection, which was easy to understand, and one could easily give personal information by using a questionnaire.

### **1.10 Limitation of the study**

The researcher had challenges in collection of information from respondents and thus limiting the data that was analysed. The researcher selected a sample that represented the entire population. The study as well had constraint on time factor as most project staff were engaged with their normal duties and convincing them to provide information proved to be a challenge. However, the researcher had authorization letter from the University of Nairobi, which was used as prove and aided in data collection during lunch breaks for academic use.

The Corona pandemic also posed a great challenge since getting access to research materials and meeting respondents was also a limitation due to restricted mobility and social distancing. Thus, there was challenge in getting the right information from respondents; hence, this was due to fright of victimization among respondents. However, the researcher guaranteed respondents that there their names were to be protected and not highlighted anywhere.

### **1.11 Definition of significant terms**

**Monitoring and Evaluation:** Refers to the continuous process of gathering information to ascertain if progress is being achieved based on pre-determined indicators.

**Parastatal:** Refers to a semi-autonomous state corporation that delivers services with the guideline from the government.

**Project:** Refers to a set of activities with a start, finish time, and aimed at having a unique product or service.

**Stakeholder's Participation:** Refers to active engagement of individuals, parties or entities that have an interest in a project and can negatively or negatively be affected by the outcome.

**Budget Allocation:** This is the anticipated amount of money or resources to be used in a project.

**Monitoring and Evaluation Expertise:** Refers to the level at which staff can perform such tasks of the project.

**Monitoring and Evaluation structure:** Refers to the design that incorporates the function of Monitoring and evaluation team in the departmental working procedure.

**Performance of Projects:** Refers to the process to measure or define success in project management. For instance, dealing with a high number of ventures finished on schedule and inside the assigned spending plan.

### **1.12 Organization of the study**

The research study report was sorted out into five chapters. Chapter One consists of the introduction which includes the background of the study, statement of the problem, the purpose of which study has been carried out, research objectives that guided the research study, significance of the study, study hypothesis, assumptions, delimitations of the study, limitation of the study and the definition of significant terms. Chapter Two consists of the literature review with information from journals and scholars, which are relevant to the researcher in the field of study, the theories that back the study, conceptual framework, Gap knowledge and summary of the knowledge. Chapter Three entails the methodology that was adopted by the research study. It also comprises of research design used, target population sampling procedures utilized by the study, data collection procedures, research instruments, pilot-testing procedure, Validity of the Instrument, Reliability research instruments, Data analysis techniques, Ethical considerations and Operational definitions of variables. Chapter Four

clearly outlines and covers on the data analysis, it also comprises of the presentation and interpretation of data that was analysed in the study. Chapter Five, the last chapter clearly describes the brief summary of the research study, it discusses on the findings of research, conclusions, it also highlights on the recommendations and suggestions for further research that other researcher may fill gaps left in the areas for further suggestions.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents relevant empirical review on the Influence of Monitoring and Evaluation on the Performance of Projects in Parastatals in Kenya: A Case Kenya Ports Authority. The chapter discusses the theories, conceptual framework through relation both the dependent variable and independent variable, analyse the knowledge gap and the summary of the chapter

### **2.2 Monitoring and Evaluation on Performance of Infrastructure Projects**

Any systems which constitute an excellent M&E mechanism, are engaged to evaluate the interconnections of objections against activity, activity against outcomes, and outcomes against effects. However, the most vital but list considered aspect of evaluation and monitoring is feedback. Future decisions and improvement are usually based on previous lessons which M&E has captured. (Khan, 1998). Gorgens & Kusek (2010) postulate that outcome – a clearly constructed and adopted M&E unit of system is the base to the best feedback mechanism to a manager; it is also weapon that management use to quantifies and assess outcomes, decision making and governance statistics. According to Edmunds and Marchant (2008) a system that is fundamentally results oriented, while considering the inputs and outputs, highly valued feedback, level of goals and outcome that are desirable.

According to Kelly et al. (2008), they contend a perfect M&E system which the NGO programs can use and may have the following attributes: evolving, dynamic, reflective and participative. First, systems which are evolving normally adapt and adjust so that keep themselves as simple and uncomplicated as possible while furnishing `real-time` facts which enlighten the improvements that are been carried out. Secondly, systems that are dynamic inspired `learning by doing` and possess advance hybrid systematic features that frequently receive feedback from different sources regarding gains, drawbacks and effects of the intervention. Thirdly, an all-inclusive system based on gender-sensitivity which will help to ensure that all stakeholders participate in the assessment and monitoring process. Some of the barriers to overcome will include barriers of gender, age, power and culture. Lastly and fourthly, reflective systems usually inspire partners, staff and stakeholders to create periodic time and space for information analysis on assumptions that are underlined or `theories of change` which reinforce the interventions.

### **2.2.1 Stakeholders Participation on the performance of Infrastructure Projects.**

The World Bank (2016) has recognised that participatory approaches are important in monitoring and evaluation (M&E) for any development to be realised, the quality of information is enriched. Garbutt (2013) contends that the data collection systems should be one that all M&E system partners can use effectively and get the desired results. The process which each of the partners are associated with the various phases of the Project, for example, assessment and checking, strategy plan, program, share authority over the substance, the cycle and the aftereffects of the (M&E) action and participate in taking or distinguishing restorative activities.

The M&E accomplishment are achieved when the stakeholders are contented with their role in the project. Opposition to a project can be generated by failure to involve the stakeholders in the process. Were (2014) in his study found that sabotage, misunderstanding, and bitterness in the development projects can occur where development projects outline the resources to be utilized but do not include local people that help decision-making activity. Omega, L., & Gateau, R. (2019) in their study on the Effects of Monitoring and Evaluation on building construction projects performance they concluded that stakeholder participation positively influences M&E and positively affects the performance of building ventures. Increase in the performance of building projects was attained by increased stakeholder participation in M&E.

A study that was conducted by Murungi (2015), that examined on the donor funded projects in Kajiado County and effects of project management practices. The research finding indicated that project success purely depends on the key stakeholders that are involved. Hence, the active participation of the stakeholders results in effective application of mechanisms that are utilized in M&E. The research concluded that when stakeholders are involved throughout the life cycle of a project it promotes sustainability and ownership by the user, especially they are involved in all phases that a project has. It also indicated that stakeholder's engagement is important during formulation and implementation processes of any project, and by considering all the requirements that are there will also improve on their participation (Murungi 2015).

A study by Mugambi and Kanda (2013) found that there was a significant influence on effective M&E implementation due to stakeholder's participation. The study was on effects of monitoring and evaluation strategies on implementation of community-based projects. The



conclusion was drawn from large number of respondents who viewed that the success of a program was influenced by participation of the stakeholder in the utilization of M&E activities. At the same time the study noted that only a handful of the stakeholders that was representation of third of the respondents were involved in the M&E activities concerning implementation of the projects as per the study. (Mugabe and Kanda 2013)

### **2.2.2 Monitoring and Evaluation Expertise on the Performance of infrastructure Projects.**

Waiter and Waynoka (2015) in their study conducted in Bahati Sub-County, Nakuru County which examined the performance of Youth Funded Agribusiness Projects and how they are influenced by Monitoring and Evaluation activities. The findings indicated that training of team members involved in M&E activities precisely had significant influence on project performance of youth funded agribusiness projects (p-value of 0.01, <0.05). The study finding also showed that youth fund and trust managers need to consider provision of lecture classes either short or formal M&E training skills to all youth organizations who apply for funding.

Arslan and Kivrak (2014) proposes that accomplishment of a venture dictated by the entirety of partners' desires being accomplished and the basis of the undertaking. As per Chua, Kog and Loh (2013) venture plan particularly time a key factor just as different components in venture achievement. It empowers the partners and the venture director reach and the partners to show up at an exact choice and spotlight on the accomplishment of the undertaking. Tidac and Pivac (2014) call attention to staff undertaking M&E require basic abilities, for example, getting a handle on of the different M&E structures and instruments, composing and deciphering M&E results, markers of the venture and kinds of information observing and assessments. This will improve the task execution as it would have been done efficiently which is basic to the exhibition.

In a report by Gorgens & Kusek (2010) M&E require a skilled team for it to function effectively and for its task to be execute prudently. Hence, grasping of the required skills by the team members is necessary in order to build their capacity in M&E that an organisation adopts (undertaking human capacity assessments) and gaps the existing capacity that is being addressed in place (by use of structured capacity development programs) these normally acts as the integral part of any monitoring and evaluation system. In an argument by UNAIDS (2008), it denoted that having committed and reasonable number of staff involved in M&E is

essential, but they also need to have right skills of work which will acts as the foundation for a functional M&E system.

Acevedo 2010 also contends in addition, enhancing of M&E competence demands an array of activities, that includes formal training, and on job training or hands on training, internship, coaching and mentorship. Last but no list, M&E not only requires the technical skills but also consider financial management, communication advocacy, leadership, facilitation and advocacy. For sustainability of any M&E system it important that it should be well-equipped with human resource capacity. Moreover, it's apparent that forthcoming evaluators require more hands-on focused training in M&E and workshops which assist in development skills. On-the-job experience and formal training are beneficial in evaluator's development with many options for training and development opportunities, which are not limited to: the private and public entities, higher learning institutions, professional bodies, job assignment and mentoring programs.

UNDP (2011) in their assessment in the Pacific which focused on CSOs they elaborated challenges facing organizational development such as inefficient evaluation and monitoring evaluation systems. However other important factor to consider is inadequate opportunities and capabilities for staff training in M&E field. At the consultation stage, it was unanimously agreed that among the CSOs inadequate mechanisms for monitoring and evaluation skills is the major gap evident across all regions. Nevertheless, the CSOs don't need to acquire complicated M&E systems but there is need to have or possess some basic knowledge which can assist in utilizing reports gathered and adequate steps in implementing M&E systems.

According to Adan 2012, there are certain skills that are fundamental for participatory monitor evaluation which includes: use of numbers, literacy, monitoring of data and interviewing by use of both quantitative and qualitative methods and management information systems. There is an urgent need that staff should possess vast knowledge not only for that which makes use of descriptive data or product information, information about a program, or any other article. It also requires basics in order to determine the information that will help draw clear evaluation inferences from the data, the inferences will help in describing issue regarding value, quality or even usefulness of anything (Davidson, 2004). According to Murunga (2011), project management experts who include programme or project supervisors and managers, officers in M&E, team members in projects and external M&E experts need in depth course that is not

limited to project management and M&E; but also comprising on topics such as RBM (Result Based Monitoring and Evaluation), including also Participatory Monitoring and Evaluation.

White (2013) studied on the best practices in monitoring and evaluation development in INGOs. In the study he indicated that INGOs encountered some challenges in implementing or managing M&E activities which amongst them was inadequate capacity in M&E. In some instances, the M&E staff were tasked to consult many projects within a specific period and had a sectorial or regional duty assigned to them while having also a vast portfolio. Meanwhile, where an M&E staff was overloaded with projects and deadlines would result to high burnout and the ripple effect with high turnover rate which makes skilled M&E staff hard and rare with required expertise.

In a study conducted by Wanjiru and Kimutai (2013) in the Nairobi County NGOs (Non-governmental organizations), it indicated that one of the vital factor for M&E staff in the implementation was technical expertise to enable them to be effective in their monitoring and evaluation activities'. Furthermore, it was noted that most of the non-governmental organizations inadequate competent M&E officers achieve the objectives in the evaluation and monitoring stage of the project. The nongovernmental organizations experienced poor program success in implementation of M&E activities which was attributed to inadequate competent M&E officers. The recommendation from the study was the need for formation of a M&E expert's professional association to advance and develop the quantity and quality of local M&E experts considering that M&E achievement depends on having competence of M&E officers.

In a study conducted by Nyakundi (2014) he examined that among donor financed ventures in NGOs, uncovered that staff specialized aptitudes influence the usage of M&E, in that imperative abilities basic in offering utilitarian guidance in the improvement of proper outcomes-based execution checking frameworks. He additionally brought up in quantitative terms that an expansion in unit of specialized abilities would make an interpretation of increment to 0.122 efficiencies in M&E execution.

We can therefore conclude that for planned results to be achieved it would require M&E staff with competent skills. Ngatia (2015) carried out a study in the county of Muranga which was on the Performance of agribusiness projects in NGOs. The study supported the aspect that unit

increase in human resource would lead to 0.288. In another study by Omunga, L., & Gitau, R. (2019) which was on the factors that affect Monitoring and Evaluation on the Performance of building construction projects, they concluded that Human Resource of Monitoring and Evaluation Teams has a significant impact on the performance of building determining the suitable M&E approaches that any project adopts.

### **2.2.3 Monitoring and Evaluation structure on the performance of Infrastructure projects.**

According to a study carried out by Afroze and Khan (2017) on the relationship of internationally developed projects performance and effective communication practices and complexity of projects which effects were measured by use of a survey method. The findings revealed that the practices have a direct impact on the project performance; the complications that are encountered in projects had a minimal effect on the performance and communication relationship. Reflected the best-set policies and the quality of the method that was used to collect data hence survey method through questionnaires.

On another study by Ngatia (2016) conducted in Kibera slum, in the county of Nairobi for various community-based projects, they examined institutional factors which had effect on participatory monitoring and evaluation systems. The study revealed that the determinants which had effects on Performance of Monitoring and Evaluation of Government Projects in Kenya had a lot of weaknesses, which if not redressed would seriously affect the success any of the programs. Funds need to be available in order to facilitate effective operation of any M&E system though, the poor execution in payment of allowance to the M&E committees. The emphasis was on that M&E should be an autonomous department and that is funded separately from other functions.

Nonetheless, shortcoming in the M&E framework is probably going to result since sets of expectations of staff engaged with overseeing and actualizing ventures need doled out M&E obligations (Stetson, 2011). In a report by Kacapor-Dzihic's (2011) on M&E in NGOs for example, they noticed that M&E groups failed to have a well stipulated M&E jobs positions and applicable abilities. Thus, M&E was done on a specially appointed premise by the director of associations with no everyday specialized help and inclusion for progressing M&E needs and errands.

As per Leuzzi (2013) in his investigation on impact of task accomplishment with utilization of observing and assessment results. It uncovered that for venture accomplishment there was requirement for conveyance ability using M&E venture results. It likewise demonstrated that for the executives to have an away from of task achievement, M&E results need examined. Other uses of the M&E results include to ensure that all the stakeholders are able to read from the same page on their roles responsibilities and as well be aware of the current affairs hence keeping the project team on their toes on the project performance.

According to Pathfinder International, (2016), the M&E teams need be aware of the data information represented by the management information system, and its applicability to a particular project/program objectives and activities. An effective manager (team leader) works with the M&E team/staff. They always ensure that each team member understand the reason why data are being collected. They also need to sensitize the staff under them on how these data should be analyzed to support operations; when the analyses should trigger other actions; and the regular recipient and reviewers of the data and analyses. Hence, proper reporting structures have an effective workflow where all support team know where data captured will be taken (Pathfinder International, 2016)

In a study by (Martinez, 2011), recommendation which added to complexity for the NGOs included adoption of log frames of different types plus the technical/narrative and reports of financial nature used by agencies that fund the projects. Furthermore, the different types of log frames propagated and used by international agencies, need counterparts grasp how to use different log frames and not just one type. These will require competent and qualified M&E champions who can grasp the relevant measure is a technique that needs skills and experience. This reinforced (Pathfinder International, 2016) which stressed the champion to necessarily have basic knowledge needed to understand information from the users and requirement that utilized during project management at different stages. Additionally, choice of measures needs expertise on topmost way in obtaining (and analysing) measure of the data, and restrictions pressed both by them or imposed by both approaches and value.

#### **2.2.4 Budget Allocation on the Performance of Infrastructure Projects**

A study by Murei, Kidombo and Gakuu, (2017) in Nakuru County which concentrated on the relationship performance of horticulture projects and the influence of evaluation budget and monitoring on the project. The study adopted analysis of data which utilized both quantitative

and qualitative data collection. Researchers in the study had their main tool for quantitative data as the structured questionnaire of Likert. The findings were triangulated using both key informant interviews and Focus group discussions. The study concluded that high performance of horticulture was associated to the monitoring and evaluation budget hence it was illustrated by use of the correlation coefficient, and it was statistically significant. The study also recommended that the overall budget of the horticulture projects should be delineate to the monitoring and evaluation budget to accord it the due appropriate role so as to have a positive skewed project performance (Murei, et al, 2017).

In a study by Barasa (2014) conducted in Kakamaga County which focused on CDF (constituency development funds) whose aim was to establish the relationship between monitoring evaluation tools and project completion. It focused on how project performance was affected by budgetary allocation for monitoring and evaluation planning process within the building and construction. The study concluded the need for apportionment of some budget to implement M&E activities within the construction projects. For the achievement of the project performance, the allocation of finances is key.

According to directorate body of African Monitoring and Evaluation Systems (2012), there has been challenges concerning financial and human resources dimensions. Therefore, inhibited many organizations in building an exhaustive operational M&E system which was anticipated when the NIMES (National Integrated Monitoring and Evaluation System) was first launched. NIMES was created and later improved from its initial state in ERS and reconstructed so as to fit in Kenya Vision 2030, the policy-makers of Kenyan government had predicted to improve on transparency and accountability through the use of an extensive M&E system which result in impacting of national policies through generation of information that can be measure results. Implementation of the Kenyan M&E system come through projection of substantial resources crowned by the MED vision.

According to John (2007) when scare resources are applied to any project activity it decelerates progress while putting exaggerated it will lead to cause congestion and thus lessen productivity causing misuse of resources that can benefit other activities. Henceforth, in order to achieve improved schedule performance of project there is need be efficient and effective in scarce resources allocation.

According to the Kenyan government publication for the year (2013), the directorate in the education ministry presently in all the 47 counties, has indicated that challenges are there mainly in human resources and financial capacity. Hence, many organizations are unable to build a full functional M&E system that was envisaged when NIMES was initially created in line to vision 2030. During NIMES creation and later re-construction from ERS to later incorporate the Kenya Vision 2030, the policy makers also envisaged a more detailed M&E system that could assist in improving the accountability and transparency, thus used to collect and analyze information required to assess the results and also on national policies effects. The vision of MED prompted the projection of generous assets for executing Kenya's M&E framework. As per John (2007) when alarm assets are applied to any extend movement it decelerates progress while putting misrepresented it will prompt reason blockage and accordingly decrease efficiency causing abuse of assets that can profit different exercises. From now on, in order to accomplish improved timetable execution of undertaking there is need be productive and successful in scant assets portion. As per the Government of Kenya (2013), the directorate/service of training today over all the 47 provinces has been tested regarding HR and monetary limit henceforth the failure to assemble a full utilitarian M&E framework that was imagined when NIMES was at first made in line to vision 2030.

The MED had projected their budget for the financial year 2010/2011 in Kenya to be million US\$1.3 million (Kshs. 119 million). The funds were to cater for office rental, wage bill, these also included various cost utilized in administrative expenses and hinderances met in the Kenyan M&E agenda in the period of Republic of Kenya, 2011 fiscal year. At the end of the year only US\$400,000 had been commit by MED for to the works of M&E in comparison to US\$1.3 million projected for 2011.

One of the consequence is the ongoing headcount of staff in MED which shows that there are 16 (sixteen) economists and 3 (three) communications officers, who share common responsibility of the agency's 5 (five) divisions of data collection, capacity development, project monitoring, research and results in analysis, and advocacy work (the Republic of Kenya, 2011).

This is excessively far underneath what is relied upon to befuddle the nation and take a gander at the presentation of both the administration run ventures and those supported by a similar

government as the instruction framework that devours more than 400 billion of the public financial budgets.

### **2.3. Theoretical Framework**

These research study adopted and was guided by two Theories namely: Stakeholders and the Human capacity, respectively.

#### **2.3.1 Stakeholder Theory**

Freeman established the stakeholder theory in (1984) has been used in various areas such as corporate responsibility, business ethics and project management. The theory hypothesises that an important aspect in carrying out project outcomes which are satisfactory will be the inclusion of stakeholders in the process. A study that was conducted by Kanda and Mugambi (2013) examined on the contributing factors to successful Monitoring and Evaluation where the outcome was the impact of stakeholders on the project, employing means-ends reasoning to deliver the projects.

According to Hill and Jones (2012) in their study they postulated that to gain community trust the stakeholder theory is one of importance. Walumbao (2011) also embraced that this theory provides the ideologies which provides guidance to the community's interests as the beneficiaries are identified, analysed and can be fulfilled. Danny (2014) also posits that good decisions concerning the interests of the community can be made once they are recognised and analysed. These choices might be to carry on by the game's rules, cling to legitimate agreements, or follow up on protests or weight applied as a powerful influence for the firm

A study that was conducted by Omunga et al, (2019) on the Effects of monitoring and evaluation on the performance of building construction projects concluded that the participation of stakeholders in M&E positively and has weight on the performance of building projects. Therefore, for improved performance of building projects there is requisite for participation of the stakeholder. Thus, concerning this study, different key stakeholders have come together or will come together in enhancing project performance thus, the use of Stakeholder theory was used to explain the stakeholder contribution



### **2.3.2 Human Capital Theory**

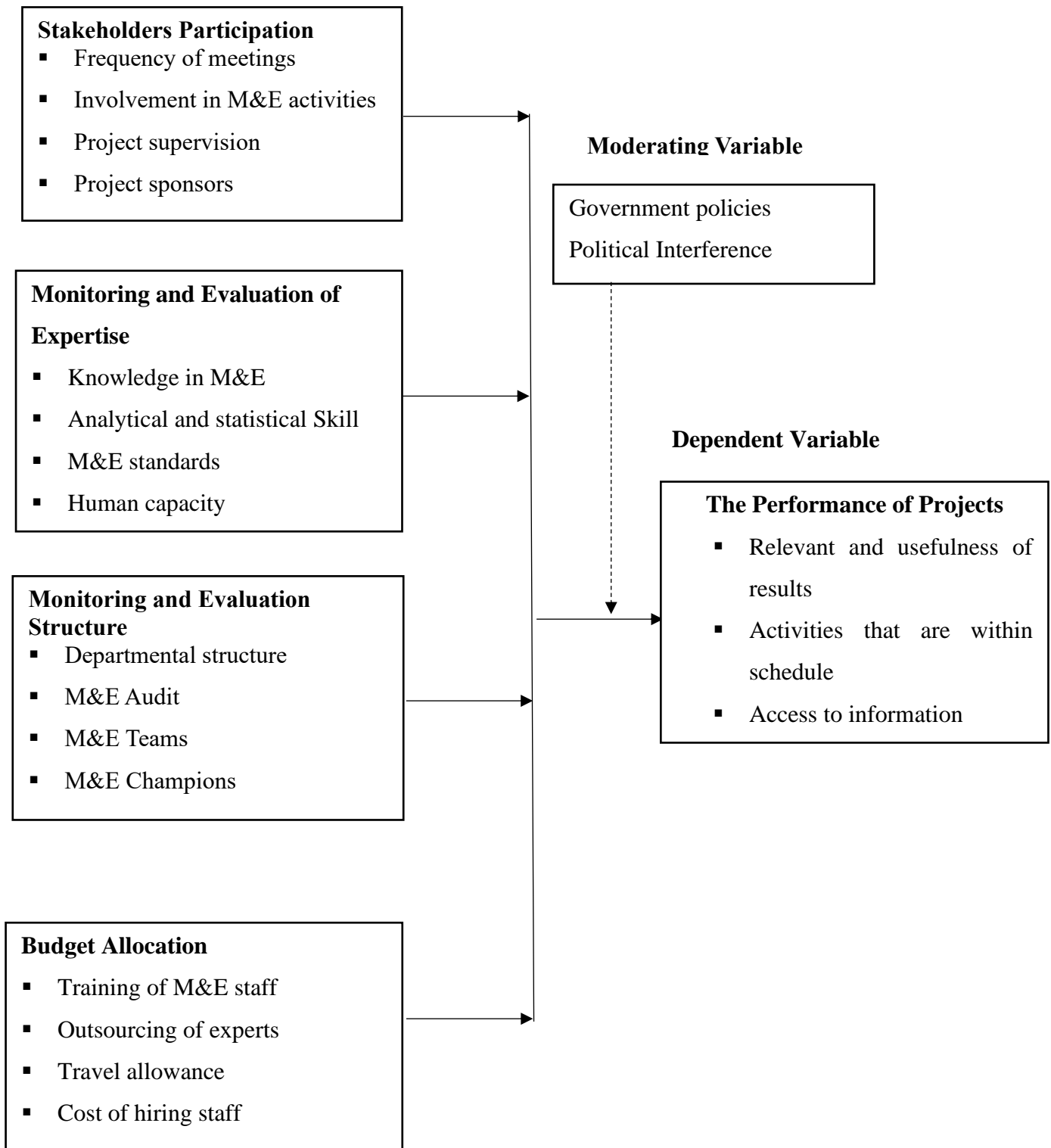
In the year 1964 Becker came up with the human Capital Theory. This theory differentiates between human capital development in basic use and skills for specific firms. In his fundamental work, Becker fights that when work markets are serious bosses not likely store general trainings thus may finance explicit preparing which can't be utilized external association. This is drawn from the affirmation that while the profits to exact preparing can be acknowledged distinctly in a progressing relationship with the preparation firm, general preparing expands the profitability of a specialist in numerous organizations other than those giving it.

Adam and Urquhart (2009) fights that Becker's hypothesis unmistakably addresses these wonders and reaches two primary determinations (Adam and Urquhart, 2009). Initially, managers will share the profits and the expense of interests in firm-explicit abilities with their workers. Second, in a competitive labor market firms the inability to collect returns from investment will lead to companies not funding employee in general skills. Concerning this study, monitoring and evaluation is a special or unique profession, which is not in every organization. The function, however, is vital to validation project performance thus the need to use the Theory of human capital to justify the significant of M& E expertise.

### **2.4 Conceptual Framework**

In a research study conceptual framework is a representation that illustrates the relationship between the independent and dependent. It thus, determines the meaning or the workings of a variable and it empowers a straightforward clarification of the progression of hypothetical structure utilized by the examination (Mugenda and Mugenda, 2009). In this study, the independent variables were the: Stakeholders Participation, Monitoring and Evaluation Expertise, Monitoring and Evaluation Structure and Budget Allocation.

**Independent Variable**



**Figure 1 Conceptual Framework**

Figure 1 above illustrates the conceptual framework which shows the relationship between Independent and Dependent variables used in study research. The Conceptual framework clearly the relations that exist between dependable variable used in the study, which is The Performance of Projects. Whereas the independent variables are stakeholder’s participation, Monitoring and Evaluation expertise, Monitoring and Evaluation structures and Budget allocation. The third variables also captured was the moderation variable, which is the Government policies and Political interference. The moderating variable acts as an interlink and affects both Dependent and Independent variables as denoted in the diagram by the dotted line.

## 2.5 Knowledge Gaps

The literature review established the knowledge gaps as analysed in on Table 2.1

**Table 2.1: Knowledge Gap**

Objective	Author	Findings	Knowledge Gap	Focus of current study
1).-To examine influence of stakeholders participation on Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals: A Case Kenya Ports Authority	<b>Omunga et al, (2019)</b>	The study concluded that, participation of stake holders in M&E significantly and positively has influence on performance of building projects. The increase of stakeholder participation M&E leads to an advancement in the performance of the building Projects a case of non-governmental organizations projects in Nairobi.	The study was on how stakeholders support the performance of non-governmental organizations projects in Nairobi. This research study is done in Mombasa and with a focus on Kenyan Parastatals hence Case of KPA and Not Non-Governmental Organization	In this study the focus is to examine influence of Stakeholders participation on Monitoring and Evaluation in the performance of projects in Parastatals in Kenya. It evaluated on the factors such frequency of meetings, involvement in M&E activities, project supervision and influence of project sponsors.

<p>2). To determine the influence of monitoring and evaluation expertise on Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals: A Case Kenya Ports Authority</p>	<p><b>Waithera and Wanyoike (2015)</b></p>	<p>Study findings did revile that when staff are trained adequately it had a positive and significant influence to project M&amp; E performance in the youth funded agribusiness projects and that youth fund managers need to consider offering short, formal M&amp;E and evaluation training courses to all youth groups that apply for funding.</p>	<p>This study was on youth and the aspect of performance of Agribusiness. The considered offering short training to the youths on M&amp;E function. This study was carried out on Kenyan parastatals and more importantly, on how M&amp;E expert influence M&amp;E in Project performance. Hence, focusing on Infrastructure projects and not agribusiness.</p>	<p>This study purposed to focus on the influence of expertise in the field of Monitoring and Evaluation based on the following factors knowledge, analytical and statistical skills, organisational standards and human capacity.</p>
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<p><b>3) To establish how Monitoring and Evaluation structure influence Performance of Projects in Kenyan Parastatals: A Case Kenya Ports Authority</b></p>	<p><b>A study by Afroze and Khan (2017)</b></p>	<p>The results obtained by the study research concluded that the effective communication practices had a significant and positive influence on project performance; project complexity also has a minimal impact on the communication and performance relationship. There was a Reflection on the best-set policies and the data collected was through questionnaires thus improving its quality.</p>	<p>The study did note that there was minimal impact on communication and performance relationship. This study used the test of hypothesis to ascertain the gap since their study was done in 2017 and now at 2020 there is an assumption that gaps exist. The study further used application of the best structures for M&amp;E function with the focus to Kenyan Parastatals (local perspective) and on Infrastructure projects. Afroze and Khan (2017) other study focused on international development projects.</p>	<p>The study addressed issues involved in the structure which is adopted in the department that handle projects such as departmental structure, audits, project team and M&amp;E champions.</p>
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<p>4). To assess the influence of budget allocation on Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals: A Case Kenya Ports Authority</p>	<p><b>Murei, et al, (2017)</b></p>	<p>The results of the study indicated that the funds set aside for activities in Monitoring and Evaluation posed to a major effect on high performance of horticultural Projects in Nakuru County. There were further recommendation from the study that Monitoring and Evaluation budget should be clearly defined and not be part the entire project fund or budget in order to give monitoring and evaluation function the due recognition and for its contribution to a high project performance.</p>	<p>The research was conducted in the county of Nakuru and with a focus on how budget allocation on how M&amp;E influence performance of horticultural Projects. My study has been conducted in Mombasa County with focus Infrastructure projects in Kenya Parastatals. My study looked critically on how the budget allocation was used to have more robust M&amp;E teams both internal and external</p>	<p>The study evaluated on various cost and budget that is committed so as to Perform M&amp;E in projects and it included training of staff, cost of out sourcing experts , travel cost that is used while performing M&amp;E and the cost of hiring new staff.</p>
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## 2.6 Summary of the Chapter

The literature review for this study was discussed empirically with the main objectives for the global, regional and local perspective. The applicable study theories that link with the study objective were discussed with their relationship stated. The four main research objectives used were illustrated and described showing their association to the study between dependent and the independent variables adopted by the researcher. The gaps that have realised from previous studies were analysed very clearly, and thereafter summarized.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The third section for this research confers the research design that was used, the target population that was adopted by the study, methods and techniques in sampling respondents, sampling frame, data collection and data analysis technique that was used. The chapter also dealt with Reliability, Validity, Data presentation technique, ethical aspect and operations of variables of the study.

### **3.2 Research Design**

The descriptive research design was adopted and used for the research study. The researcher purposed to use it as a result of the complexity that was focused on the data analysis and on the interpretation, which determined the association between the variables. Lewis (2015) posits that, a descriptive design is a well-constructed and a plan that endeavours to assist a researcher in coming out with findings that help in answering questions of the any study. This design was to help the researcher to capture the current state of Monitoring and Evaluation on the Performance of Projects in Parastatals in Kenya: A Case Kenya Ports Authority project without any changes.

### **3.3 Target Population**

In any survey the target population denotes the whole set unit of people with observable characteristics which inferences can be made (Mugenda & Mugenda, 2003). In KPA the Infrastructure Development Division undertake major project which include construction of Berths, paving of yards, renovation of buildings while other departments undertake projects independently which affects their core business and include procuring of container handling equipment's, security surveillance system, Human resource systems. The procurement department facilitates the process of acquisition of the requirements for project in the Authority. There are key stakeholders that comprise of project sponsors, suppliers, construction firms and insurance firms. Government agencies help in provision of legislative guideline and maintain standards in order to meet Kenyan requirements. This survey however due to time challenges will target 500 officers involved in infrastructure projects, key stakeholders and government agencies representation. Since the study has less than 10,000 populations,

Mugenda & Mugenda (2012) recommends that such population sample size 10% to 20% is enough for survey. Because of this, the study adopted 10% of 500, which was 50 respondents.

**TABLE 3.1: Target Population**

<b>TARGET POPULATION</b>	<b>FREQUENCY</b>
KPA Infrastructure Development Division	220
Key Stakeholders	240
Government Agencies	40
<b>Totals</b>	<b>500</b>

(Source: Kenya Ports Authority Head Quarters 2020)

### **3.4 Sample Size and Sampling Procedure**

In research sample drawing involves having small unit from parent population so that those chosen will represent the entire group of a population. Sampling involved choosing the subset of units who will offer data used to draw conclusions of the entire population whom respondents represent.

In any study being conducted sampling is done and a sample size refers to the portion of the population that is utilized in conducting a survey. This study purposed to use the stratified random sampling technique in order to determine the sample size. The study population was purposive, since the researchers judged on the size to be adopted for the study and as per position or for each stratum, 10% of the population was picked to obtain the required sample size. Sample size was deemed ideal for 10-20% of the population from each group. This study adopted a 10% from each stratum, as shown in Table 3.2.



### 3.4.1 Sample Size

**Table 3.2: Sample Size and Sampling Procedure**

<b>Stratum</b>	<b>Target population</b>	<b>Percentage%</b>	<b>Sample</b>
Project Managers	120	10	12
User Department	200	10	20
Procurement department	30	10	03
Finance officer	50	10	05
Data Analysis Expert	20	10	02
Project design Expert	20	10	02
M &E officer	40	10	04
Quality control engineer	20	10	02
<b>Totals</b>	<b>500</b>	<b>10%</b>	<b>50</b>

(Source: Source: Kenya Ports Authority Head Quarters 2020)

### 3.5 Data collection Instruments

In this study primary data was collected through administration of questionnaires which were custom made while focusing on the study and were to the presented respondents through drop and pick technique. According to Mellenbergh (2015), questionnaires deem to be the best for search a study since they are used when collecting information that is easy and directly observable. The basic data collected through questionnaires formed part of the “qualitative approach” for the research. The researcher further needed to explore on the in-depth of research subject and ensured major details that were important to the whole study were captured successfully.

#### 3.5.1 Pilot testing of Research Instrument

In any research pilot testing refers to the very first or earliest study that is conducted to measure the study instruments, persistence, efficient, adverse, and increase the study design before undertaking the final research project. To establish the validity, the researcher did a pilot test where 10% of the respondents participated. It was done one week before the main study to validate the level of the dependability of the research instruments in collecting the right information. The findings from this pilot testing helped the researcher to improve on precision of research instrument by improving on language and the vagueness in the research instruments.

### **3.5.2 Validity of the Instrument**

In any study, validity refers to the extent to which analyzed data supports finding and acceptable to the phenomena that is in study. Validity is required to be assured both internally and externally, it also helps in relating to the overall organization of the research design and balance between the two (internal and external validity). The internal validity helps to explore on the extent to which the study design in subject lends itself enough in answering the posed questions and taking up the hypothesis while the external validity relays on the extent to which the generalization provided for in the study. Therefore, the study improved its external validity through the representative sample that was randomly selected from the 10 % of the sample frame. To institute validity, the instruments were given to two experts (the supervisor and another lecturer in UoN) to assess the significance of each item in the instruments objectives and rate them. The experts disqualified biases that were evident in research instrument and adopted one that suited goals of study and gray areas were improved.

### **3.5.3 Reliability of the Research Instrument**

Mugenda and Mugenda (2009) defines the term reliability of instruments in any study as the ability to which the tools used research yields reliable and same feedback upon repeated trials. It is also the uniformity of the measured results over repeated attempts. Hence, perfectly dependable is well thought out to be where a measure does not contain random errors. Interviewer biases or incorrectness regarding questionnaire construction and administration show the presence of random. A re-test was done a week before the exercise, so as to ascertain the correlation between the two results and to guarantee that the information initially given was reliable The researcher applied Pearson 's product-moment correlation, where, the correlation coefficient of 0.6 at 95% confidence was realized, thus information given initially was reliable.

### **3.6 Data Collection Procedure**

Questionnaires were distributed to the respondents that were available and willing to aid the researcher in the study. The data required in research was collected after the researcher proceeded to Kenya Ports Authority once the letters of transmission was picked from the department. Respondents were briefed, then through transmission letter to each of them seek authority to fill the questionnaire. Dropping and picking of questionnaires helped the research to manage limited time frame due to busy program of the target respondents. The researcher was on standby as the team leader to give support to any arising issue.

### **3.7 Data Analysis Techniques**

Quantitative analysis was done in this study, it simply examined the coded data and assisted in making inferences by employing of computer spreadsheet and the research further utilized latest version of Statistical Package for Social Sciences (SPSS) computer program. This analysis also measured numerical values from which descriptive data such as mean, totals, percentage, frequency and standard deviations (SD) were used. The study was presented in figures and tables. Inferential statistics was done to demonstration the state and extent to which relationship between the independent and dependent variables need to be established by using regression analysis, which made inferences from the data collected to more generalized conditions. The study applied regression analysis to test the hypothesis with the following model:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon.$$

Where: Y= The Performance of Projects;  $\beta_0$  = Constant;  $\beta_1 - \beta_4$  = Beta coefficients; X1= Stakeholders Participation; X2= Monitoring and Evaluation Expertise; X3= Monitoring and Evaluation Structure; X4 = Budget Allocation;  $\varepsilon$  = Error term.

### **3.8 Ethical Considerations**

Ethic in research is for protecting the respondents and as well as the research. It is in line with the required professional standard for any research study. A research transmission from Department of ODEL of the University of Nairobi and introduction letter by the researcher to respondents in KPA was used for data collection.

Permission was sought from each respondent and more importantly, confidentiality of information was assured as was well upheld and guaranteed to them not to disclose their names. All protocols were observed in keeping high professional standards in doing this study.

### **3.9 Operational Definitions of Variable**

This segment captured the summary of variables, indicators, measurements, data collection tools and analysis technique of the study as specified in Table 3.3.

**Table 3.3: Operational definition of variables**

Objective	variables	Indicators	Scale	Measurement Tool
<p>1). To examine the influence of stakeholders participation on M &amp; E in the Performance of Projects in Kenyan Parastatals: A Case Kenya Ports Authority</p>	<p><b>Stakeholders participation</b></p>	<ul style="list-style-type: none"> <li>▪ Frequency of meetings</li> <li>▪ Involvement in M&amp;E activities</li> <li>▪ Project supervision</li> <li>▪ Project sponsors</li> </ul>	<p>Ordinary/ Normal</p>	<p>Descriptive/Inferential</p>
<p>2). To determine the influence of M&amp;E Expertise on Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals: A Case Kenya Ports Authority</p>	<p><b>Monitoring and evaluation of expertise</b></p>	<ul style="list-style-type: none"> <li>▪ Knowledge in M&amp;E</li> <li>▪ Analytical and statistical Skill</li> <li>▪ M&amp;E standards</li> <li>▪ Human capacity</li> </ul>	<p>Ordinary /Nominal</p>	<p>Descriptive/Inferential</p>

<p>3). To establish how M&amp;E structure on Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals: A Case Kenya Ports Authority</p>	<p><b>Monitoring and Evaluation structure</b></p>	<ul style="list-style-type: none"> <li>▪ Departmental structure</li> <li>▪ M&amp;E Audit</li> <li>▪ M&amp;E Teams</li> <li>▪ M&amp;E Champions</li> </ul>	<p>Ordinary /Nominal</p>	<p>Descriptive/Inferential</p>
<p>4). To assess the influence of budget allocation on M&amp;E in the Performance of Projects in Kenyan Parastatals: A Case Kenya Ports Authority</p>	<p><b>Budget Allocation</b></p>	<ul style="list-style-type: none"> <li>▪ Training of M&amp;E staff</li> <li>▪ Outsourcing of experts</li> <li>▪ Travel allowance</li> <li>▪ Cost of hiring staff</li> </ul>	<p>Ordinary /Nominal</p>	<p>Descriptive/Inferential</p>

## CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

### 4.1 Introduction

In this forth section the report highlights on data analysis of research conducted, the analysed data presentation and interpretation based the study. Presentation and discussion were also based on how the questions were arranged in the questionnaire. Collected data was coded and analysed using the latest computer spreadsheet version of (SPSS) version. The results were represented in form of frequency, totals, means, percentage and standard deviations. Inferential statistics performed to show the magnitude and nature of relations that was reached between the dependent and independent variables through use of regression analysis and this assisted the condition of the inferences to be more generalized.

### 4.2 Questionnaire Response Rate

The researcher targeted 50 staff working on projects Division, key stakeholders and government agencies that are involve in the projects in Kenya Ports Authority. Out of these, 31 questionnaires were filled and collected. This was a representation of 62% response rate, and it was considered enough for statistical analysis. According to Baruch and Holtom (2008) any response above 52.7% is adequate for statistical generalization.

### 4.3 Demographic characteristics of the Respondents

The study aimed to establish elementary information from respondents which included age, academic level, work position, period of engagement and work experience.

#### 4.3.1 Age Distribution

The study main aim was to get years of participants in projects grouped in clusters and the response is as illustrated in Table 4.1

**Table 4.1 Age of the respondents.**

Age	Frequency	Percentage (%)
21-30	16	51.61
31-40	5	16.13
41-50	7	22.58
Above 51	3	9.68
<b>Total</b>	<b>31</b>	<b>100</b>

Data collected showed that most of the respondents who work in Kenya Ports Authority youthful professionals aged between 21-30 at 51.61%, they were followed by those within the age bracket 41-50 at 22.58% as indicated in table 4.1. The finding clearly indicates that staff have a chance of improving on their expertise as they can advance their knowledge due to the young age.

#### 4.3.2 Academic qualification

The study gathered data based on the academic level of achievement that respondents have as shown in Table 4.2.

**Table 4.2 Academic qualification of respondents**

<b>Level</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Primary	0	0
Secondary	0	0
Diploma	15	48.39
Degree	12	38.71
Masters and above	4	12.90
<b>Total</b>	<b>31</b>	<b>100</b>

From the interpretation of the data there is an indication that majority of respondents working in Kenya Ports Authority, their academic qualification is Diploma 48.39% followed by Degree Level at 38.71% as indicated in table 4.2. These showed that the team involved in project have adequate knowledge base to handle projects effectively.

#### 4.3.3 Work position

The study determined the work position of respondents that were part of stakeholders in projects covered as in Table 4.3.

**Table 4.3 Work position of respondents.**

<b>Position</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Project Manager	10	32.26
User Department	14	45.16
Project Procurement officer	2	6.45
Project M&E officer	1	3.23
Project design Expert	1	3.23
Data Analysis Expert	1	3.23
Finance officer	1	3.23
Quality Control Engineer	1	3.23
<b>Total</b>	<b>31</b>	<b>100</b>

The data interpretation showed that majority of those interview were in Kenya Ports Authority projects in the user department at 45.16 %, followed by Project managers at 32.26 % as indicated in table 4.3. The team which handle project comprises of persons with different qualification as shown in the table.

#### **4.3.4 Period of engagement to KPA Projects**

The study tried to capture number of years the respondents had been attached to projects in Kenya ports Authority as in Table 4.4

**Table 4.4 Period of engagement at KPA of respondents**

<b>Period</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Less than one year	5	16.13
2-5 years	16	51.61
6-10years	4	12.90
11 and above	6	19.35
<b>Total</b>	<b>31</b>	<b>100</b>

The data received from the questionnaires indicated that majority of respondents who work in Kenya Ports Authority, their period of engagement was 2-5 years at 51.61% followed by 11years and above at 19.35% as indicated in table 4.4.



### 4.3.5 Work experience

The questionnaires that were administered were to show experience of respondents and is as shown in Table 4.5

**Table 4.5 Work experience of respondents**

<b>Years</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Less than one	7	22.58
1-5	19	61.29
6-10	4	12.90
11-15	1	3.23
16-20	0	0
Over 20	0	0
<b>Total</b>	<b>31</b>	<b>100</b>

In Table 4.5 above it has a clear indication that majority of worker had experience and had worked for period between 1-5 years at 61.29%, followed by the period Less than one year at 22.58%. This implies that majority of the officers engaged in our case study have worked in Kenya Ports Authority for a period less than 5years and were able to understand the Monitoring and Evaluation influences on the performance of Kenya Ports Authority.

#### 4.4 The Performance of projects

**Table 4.6 Descriptive statistics of performance of projects.**

Statement	SD	D	N	A	SA	Mean	Std. Dev
Relevance & useful of result of M&E influence performance of projects in parastatals in Kenya.	3.2	9.7	19.4	22.6	45.2	3.9677	1.16859
Activities within schedule influence M&E performance of projects in parastatals in Kenya	0	0	9.7	54.8	35.5	4.2581	0.63075
Access to information influence M&E performance of projects in parastatals in Kenya	0	3.2	16.1	41.9	38.7	4.1613	0.82044

The response rate that was achieved from respondent's majority agreed with statement and were coded using the Likert scale of strongly disagree (SD), Disagree (D), Undecided (U), Agree (A) and Strongly Agree (SA). The respondents were asked Relevance and useful of result of monitoring and evaluation influence performance of projects in parastatals in Kenya. From table 4.6 majority of the respondents 45.2% with mean and standard deviation of 3.9677 and 1.16859 respectively said that monitoring and evaluation influence the project performance, 54.8% said activities within schedule of monitoring and evaluation has a significant role in performance of projects with a mean and standard deviation of 4.258 and 0.631 respectively, 41.9 % said access to information of monitoring and evaluation has grown and contribute to performance of projects with a mean and standard deviation of 4.161 and 0.820 respectively.

#### 4.5 Influence of stakeholder participation on M&E in performance of projects

The study sought to achieve on how stakeholder participation has influence monitoring and evaluation on performance of projects as presented in table 4.7

**Table 4.7 Role of stakeholder participation in M&E**

The study was ascertained the influence of stakeholder participation in Monitoring and Evaluation on the performance of project in Kenya Ports Authority, the results were as tabulated below;

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	19	61.29
No	12	38.71
<b>Total</b>	<b>31</b>	<b>100</b>

The results shown in table 4.7 indicate that majority of the respondents at 61.29% said Stakeholder participation have an influence M&E on the performance of projects.

Respondents were asked to indicate on a Likert scale the extent to which stakeholder participation have an influence performance of projects during Monitoring and Evaluation in parastatals in Kenya. The results are shown in Table 4.8

**Table 4.8 Descriptive statistics on the Influence of stakeholder participation on M&E in performance of projects.**

The research study sought to gather finding on the extent to which stakeholder participation on Monitoring and Evaluation influence on performance of projects in Parastatals in Kenya. The respondents extensively agreed with statement and it was measured using the Likert scale of strongly disagree (SD), disagree (D), undecided (U), agree (A) and strongly agree (SA) as illustrated in Table 4.8 below;

Statement	SD	D	N	A	SA	Mean	Std.Dev
Frequency of meetings influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals	12.9	6.5	19.4	32.3	29.0	3.5806	1.33602
Involvement in M&E activities influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals.	9.7	6.5	6.5	41.9	35.5	3.8710	1.25809
Project supervision influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals.	0	16.1	6.5	29	48.4	4.0968	1.10619
Project sponsors influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals	12.9	12.9	16.1	32.3	25.8	3.4516	1.36232

The results shown in table 4.8 is that 32.3% said frequency of meetings, Kenya Ports Authority has enhanced stakeholders participation on monitoring and Evaluation which has resulted in performance of project with a mean and standard deviation of 3.58 and 1.33 respectively, majority 41.9% said involvement in monitoring and evaluation activities of stakeholders results to project performance with mean and SD of 3.87 and 1.258 respectively, 48.4% said that project supervision contributes to stakeholders participation hence project performance with a mean and SD 4.0968 and 1.10619 respectively, 32.3 % of respondents said project sponsors are quite a significant in Kenya Ports Authority with a mean and standard deviation 3.4516 and 1.36232 respectively, hence influencing performance of projects.

#### 4.6 Influence of M&E expertise on M&E in performance of projects

In this study the researcher sought to examine how M&E expertise influence on the performance infrastructure of projects in parastatals in Kenya and more so in Kenya Ports Authority. The feedback that received from the respondents are presented in Table 4.9.

**Table 4.9 Ability to collect M&E primary data**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	25	80.64
No	6	19.35
<b>Total</b>	<b>31</b>	<b>100</b>

The results shown in table 4.9 indicate that majority respondents 80.64% said monitoring and evaluation on the project performance.

**Table 4.10 Descriptive statistics of Influence of M&E expertise on M&E in performance of projects**

The respondents were asked the extent to which Monitoring and Evaluation expertise had an influence on the performance of projects and the findings are as tabulated below. They were coded using the Likert scale of strongly disagree (SD), Disagree (D), Undecided (U), Agree (A) and Strongly Agree (SA).

Statements	SD	D	N	A	SA	Mean	Std.Dev
Knowledge in Monitoring and Evaluation influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals	9.7	3.2	19.4	38.7	29	3.7419	1.21017
Analytical and statistical skill acquired influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals	6.5	0	16.1	51.6	25.8	3.9032	1.01176
Monitoring and Evaluation standards influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals.	3.2	0	22.6	41.9	32.3	4.0323	.83602
Human capacity influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals	3.2	3.2	32.3	38.7	22.6	3.7419	.96498

The results shown in table 4.10 show that 38.7% said knowledge in monitoring and evaluation, Kenya Ports Authority has determined monitoring and Evaluation expertise which has resulted in performance of project with a mean and SD of 3.7419 and 1.21017 respectively, majority 51.6% said Analytical and statistical skill acquired in monitoring and evaluation expertise results to project performance with mean and standard deviation of 3.9032 and 1.01176 respectively, 41.9% said that monitoring and evaluation standards contributes to M & E expertise hence project performance with a mean and standard deviation 4.0323 and 0.860 respectively, 38.7 % of respondents said human capacity is quite a significant in M&E expertise with a mean and standard deviation 3.741 and 0.965 respectively, hence influencing performance of projects.

#### **4.7 Influence of M&E structure on performance of projects**

This research purposed to examine if Baseline survey was begin conducted and if it affects M&E on the performance of projects. Table 4.11 shows the results of opinions from respondents.

**Table 4.11 Usage of Baseline surveys on project**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	28	90.32
No	3	9.68
<b>Total</b>	<b>31</b>	<b>100</b>

The study results in table 4.11 posed an indication that majority of respondents at 90.32% said M&E structure influence the performance of projects.

The respondents through the design questionnaires were asked to indicate on Likert scale the extent to which M&E structure on Monitoring and Evaluation influence performance of projects in parastatals in Kenya. The responses are shown on Table 4.12.

**Table 4.12 Descriptive statistics of Influence of M&E structure on project performance**

The table below highlights on descriptive statistics of Influence of M&E on the of infrastructure projects performance and the findings are as stated;

<b>Statements</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Std.Dev</b>
Departmental structure influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals.	3.2	9.7	3.2	54.8	29	3.9677	1.01600
Monitoring and Evaluation audits influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals	6.5	3.2	12.9	64.5	12.9	3.7419	.96498
Monitoring and Evaluation Teams influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals	6.5	6.5	6.5	61.3	19.4	3.8065	1.04624
Monitoring Champions influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals.	6.5	6.5	29.0	35.5	22.6	3.6129	1.11587

The extent to which respondents agreed with statement were measured using the Likert scale of strongly disagree (SD), Disagree (D), Undecided (U), Agree (A) and Strongly Agree (SA). The results in Table 4.12 show that 54.8% agree departmental structure on monitoring and evaluation influence performance of projects with a mean and standard deviation of 3.9677 and 1.01600 respectively. Further 64.5% agree Monitoring and Evaluation audits helps determine M&E structure weaknesses and strength hence resulting to improvement on performance of projects with a mean and standard deviation of 3.7419 and .96498 respectively, 61.3% of the respondents agree that monitoring and evaluation of teams is an effective tool which results to performance of projects with a mean and standard deviation of 3.8065 1.04624 and respectively, 35.5% of the respondents agree Monitoring champions helps in monitoring and evaluation structure and contribute towards performance of projects with a mean and standard deviation of 3.6129 and 1.11587 respectively.

#### **4.8 Influence of budget allocation on M&E in performance of projects**

The study sought to assess how budget allocation affects M&E on the performance of projects. The results of the opinion from the respondents are presented in Table 4.13

**Table 4.13 Budget allocation on M&E**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	30	96.77
No	1	3.23
<b>Total</b>	<b>31</b>	<b>100</b>

The results shown in Table 4.13 indicate that majority respondents 96.77% said budget allocation on monitoring and evaluation influence the performance of projects.



**Table 4.14 Descriptive statistics of Influence of budget allocation on M&E in performance of projects.**

Respondents were asked to present their views on a Likert scale on the extent to which budget allocation have influence of M&E on performance of projects in parastatals in Kenya. The responses are shown on Table 4.14

<b>Statements</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Std.Dev</b>
Training of M&E staff influence on the Performance of Projects in Kenyan Parastatals.	6.5	6.5	9.7	32.3	45.2	4.0323	1.19677
Travel allowance influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals	12.9	6.5	22.8	32.3	22.6	3.4516	1.28682
Cost for hiring staff influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals	6.5	6.5	25.8	38.7	22.6	3.6452	1.11201

The respondent's views in regard with statement in subject were coded using the Likert scale of strongly disagree (SD), Disagree (D), Undecided (U), Agree (A) and Strongly Agree (SA). The results in Table 4.14 show that 45.2% strongly agree training of M & E staff influence budget hence performance of projects with a mean and standard deviation of 4.0323 and 1.19677 respectively. Further 48.4% agree Outsourcing of experts influence monitoring and evaluation hence resulting to improvement on performance of projects with a mean and standard deviation of 3.9355 and .99785 respectively, 32.3% of the respondents agree that Travel allowance influence monitoring and evaluation which results to performance of projects with a mean and standard deviation of 3.4516 and 1.2868 respectively, 38.7% of the respondents agree Cost for hiring staff influence monitoring and evaluation and contribute towards performance of projects with a mean and standard deviation of 3.6452 and 1.11201 respectively

#### **4.9 Inferential statistics on the performance of projects.**

Hypothesis testing on significance of Monitoring and Evaluation system on the performance of projects in Kenyan parastatals was done by the utilization of statistical test application namely Pearson's Chi-Square analysis which was conducted at 95% confidence interval and 5% significance level and it was a 2-tailed test. The findings are as revealed below;

H1: There is significant relationship between monitoring and evaluation and performance of projects.

##### **4.9.1 Correlation Analysis between stakeholders' participation, Monitoring and Evaluation Structure, Monitoring and Evaluation Expertise, and Budget allocation.**

In the survey, the correlation between stakeholders' participation; Monitoring and Evaluation expertise, Monitoring and Evaluation structure and Budget allocation was assessed. The correlation analysis for the same is as shown in Table 4.15. The results obtained after analysis of data was performed indicated that there is positive correlation between project performance and Stakeholder participation at ( $\rho=0.521$ ,  $p$  value  $<0.05$ ). There result also showed that there was positive and significant relationship between Monitoring and Evaluation Expertise and performance of projects in Kenya parastatals at ( $\rho=0.568$ ,  $p$  value  $<0.05$ ). The result did also mirror that there was significant relationship between Monitoring structure and performance of projects at ( $\rho=0.578$ ,  $p$  value  $<0.05$ ). It further reflected that both budget allocation and project performance had a positive and significant relationship in Kenya Parastatal projects at a ( $\rho=0.451$ ,  $p$  value  $<0.05$ ).

In summary, the strongest correlation among the variables was monitoring and evaluation structure with a coefficient of 0.578. The research concluded that amongst all variables in this study Monitoring an Evaluation structure positively influence on the performance of projects as evident in by its strength of correlation.

**Table 4.15 Correlation analysis between stakeholders' participation, Monitoring and Evaluation Structure, Monitoring and Evaluation Expertise, and Budget allocation**

		Stakeholders Participation	Monitoring Evaluation	Monitoring Structure	Budget Allocation	Project Performance
Stakeholders Participation	Pearson Correlation	1	.801**	.703**	.367*	.521**
	Sig. (2- tailed)		.000	.000	.042	.003
	N	31	31	31	31	31
Monitoring Evaluation	Pearson Correlation	.801**	1	.833**	.563**	.568**
	Sig. (2- tailed)	.000		.000	.001	.001
	N	31	31	31	31	31
Monitoring Structure	Pearson Correlation	.703**	.833**	1	.702**	.578**
	Sig. (2- tailed)	.000	.000		.000	.001
	N	31	31	31	31	31
budget Allocation	Pearson Correlation	.367*	.563**	.702**	1	.451*
	Sig. (2- tailed)	.042	.001	.000		.011
	N	31	31	31	31	31
project Performance	Pearson Correlation	.521**	.568**	.578**	.451*	1
	Sig. (2- tailed)	.003	.001	.001	.011	
	N	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>
<b>**.</b> Correlation is significant at the 0.01 level (2-tailed).						
<b>*</b> . Correlation is significant at the 0.05 level (2-tailed).						

#### 4.10 Multiple regression analysis on the performance of projects.

As shown in table 4.16 the Model illustrates R as 0.613 and R<sup>2</sup> of 0.376, it indicated that 37.6%

of the variations in performance of projects can be accounted for in stakeholder’s participation, monitoring and evaluation expertise, monitoring and evaluation structure and budget allocation. The remaining percentage can be accounted for by other factors which were excluded in the model.

**Table 4.16 Model Summary**

Model	R	R <sup>2</sup>	Adjusted R Square	Std. Error of the Estimate
1	.613 <sup>a</sup>	.376	.280	1.76157

a. Predictors: (Constant), Budget Allocation, Stakeholders Participation, Monitoring Structure, Monitoring Evaluation.

**Table 4.17 Analysis of Variance on the performance of projects.**

**ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	48.674	4	12.168	3.921	.013 <sup>b</sup>
Residual	80.681	26	3.103		
Total	129.355	30			

a. Dependent Variable: project Performance

b. Predictors: (Constant) Stakeholders Participation, Monitoring Structure, Monitoring Evaluation, Budget Allocation.

1. The table 4.17 above briefly illustrates the statistical significance of the results, as they were used to test the null Hypothesis. This model that was adopted by the study has reached statistical significance of (Sig=0.013; meaning  $p < 0.0005$ ). It meant that the model is statistically significance in elucidation of the results which supported relationship between the variables in study (Dependent, Independent, and Performance of projects).

The independent variables were; stakeholders’ participation, monitoring and evaluation, monitoring structure and budget allocation in projects.

**Table 4.18 Regression Coefficients on the performance of projects.  
Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.035	1.642		3.676	.001
Stakeholders Participation	.109	.149	.198	.735	.469
M&E Expertise	.094	.208	.153	.454	.654
M&E Structure	.137	.218	.210	.628	.535
Budget Allocation	.079	.123	.145	.642	.527

a. Dependent Variable: Project Performance

In this study multi regression analysis was done in order to establish the relationship between the performance of projects Kenya parastatals and the independent variables. According to the results received from the SPSS and are generated in table 4.18 on coefficients, while based on the formulae shown below;

$(Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon)$  becomes;

$$Y = 6.035 + 0.109X_1 + 0.094X_2 + 0.137X_3 + 0.079X_4$$

To look at how the changed free factors, partner interest has added to anticipating the needy variable, execution of activities, the table 4.18 on Coefficients was utilized where the normalized coefficients were evaluated. The big Beta under the normalized coefficients was observing structure with 0.137 as its worth. This implies observing structure gave the most grounded commitment in clarifying the exhibition of ventures, when all the factors in the model stay consistent. To evaluate whether the free factors were measurably noteworthy to adding to the condition, the Sig esteems were analysed.

In the table 4.18, stakeholder participation Sig. value was 0.469 which is  $p < 0.05$ , monitoring and evaluation Sig.value was 0.654  $p < 0.05$ , monitoring structure 0.535  $p < 0.05$  and budget allocation. value was 0.527  $p > 0.05$ .

## **CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

In the fifth section of this report it presents the summary of major findings, discussions, conclusions and recommendation of the research in relation to findings arrived at in chapter four. The chapter also has suggestions for future areas of related studies.

The target population comprised of employees who work in Kenya Ports Authority. Questionnaire was administered to 50 individuals, 31 respondents participated fully which showed a 62% response rate. Out of the 31 respondents, 51.62% were aged 21-30 years, while 22.58% were aged 41-50 years. There was an indication that majority of respondents were from the user department.

### **5.2 Summary of major Findings.**

Based on the first objective of this study that aimed to sought by examining the influence of stakeholders' participation on the performance of projects. The findings showed that the two variables possess a strong relationship which was significant ( $\rho=0.521$ ,  $p$  value  $<0.05$ ). Further, 32.3% said frequency of meetings, Kenya Ports Authority has enhanced stakeholder's participation on monitoring and Evaluation which has resulted in performance of project with a standard deviation and mean of 1.33 and 3.58 respectively.

The second objective determined the influence of monitoring and evaluation expertise on the performance of projects. The association between M&E expertise and the performance of projects was analysed via correlation analysis. The findings showed that the two variables possessed a strong and positive relationship which was significant at ( $\rho=0.568$ ,  $p$  value  $<0.05$ ). Findings from regression analysis demonstrated that M&E expertise positively and significantly has effect on the performance of project ( $\beta=0.094$ ,  $p$  value  $<0.05$ ). A further 38.7% said knowledge in monitoring and evaluation for project at Kenya Ports Authority have monitoring and Evaluation expertise which has resulted in performance of project with a mean and standard deviation of 3.7419 and 1.21017 respectively,

The third objective sought to establish influence of monitoring and evaluation structure on the performance of projects. The relationship between M&E structure and the performance of

projects was analysed by correlation analysis. A strong and positive relationship which was significant ( $\rho=0.578$ ,  $p$  value  $<0.05$ ) was deemed present between the two variables. Regression analysis revealed that M&E structure had a weak positive and significant influence on the performance of projects ( $\beta=0.137$ ,  $p$  value  $<0.05$ ). Further, 35.5% of the respondents agree Monitoring champions helps in monitoring and evaluation structure and assist in the contribution towards performance of projects with a mean and standard deviation of 3.6129 and 1.11587 respectively.

The last objective of this study sought to assess the influence of budget allocation on the performance of projects. The strength of association between budget allocation and the performance of projects was established through correlation analysis. A weak and positive relationship which was ( $\rho=0.451$ ,  $p$  value  $<0.05$ ) Fitted model further revealed that budget allocation had a weak positive and significant influence on the performance of projects ( $\beta=0.079$ ,  $p$  value  $< 0.05$ ). Further, 32.3% of the respondents agree that Travel allowance influence monitoring and evaluation which results to performance of projects with a mean and standard deviation of 3.4516 and 1.2868 respectively.

### **5.3 Discussion of findings**

The study attempted to fill the gap left by past studies by seeking how monitoring and evaluation have positively influenced the performance of projects in Kenya Ports Authority. This was achieved by breaking monitoring and evaluation into four dimensions namely, stakeholders' participation, monitoring and evaluation expertise, monitoring and evaluation structure and budget allocation. Monitoring and evaluation structure possess the highest significant and positive impact on the performance of projects.

On the first objective of the study the researcher wanted to examine stakeholders' participation on the performance of projects. The findings of the study revealed a positive and significant relationship on the performance of projects. According to Coulter (2010), various entities play a vital role in monitoring and supervision and he found that there is a positive and strong relationship amongst stakeholder participation during monitoring stage and this is replicated on the performance of projects. A study by Kanda and Mugambi (2013) that sought to examine on determinants of the effective strategies of Monitoring and Evaluation being implemented in the community-based projects in the county of Nairobi they found out that the participation of Stakeholders significantly influence on the effective Monitoring and Evaluation enactment.



The final results or conclusion were reached as a result of the well-informed proportion of research respondents used in the study, who had a feeling that the when stakeholders are engaged in implementation of M&E activities, success of projects is enhanced.

According to the second objective that was used for this study, the researcher determined the influence of monitoring and evaluation expertise on the performance of projects. For this project, Monitoring and Evaluation standards, knowledge in Monitoring and Evaluation, analytical and statistical skill acquired influence the performance of projects. The research finding by Ngatia (2015) were supported by the research. The initial results for his study showed that a unit increase in human resource would lead to 0.288 increase in performance of agribusiness projects in NGOs in Murang' a County. According to Omunga, L., & Gitau, R. (2019) on their study, Influence of monitoring and evaluation on the performance of building construction projects concluded that quality staff utilized in the M&E Team has an impacts and positively influences on the performance of building determining the suitable M&E approaches for each project.

As per the third objective of the research study, the researcher examined monitoring and evaluation structure on the performance of projects. This was demonstrated by the departmental structure, audits, M&E teams and monitoring champions which had influence on performance of projects. The results agree study that Leuzzi (2013) conducted, it sought to establish exactly the criteria that can be used in utilizing M& E results and influence project achievement. The results clearly outlined that usage of M&E outcome helps to improves on project delivery skills thus growing the success rate of a project. The study recognized the use of M&E results to aid in giving the administration a correct picture of the project progress. The study also recognized that by using M&E project results it helps in keeping stakeholder to be well informed of what is happening regarding different phase and remaining tasks to be executed.

The last objective of the study, the researcher assessed to know influence of budget allocation on performance of projects. Findings from the study noted that budget allocation influences the performance of projects. According to the primary data collected from KPA the research noted that project funding both internal and external as in questionnaires filled by respondents. In a study by Barasa (2014), it aimed to ascertain the Monitoring and Evaluation tools that influence project completion the case of CDF (constituency development fund)

projects in the County of Kakamega. Examining on the effect of funds that were set aside for activities involved in Monitoring and Evaluation planning process and they influence the performance of projects in the building and construction, there recommendations from the study that there should be some budgets apportioned to carry out M&E among construction projects. For the project performance to be successful, the activities involving in M&E need to have budgets allocated to them.

#### **5.4 Recommendation of the study**

For the organisation to have sound Monitoring and Evaluation and for it to improve on the performance of projects, the study recommended that:

- i. The involvement of the Stakeholders in the planning, design, implementation and monitoring and evaluation. This will help them to have ownership of the project as they participate in all stages and through this assisting in transition after project sponsor handover.
- ii. The organizational structure should be comprised of specialized Monitoring and Evaluation personnel who are mandated to oversee that projects are as per requirements and standards.
- iii. Government parastatals need to have not only Monitoring and Evaluation teams but also Experts in that field who can perform the duties that entail to it. Though the team showed competence they also need to equip themselves with more knowledge required in the field.
- iv. Funds need to be apportioned for Monitoring and Evaluation activities for it to be successful.

#### **5.5 Conclusions**

The main purpose of this research was to establish on the Influence of Monitoring and Evaluation on the performance of projects in parastatals in Kenya: A case of Kenya Ports Authority. It was established that Monitoring and Evaluation had a positive influence on the performance of projects in parastatals in Kenya. This means that it is only through monitoring and evaluation that project performance can be assessed, and corrections made to improve performance.

The first objective was to examine the extent to which stakeholder participation influences Monitoring and Evaluation in the performance of Kenyan parastatal Projects in Kenya ports Authority. It was revealed that there is a positive and strong relationship amongst stakeholder participation during monitoring stage and this is replicated on the performance of projects.

Second objective determined the extent to which M&E expertise influences Monitoring and Evaluation in the Performance of Kenyan parastatal Projects in Kenya ports Authority. The sub variables used showed that they positively influence project performance.

Third objective was to establish the extent to which monitoring and evaluation structure influences Monitoring and Evaluation in the Performance of Kenyan parastatal Projects in Kenya ports Authority. It showed that the project performance was influenced by monitoring and evaluation structure.

Last objective was, to assess the extent to which of budget allocation influences Monitoring and Evaluation in the Performance of Kenyan parastatal Projects in Kenya ports Authority. It was concluded that budget allocation positively influenced performance of projects.

### **5.6 Suggestions for further study**

Based on this study, I would suggest other study to be done on critical success factors influencing the implementation of infrastructural development projects.

- i. Similar study can be conducted on other Parastatals in Kenya to confirm if same results may be obtained.
- ii. A similar study can be carried out on major infrastructure projects in Kenya to ascertain if Monitoring and Evaluation are conducted and if same variables are used what are the outcomes.

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## **APPENDIX I: INTRODUCTION LETTER**

My name is **Kenneth Kipkemoi Nget'ich** a Master of Arts in Project Planning student at the University of Nairobi, School of Open learning Mombasa campus. I am researching on the **Influence of Monitoring and Evaluation on the Performance of Projects in Parastatals in Kenya: A Case Kenya Ports Authority.** As a requirement for my graduation, it is a requirement that I conduct a research.

I politely request you to fill in this questionnaire and your responses will be treated in confidential. Please be informed that your name will not be mentioned anywhere in this research.

Thanks for your collaboration and filing of the questionnaire.

Your faithfully,

**KENNETH KIPKEMOI NGET'ICH**

**[Tel: + 254722707391|Email: [k.ngetich@yahoo.com](mailto:k.ngetich@yahoo.com)]**

## SECTION A: RESEARCH QUESTIONNAIRES ON GENERAL INFORMATION

Please provide some background information (tick where applicable)

### 1). State your age category

- 21-30
- 31-40
- 41-50
- Above 51

### 2). Highest level of academic qualification

- Primary School
- Level
- A Level
- Diploma
- Vocational Training
- Degree
- Masters and Above
- Other

### 3). State your present work position

- Project Manager
- User Department
- Project Procurement Officer
- Project Monitoring and Evaluation officer
- Project Design Expert
- Data Analysis Expert
- Finance Officer

### 4). How long have you worked at Kenya Ports Authority?

- Less than one year
- 1-5 years
- 6-10 years
- 11 and above

**5). How long have you worked in your present position?**

- Less than one year
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- Over 20 years

**SECTION B: RESEARCH INSTRUMENTS GUIDED BY STUDY OBJECTIVES**

**FOR KENYA PORTS AUTHORITY STAFF**

**OBJECTIVE1: To examine the influence of stakeholder’s participation on Monitoring and Evaluation in the Performance of Projects in Parastatals in Kenya: A Case Kenya Ports Authority**

**1). Do you think that stakeholders play a role in M&E in KPA projects?**

- YES
- NO

**2). Politely if your answer is YES above, give examples**

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**3). By Using scale of 1-5 where 1= strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5= strongly agree. Respondents were asked the extent to which the following statement in relation to stakeholder’s participation on Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals. Kindly, tick where applicable.**

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Frequency of meetings influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals.					
Involvement in M&E activities influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals.					
Project supervision influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals.					
Project sponsors influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals.					

**OBJECTIVE 2: To determine the influence of monitoring and evaluation expertise on Monitoring and Evaluation in the Performance of Projects in Parastatals in Kenya: A Case Kenya Ports Authority**

**1). What monitoring and evaluation training do you possess?**

- Certificate level
- Diploma Level
- Degree Level
- Other (State what other Means)

**2). Are you able to collect M&E Primary data from Projects within the required time?**

- YES
- NO

**3).** By using scale of 1-5 where 1= strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5= strongly agree. Respondents were asked the extent to which the following statement about Monitoring and Evaluation Expertise on Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals. Kindly, tick where applicable

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Knowledge in Monitoring and Evaluation influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals.					
Analytical and statistical skill acquired influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals.					
Monitoring and Evaluation standards influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals.					
Human capacity influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals.					

**OBJECTIVE 3: To establish how monitoring and evaluation structure on Monitoring and Evaluation in the Performance of Projects in Parastatals in Kenya: A Case Kenya Ports Authority**

**1). Does your organization conduct baseline surveys?**

- YES
- NO

If No, which data do you rely on before starting a project \_\_\_\_\_

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**2). 3). Do you use Logical Framework Tool?**

- YES
- NO

**3).** By using scale of 1-5 where 1= strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5= strongly agree. Respondents were asked the extent to which the following statement about how monitoring and evaluation structure on Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals. Kindly, tick where applicable

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Departmental structure influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals.					
Monitoring and Evaluation audits influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals.					
Monitoring and Evaluation Teams influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals.					
Monitoring Champions influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals.					

**OBJECTIVE 4: To assess the influence of budget allocation on Monitoring and Evaluation in the Performance of Projects in Parastatals in Kenya: A Case Kenya Ports Authority**

**1). By your understanding, do you consider Budget allocation essential and have a significant influence on the M&E Tasks at KPA Infrastructural projects?**

- YES
- NO

**2). What is/ are KPA project source of funding for M&E?**

- Donor
- World Bank
- External Outsourcing/Hire

**3).** By using scale of 1-5 where 1= strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5= strongly agree. Respondents were asked the extent to which the following statement about budget allocation on Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals: A Case Kenya Ports Authority. Kindly, tick where applicable

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Training of M&E staff influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals					
Outsourcing of experts influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals					
Travel allowance influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals					
Cost for hiring staff influence Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals					

## Dependent Variable

The Influence of Monitoring and Evaluation on the Performance influence performance of projects in parastatals in Kenya.

By Using scale of 1-5 where 1= strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5= strongly agree. Respondents were asked the extent to which the following statement in relation to stakeholder's participation on Monitoring and Evaluation in the Performance of Projects in Kenyan Parastatals. Kindly, tick where applicable.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Relevance and useful of result of monitoring and evaluation influence performance of projects in parastatals in Kenya.					
Activities within schedule of monitoring and evaluation influence performance of projects in parastatals in Kenya.					
Access to information of monitoring and evaluation influence performance of projects in parastatals in Kenya.					