

**INFLUENCE OF MONITORING AND EVALUATION PROCESS ON
IMPLEMENTATION OF WATER, SANITATION AND HYGIENE PROJECTS IN
KENYA: A CASE OF UNICEF PROGRAM, KAJIADO COUNTY**

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

This research project report is my original work and has not been submitted to any other institution of learning for examination or an academic award.

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DEDICATION

I wish to dedicate this work to my wife Beatrice Wamuyu, son Elias Ndegwa, daughters Joy Wanjiru and Charity Kanini, and my mother Mrs. Lucy Wanjiru Ndegwa.

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ABBREVIATIONS AND ACRONYMS

AMREF:	African Medical and Research Foundation
ANOVA:	Analysis of Variance
CLEAR:	Centre for Learning on Evaluation and Results
IFAD:	International Fund for Agriculture Development
M&E:	Monitoring and Evaluation
ODF:	Open Defecation Free
UNAIDS:	The Joint United Nations Program on HIV/AIDS
MERG :	Monitoring and Evaluation Reference Group
NGO:	Non-Governmental Organization
NYSPA:	National Youth Situation Analysis Report
OECD:	Organization for Economic Co-operation and Development
OLS:	Ordinary Least Squares
PMBOK:	Project Management Body of Knowledge
RMNCH:	Reproductive, Maternal, Newborn, Adolescent and
SAMDI:	South African Management Development Institute
UNDP :	United Nations Development Program
UNICEF:	United Nations Children's Fund
USAID:	United States Agency for International Development
WASH	Water, Sanitation and Hygiene
WPDE:	Water Point Data Exchange

ABSTRACT

Project monitoring and evaluation is an integral part of the project cycle and important of good management practice. An effective monitoring and evaluation process is fundamental if the goals of a project are to be achieved. Through setting up proper monitoring and evaluation process, funding, stakeholders' participation, proper leadership and good baseline studies, efficient project implementation can be achieved thus enhancing the performance of projects. This study sought to analyze influence of monitoring and evaluation process on implementation of WASH projects: A case of UNICEF Kenya WASH program, Kajiado County. The study was guided by the stakeholder theory and the theory of change. The research was guided by the following objectives; to establish the influence of funding M&E process on implementation of WASH projects, to determine the influence of stakeholder participation in M&E on implementation of WASH projects and to assess the influence of project leadership in M&E on implementation of WASH projects. The study adopted a descriptive survey research design in solving the research problem. The study targeted employees of UNICEF Kenya working under the WASH program and in human resources, finance and administration departments and program beneficiaries. A sample was selected procedurally. An interview guide was also used to interview key informant persons in the organization. Collected data was edited, sorted, cleaned and coded for data analysis using SPSS statistical package. The findings were analyzed using means, standard deviation, percentages and frequencies then presented using tables. The level of association between the independent and dependent variables was assessed by estimating a linear regression analysis and the coefficient of determination (R^2). The findings helped indicate whether UNICEF allocated funds to M&E activities and has a separate allocation for M&E and whether the funds were sufficient and the M&E unit is independent there were 60 observations which were used in the study. Composite Mean and Standard Deviation 2.67 and .547 respectively for funds for M&E .For stakeholders' participation this was 3.910 and 1.0933 and for leadership on implementation was 3.384 and 1.1204. The findings show a strong positive correlation between M&E leadership and implementation of projects with a correlation coefficient of 0.736. This implies that if organizations use effective leadership, the implementation efficiency level of projects will increase. The findings also show a positive correlation between funding of M&E process and implementation of projects with a correlation of 0.489. The study shows a strong positive correlation between stakeholders' participation and implementation of with correlation of 0.565. This implies that better enforcement of stakeholders' participation within UNICEF WASH project in Kajiado in Kenya can significantly improve the implementation of projects. Findings from this study revealed that monitoring and evaluation process has an influence on implementation of projects. Project implementation policy and its guidelines were well known by both the project implementers and project beneficiaries.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Monitoring and evaluation is a process helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impacts. Monitoring and evaluation of projects is not only important to projects but it is part and parcel of project design (PMBOK, 2001). Resources are scarce and they need to be properly and efficiently utilized. Monitoring and evaluation has been used globally over the last several years as an integral part of the project cycle and of good management practice (Olive, 2002). Olive observes that monitoring and evaluation is fundamental if the project goals, objectives and success are to be realized. Monitoring and evaluation process provide answers to questions regarding the output, effects and impact of the project or program in the life of the target population. It establishes the necessary linkage among a set of activities undertaken in project planning and management: identification of problems, feasibility study, and design of the project/program, approval process, organization, implementation and supervision processes, completion, evaluation and follow-up Information secured through monitoring and evaluation must be relevant, that is, geared to specific needs of program and project administrators; timely, that is, available and accessible at the time decisions are taken; and accurate, that is, reliable and empirically verifiable.

A study done by Njama (2015) established out that organization's leadership greatly influences effectiveness of M&E system, if funds are not sufficiently allocated and the M&E unit is not independent there is a big impact on implementation. On stakeholders participation, involvement is mainly on lower level activities but not adequate in higher level activities. This may not be very effective with regards to effective implementation. In regards to funding and participation of stakeholders, Paddock (2013) reviewed three projects and observed the following: An El Salvadoran bridge project had a large community cash contribution during construction. This project has been successful with respect to community and government contributions in the design and construction, as well as to a quality finished product. Monitoring and evaluation process played a big part in its success. When the project was reviewed months later after its implementation, it was found to be functional. A Honduran wastewater project with beneficiary cash contribution and provision of equipment by the government was a success. This was attributed to the sense of ownership of the project by the community being very high due to the cash contribution. Another Honduran bridge

project had a large cash contribution from the local municipality, and enjoyed supply of labor locally. It was noted that the project success was as a result of strong sense of ownership which greatly enhances efficiency.

A study by Thayer and Fine (2001) in the United States of America involving 140 non-profit organizations found that selection of monitoring tools was the most popular purpose for conducting recently completed, as well as current, evaluation and there can be little doubt regarding the value of focusing on results and benefits to participants. Thus for projects to greatly succeed, stakeholders need to be duly considered. This makes both very important in accountability and in measuring the trend. A number of studies have addressed the changing trends and focus in monitoring and evaluation performance measurement in project management (Carman, 2007). The evolution of trends in monitoring and evaluation from focusing on financial accountability, program outputs, quality of service, participant related measures, key performance indicators and client satisfaction to the more recent trend to measure achievement project outcomes (Plantz, Greenaway and Hendrick, 1997).

A project has a well-defined sequence of investment and production activities and a specific group of benefits that can be identified, quantified and valued, either socially or monetarily. A project can also be said to be a unique process consisting of a set of coordinated and controlled activities with start and finish dates undertaken to achieve specified objectives that usually conform to specific requirements that include constraints of time, cost and resources (Nyonje, Kyalo & Mulwa, 2105). Therefore setting the M&E process to meet the project implementation objectives is important. Monitoring and evaluation process is not only important to projects but it is part and parcel of project design (PMBOK, 2001). Monitoring and evaluation has been used globally over the last several years and is an integral part of the project cycle and of good management practice (Olive, 2002). Olive observes that monitoring and evaluation is fundamental if the project goals, objectives and success are to be realized.

Other sources of literature point out that in Sub-Saharan Africa substantial M&E achievements on the ground are rare (Mackay, 2007; UNICEF, 2009). Most studies done in Kenya focus on specific projects or specific areas and therefore makes it difficult to generalize to large organizations' projects and this study attempts to fill the gap. The four independent variables had high propensity of influencing effectiveness of monitoring and evaluation systems in UNICEF Kenya. The study will therefore focus on establishing this influence and try to give an insight, hence the reason for undertaking this research.

At present however, many organizations view M&E as a donor requirement rather than a management tool for reviewing progress and identifying and correcting problems in planning or implementation of projects (Shapiro, 2001; Alcock, 2009; Armstrong & Baron, 2013). Donors are certainly entitled to know whether their money is properly spent but the primary use of M&E should be for the organization or project itself to see how it is performing and to learn how to do it better. Naidoo (2011) notes that effective project monitoring and evaluation enhances the basis for evidence-based project management decisions. M&E process itself as a management function, consists four key activities: M&E , M&E Training, Baseline surveys and Information systems (Ogula, 2002). Other scholars (Maddock, 2009; Roza, 2013) also hold this view.

Results show that monitoring and evaluation process as a management function, indeed has influence on project performance. This is demonstrated in activities like M&E planning in which prior to project implementation, appropriate performance indicators are identified and a data collection schedule is devised. (Phiri, 2019). Effectiveness of the M&E process focuses on expected and achieved accomplishments, processes, examining the results chain, contextual factors and causality, in order to understand achievements or the lack of achievement. Objectives of a development project should be consistent with the requirements of beneficiaries and organization's strategies, and also the extent to which they are responsive to the organization's corporate plan and human development priorities such as empowerment and gender equality. Development initiatives and their intended outputs and outcomes should also be consistent with national and local policies and priorities (Kusek and Rist, 2004). Monitoring and evaluation activities enable the stakeholders determine whether the body undertaking project implementation has adequate legal and technical mandate to implement projects on their behalf (Kimenyi, 2005). Post completion assessment is done to correlate.

Most studies done in Kenya focus on specific projects or specific areas and therefore makes it difficult to generalize to large organizations' projects and this study attempts to fill the gap. The four independent variables had high propensity of influencing effectiveness of monitoring and evaluation systems in UNICEF in Kenya. The study therefore focused on establishing this influence

Many of the processes within project management are iterative in nature partly due to the existence of and the necessity for progressive elaboration in a project throughout the project life cycle. It involves planning, organizing, directing and controlling of organization's

resources for a relatively short-term objective that has been established to complete specific goals and objectives. Project management utilizes the systems approach to management (PMBOK, 2001). A project is a set of activities where resources are used in expectation of returns and which lends itself to planning, financing and implementing as a unit. A project has a well-defined sequence of investment and production activities and a specific group of benefits that can be identified, quantified and valued, either socially or monetarily. A project can also be said to be a unique process consisting of a set of coordinated and controlled activities with start and finish dates undertaken to achieve specified objectives that usually conform to specific requirements that include constraints of time, cost and resources.

Failure to understand and address monitoring and evaluation process dimensions within programs and projects, risks wasted development resources and negative effects on household welfare, and environmental sustainability (ADB, 2009). For a project to realize its intended goals, implementation process must be carefully considered. Well-designed, appropriately located and affordably priced M&E process infrastructure can be a powerful tool in the pursuit of WASH project implementation. Therefore, monitoring and evaluation should not only be regarded as a factor requiring attention in WASH projects but rather must be considered as a critical factor in ensuring the project's success and sustainability. (World Bank, 2008)

The rolling out of Kajiado WASH project commenced in 2013 and was scheduled to reach its completion in July 2017. The project's client and source of funding was the UNICEF. The water and sanitation project is among other WASH projects in the country and other parts Sub-Saharan Africa and its necessary in order to enhance access to clean water and sanitation. The beneficiaries are mainly herders and pastoralist communities, most of who are women, are in the meantime relocated to new grazing areas. Men who form a minority group are together with the women, specific needs, priorities and interests that should be incorporated in the design and implementation of the project. An in-depth analysis of monitoring and evaluation process on implementation of WASH projects is worthwhile to see how it influences these critical projects

1.2 Statement of the Problem

The debate on monitoring and evaluation process, its theoretical concepts, as well as the manner in which it affects implementation of WASH projects is highly complex and contested. There are as many proponents of monitoring and evaluation, as there are

opponents. People-centered approaches do not always ensure that influence on implementation of projects aspects are taken into account. A study by Thayer and Fine (2001) in the United States of America involving 140 non-profit organizations found that selection of monitoring tools and emphasis on M&E process was the most popular purpose for conducting recently completed, as well as current, evaluation and there can be little doubt regarding the value of focusing on results and benefits to participants. A number of studies have addressed the changing trends and focus in monitoring and evaluation performance measurement in project management (Carman, 2007). The evolution of trends in monitoring and evaluation from focusing on financial accountability, program outputs, quality of service, participant related measures, key performance indicators and client satisfaction to the more recent trend to measure achievement project outcomes (Plantz, Greenaway and Hendrick, 1997).

Failure to have an effective monitoring and evaluation process leads to failure of WASH projects. According to WHO and UNICEF (2014) 2.5 billion people lack access to improved sanitation. 748 million people lack access to an improved source of drinking water. 1 billion people practice open defecation. Nine out of 10 live in rural areas, but the number in urban areas is increasing. 34% of primary schools and 25% of rural health-care centers lack improved sanitation facilities. This greatly indicates that without a proper implementation millions of dollars will count for nothing. If proper monitoring and evaluation is not conducted, access to safe drinking water, hygiene and sanitation may not be realized easily.

Monitoring and Evaluation is becoming an area of growing importance for many organizations and development community at large. It allows those involved in development activities to learn from experience, to achieve better results and to be more accountable. There is increased interest in M&E among the development community due to a stronger focus on the results produced by interventions. M&E processes allow those involved to assess the impact of a particular activity, determine how it could be done better and show what action is being taken by different. Concern about absence of effective monitoring and evaluation in regard to factors such as stakeholders participation, availability of funds, and leadership in M&E means that there is a high likelihood of influence by these factors on the implementation of projects.

Evidence from literature point out that in Sub-Saharan Africa substantial M&E achievements on the ground are rare (Mackay, 2007; UNICEF, 2009). Most studies done in Kenya focus on

specific projects or specific areas and therefore makes it difficult to generalize to large organizations' projects and this study attempts to fill the gap. The three independent variables in monitoring and evaluation process may have a big influence on implementation of WASH projects in UNICEF Kenya. The study will therefore focus on establishing this influence and try to give an insight, hence the reason for undertaking this research.

The researches cited above depict serious challenges encountered in an effort to assess the influence of M&E process on implementation of projects. The researches have however left a vacuum as they do not identify suitable strategies for ensuring that planning and implementation of projects is appropriate for and takes into account the various processes of monitoring and evaluation. This study therefore seeks to enhance greater responsiveness among policy makers as it will re-focus them to incorporate monitoring and evaluation processes in policy processes.

1.3 Purpose of the Study

The purpose of this study was to establish the influence of monitoring and evaluation process on implementation of water, sanitation and hygiene projects.

1.4 Objectives of the Study

The objectives of the study were;

- i. To establish the extent to which funding of monitoring and evaluation process influences implementation of water sanitation and hygiene projects in Kajiado County.
- ii. To determine the extent to which stakeholders' participation in monitoring and evaluation process influences implementation of water sanitation and hygiene projects in Kajiado County.
- iii. To assess the extent to which project leadership in monitoring and evaluation process influences implementation of water, sanitation and hygiene projects in Kajiado County.

1.5 Research Questions

The research questions of the study were

- i. How does funding of monitoring and evaluation process influence implementation of WASH projects for UNICEF Kenya, Kajiado County?
- ii. How does stakeholders' participation in monitoring and evaluation process influence implementation of projects for UNICEF Kenya, Kajiado County?

- iii. How does organization's leadership in monitoring and evaluation process influence implementation of WASH projects UNICEF Kenya, Kajiado County?

1.6 Significance of the Study

This study might particularly help NGOs, private and public organizations staff, donor agencies and project managers in better understanding of the M&E process and how to improve them to be able to better monitor and evaluate and influence implementation to also meet the expectations of the stakeholders, as well as provide valuable information for future interventions. It may inform policies towards setting up of monitoring and evaluation process, and show how M&E can be used as a powerful management tool to improve the way organizations and stakeholders can achieve greater accountability and transparency. The study may therefore, be beneficial to NGOs, donor agencies, project managers, and project management students who are involved in the designing and implementation of result-based and effective M & E process.

The academicians, policy planners, and researchers might also benefit by getting new areas of study and improvements. Overall, the study recommendations might improve effectiveness of monitoring and evaluation process in projects and programs and provide comprehensive guidance on how to set up and implement a monitoring and evaluation process by avoiding the pitfalls that may lead to its failure. The study will also identify areas related to M&E field that might require more research, hence a basis for further research.

1.7 Assumptions of the Study

The researcher assumed that the sample will be a representative of the population and the respondents would be available and answer questions honestly and correctly. That the organization and respondents would cooperate and share information on their M&E process, operations and projects by answering the questions correctly and accurately. This study also assumed that the respondents had a good understanding of the monitoring and evaluation process in project implementation.

There was also an assumption that the data collection instruments and method were the most appropriate and would measure the desired constructs. It was also assumed that the variables of the study would not change in the course of the research period as this would influence the acceptability of the findings; that the sample that was chosen was adequate to help in drawing valid conclusions and lastly, that the respondents would be honest in giving the required information.

1.8 Delimitation of the Study

The evaluation exercise was carried out in UNICEF WASH project, Kenya Kajiado County, in which the program was implemented. The primary focus of the study was influence of monitoring and evaluation process on implementation of WASH projects, Kajiado County. The study focused on 60 respondents who included WASH project staff, contractor's team, site committee, project workers and the beneficiaries.

1.9 Limitations of the Study

The research was limited contextually to the aspects of monitoring and evaluation process that influence implementation of projects. This might have limited the scope of the aspects that the researcher could assess in relation to their influence on implementation of projects. The research was further limited geographically to UNICEF in Kenya, Kajiado County only. This might have impeded the number and variability of the respondents that the study could target. The primary focus of the study was influence of monitoring and evaluation process on implementation of WASH projects a case of UNICEF Kenya, Kajiado County. The study focused on 60 respondents who included WASH project staff, Kajiado, contractor's team, site committee, project workers and the beneficiaries.

This study involved analyzing project reports, which in certain instances may not have contained specific information for the research in question. This is because implementers could have collected project data for their own use and purpose. It was difficult to assess the accuracy of project reports because the researcher did not participate in designing the projects nor have control over conditions in which the projects were conducted. That notwithstanding, it was envisaged that information so gathered would be supplemented with primary data from funders, beneficiary institutions and the implementing institution itself. Project officers may have left the institutions and may not be available for interviews, every effort were made to follow them-up. When this completely failed other proxies were identified for the purpose. Another limitation was the wide geographical distribution of institutions. The funding institutions and beneficiaries were distant apart in different parts of the county. This did not allow for site visits for data collection because of budgetary constraints; however, virtual meetings (through Skype) e-mails and phone calls for follow-ups were utilized extensively. The willingness to participate in the study was another factor that limited this study. Being old projects active follow-ups was done which improved the gathering information.

1.10 Definition of Significant Terms Used in the Study

Monitoring and evaluation Process: Is a series of actions that helps improve performance and achieve results in the WASH project. Its goal is to improve current and future management of outputs, outcomes and impact. This ensures measure or the ability of M&E process to meet its intended or set objectives are in place. Evaluation is the episodic or periodic assessment, usually midterm of an ongoing project and after completion of a project to determine its actual impact against the expected impact, efficiency, sustainability and effectiveness. Is a systematic and independent assessment of an ongoing or completed Project its design, implementation as well as results. Evaluation gives evidence as to why targets and outcomes are being achieved or not achieved. It seeks to address issues of causality. This is the routine continuous tracking of the key elements of the project implementation process, inputs and activities. Is a continuous function that gives information on where a project is at any given time relative to respective targets and outcomes Project performance: The degree of project goal achievement within the stipulated project period and budget. Monitoring is the systematic process of collecting, analyzing and using information to track a program's progress toward reaching its objectives and to guide management decisions. Monitoring usually focuses on processes, such as when and where activities occur, who delivers them and how many people or entities they reach. Monitoring is conducted after a program has begun and continues throughout the program implementation period. Monitoring is sometimes referred to as process, performance or

formative evaluation. (Gage and Dunn 2009, Frankel and Gage 2007, and PATH Monitoring and Evaluation)

Monitoring and evaluation funding: This is the act of providing financial resources, usually in the form of money, or other values such as effort or time, to finance monitoring and evaluation activities by the project leadership. This should be assessed keenly for donor-funded programs where the availability of funds is not under the organization's control. Lack of adequate resources is an impediment to the success of the system and process and organizations should ensure they have set aside sufficient funds to support monitoring and evaluation activities (Gwadoya, 2011). Oluoch (2012) also observes that lack of sufficient funds hinders performance.

Project monitoring and evaluation leadership: These are individuals tasked with making key decisions and policies in an organization. These include directors, senior managers, departmental managers and line managers

Stakeholders' participation in monitoring and evaluation: The process where organizations involve people who may be affected by decisions it makes or can influence the implementation

1.11 Organization of the Study

Chapter one outlines the background of the study and the statement of the problem. The chapter further outlines the objectives and research questions that guided the study then significance of the study. Lastly, the chapter states the limitations, delimitations and assumptions of the study.

Chapter two outlines the theoretical underpinnings of the study as well as the review of all the literature that is relevant to the study variables as well as a summary of the research gaps from all the reviewed materials. The chapter also contains the conceptual framework which outlines the association between the study variables. Finally, the research gap is discussed.

Chapter three outlines the study methodology that was followed in the course of answering the research questions. The chapter specifically outlines the research design and sampling

techniques that was adopted, the target population, the data collection instruments and procedures as well as the data analysis methods. The chapter finally describes the ethical considerations, reliability and validity tests that were observed.

Chapter four is on the analysis of the data that was collected from the field. Data was analyzed using means, standard deviation, percentages and frequencies. The analyzed data are presented in tables. Further the chapter has interpretation of the findings in write up to explain the tables.

Chapter five finally describes the summaries of findings with regard to the objectives of the study. Main findings are discussed at length with linkages to existing knowledge. The chapter finally has a conclusion of the study and suggestion of possible recommendations of the study problem.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews all the literature related to the study variables. The chapter contains historical, empirical, and theoretical reviews and conceptual framework. The review was conceptualized under the objectives of the study. The chapter will review the concept of influence of monitoring and evaluation process on implementation of projects and discuss the independent variables (monitoring evaluation funding, stakeholders' participation, project monitoring and evaluation, leadership in monitoring and evaluation and baseline studies in monitoring and evaluation) and how they influence implementation projects. The chapter also outlines the theories that anchor the study. Finally, the chapter will offer a graphical representation of the association between independent and dependent variables in the form of a conceptual framework.

This chapter reviews all the literature related to the study variables. The chapter will review the concept monitoring and evaluation process on implementation of projects and discuss the independent variables (funding for M&E process, stakeholders' participation in M&E process, organization's leadership in M&E process and baseline studies in M&E process) and how they influence implementation of projects. The chapter also outlines the theories that anchor the study. Finally, the chapter will offer a graphical representation of the association between independent and dependent

2.2 Implementation of Water, Sanitation and Hygiene Projects

According to Interact (2015) Project implementation consists of carrying out the activities with the aim of delivering the outputs and monitoring progress compared to the work plan. Monitoring can be defined as control of the project implementation in order to keep the project on track and achieve the end results of the project. To implement a project means to carry out activities proposed in the application form with the aim to achieve project objectives and deliver results and outputs. Its success depends on many internal and external factors. Some of the most important ones are a very well organized project team and effective monitoring of project progress and related expenditures. According to Njama, A.W. (2015) overall management has to be taken over by the lead partner and project manager, who is often employed or engaged by the lead partner. The project management has to have an efficient management system and always has to be flexible to current needs and changed situations, as the project is rarely implemented exactly according to the initial plan.

Nevertheless, the partnership should aim to deliver quality results and outputs. Quality means meeting expectations described in the application and those agreed within the partnership.

Monitoring and evaluation are thinly distinct elements within the project management cycle but are highly dependent and mutually of significant importance to project sustainability (UNDP, 1997). Monitoring is the process through which the essential aspects of project implementation such as reporting, usage of funds, record keeping and review of the project outcomes are routinely tracked with an aim of ensuring the project is being implemented as per the plan (Mackay, (2007). Monitoring is undertaken on a continuous base to act as an internal driver of efficiency within the organization's project implementation processes and its main agenda is to develop a control mechanism for projects (Crawford and Bryce, 2003). Evaluation is a definite and systematic approach geared towards reviewing an ongoing project to ensure that it meets the goals or objectives

Evaluation is a definite and systematic approach geared towards reviewing an ongoing project to ensure that it meets the goals or objectives that were fundamental to its undertaking (Uitto, 2004). Monitoring and evaluation should offer comprehensive and relevant data that will support decision making (Jody and Ray, 2004). Project evaluation serves various purposes; first, to inform decisions for project improvement by providing relevant information for decision making concerning setting priorities, guiding resource allocation, facilitating modification and refinement of project structures and activities and signaling need for additional personnel (Mulwa, 2008). Secondly, evaluation provides a process of learning. By learning from the past, one is able to improve the future. Further, evaluation helps project managers to develop new skills, open up to the capacity of constructive self-criticism, to objectivity and to improve on future planning as a result.

Through evaluations the organization in extension conducts a SWOT analysis since the strengths, weaknesses, opportunities and challenges of the projects are taking. Evaluation creates future benchmarks to guide evaluations of other projects. It also helps in creating a knowledge bank for management which is an ideal trend in contemporary world where organizations are leaning towards knowledge management in project management (Calder, 2013). Lastly through evaluations, project managers are able to access how projects fared in terms of meeting the budgetary limits as well as in terms of efficiency (Spaulding, 2014). A monitoring and evaluation system is a component designed to screen, track and make a comparison of the project outcomes against the stated or planned targets (SAMDI, 2007). It is

a comprehensive undertaking that offers guidance in the screening and tracking of an ongoing project, recording data and systematically evaluating the data for comparison purposes in line with the project's set goals and objectives (Kerzner, 2013). M&E system is an integral system of reflection

2.3 Funding of Monitoring and Evaluation Process and Implementation of WASH Projects

According to Gitonga (2012), there is no specific percentage to be allocated for M&E but normally varies between 2.5% and 10% depending with the overall budget and the project. Gitonga further states that the more participatory M&E is, the higher its budget. Frankel and Gage (2007) concur with Gitonga by stating that there is no set formula for proportion of project's budget to be allocated to M&E. Most donors and organizations recommend between 3 to 10 percent of the project's budget. The general rule of thumb is that the M&E budget should not be too little as to affect the accuracy and credibility of results and neither should it consume resources to the extent of interfering with other projects activities. M&E activities resources allocation should be undertaken within organizations towards their monitoring and evaluation system in a controlled manner to ensure that this does not pose a challenge to the implementation of their strategy (Mugambi and Kanda, 2013). This should be assessed keenly for donor-funded programs where the availability of funds is not under the organization's control. Lack of adequate resources is an impediment to the success of the system and process and organizations should ensure they have set aside sufficient funds to support monitoring and evaluation activities (Gwadoya, 2011). Oluoch (2012) also observes that lack of sufficient funds hinders performance.

Results-Based Financing (RBF) is becoming an increasingly popular financing approach for development projects but evidence on its effectiveness remains weak, especially in the WASH sector. Access to safe and affordable water, sanitation and hygiene (WASH) infrastructure and services is essential to quality of life. According to Kumar (2017), globally, 2.4 billion people do not have access to safe drinking water. Consequently, one of the UN Sustainable Development Goals, number six, is to achieve universal and equitable access to safe and affordable drinking water and adequate and equitable sanitation and hygiene for all by 2030. There are resources required to meet these targets, and public finance by itself will not be enough, meaning private investments or innovative financing approaches like WASH microfinance are needed.

2.4 Stakeholder Participation in Monitoring and Evaluation Process and Implementation of WASH projects

A study by Askari (2014) established that stakeholders' involvement in M&E is very crucial but too much involvement could lead to undue influence on the process. Stakeholders will be more concerned with the monitoring and evaluation process if they are involved from the beginning (Njoki, 2008). Thus through the involvement of stakeholders, there will be unanimous support for the process. The information that is collected by the monitoring and evaluation exercise can only be credible and reliable if it will in the end meet both the needs of the program and those of the stakeholders (Otieno, 2012). Thus, it is highly important to work with those in need of the monitoring and evaluation information to ensure its relevance. Furthermore, the involvement of the management in the operations of a monitoring and evaluation system impedes the effectiveness of the system (Wanjiru, 2013). This occurs mostly where the management involvement is widely low or highly suppressive. Excessive pressure by stakeholders will make it hard for the monitoring and evaluation systems to meet their objectives (Oluoch, 2012). The role of stakeholder participation in project performance cannot be overlooked. A review of case studies has demonstrated a relationship between the two. A study was undertaken to demonstrate how stakeholder participation influences the performance of donor funded projects. According to Chuwa (2016), stakeholder participation and project performance are positively correlated. While participation in initiation, implementation and monitoring and evaluation are positively correlated to project performance, participation in planning and project performance are negatively correlated.

2.5 Leadership in Project Monitoring and Evaluation Process and Implementation of Projects

The management plays a big role in allocation of resources, designing the system, communication of results and making key decisions which affect projects and monitoring and evaluation activities. Their commitment to the implementation of monitoring and evaluation system is paramount. It is through this that they will ensure that adequate funds and other resources are allocated to M&E. If there is no goodwill and support from organization's management, then the M&E system will perform poorly leading to ineffectiveness (World Bank, 2011). An effective M&E system should be able to provide information for short and long term decisions and planning (CARE 2012). Results from M&E should be used to improve the project strategy and operations. Project progress and problems must be shared with all relevant stakeholders to enable learn and find solutions together.

In her study, Wanjiru (2013) observed that the role of leaders in M&E is very important in ensuring the process is effective and successful. The management should utilize information from M&E in decision making. They should act promptly to project demands and improvements. Reports to funding agencies need to balance the success and mistakes. Communication of information and results is the responsibility of the senior management with the support of project managers (Kumar 2017). Improving the lateral linkages among project and program staff, including feedback processes, for learning purposes is key. Analysis of the existing or possible linkages across programs and projects should be as critical, objective and exhaustive as possible. Managers, including at the senior level, must be involved in the entire process (Hunter, 2009).

Monitoring is conducted after a program has begun and continues throughout the program implementation period. Monitoring is sometimes referred to as process, performance or formative evaluation. (Gage and Dunn 2009, Frankel and Gage 2007, and PATH Monitoring and Evaluation Initiative). An evaluation should provide evidence-based information that is credible, reliable and useful. The findings, recommendations and lessons of an evaluation should shape decisions (Nyonje, Kyalo & Mulwa, 2015). The M&E process should be used to inform the future decision-making processes regarding the program. The level to which different partners and stakeholders are involved at different steps in the process will vary (UNDP, 2002). Some need only be informed of the process while it would be important for others to be involved in a decision-making capacity. M&E has important capacity development. Results show that monitoring and evaluation as a management function, indeed has influence on project performance. This is demonstrated in activities like M&E planning in which prior to project implementation, appropriate performance indicators are identified and a data collection schedule is devised. Keeping records and monitoring activities helps people see progress and builds a sense of achievement. Records can be useful and even essential when promoting the group or applying for funding.

Monitoring and evaluation are thinly distinct elements within the project management cycle but are highly dependent and mutually of significant importance to project sustainability (UNDP, 1997). Monitoring is the process through which the essential aspects of project implementation such as reporting, usage of funds, record keeping and review of the project outcomes are routinely tracked with an aim of ensuring the project is being implemented as per the plan (Mackay, (2007). Monitoring is undertaken on a continuous base to act as an internal driver of efficiency within the organization's project implementation processes and

its main agenda is to develop a control mechanism for projects (Crawford and Bryce, 2003). Evaluation is a definite and systematic approach geared towards reviewing an ongoing project to ensure that it meets the goals or objectives that were fundamental to its undertaking (Uitto, 2004). Monitoring and evaluation improve by providing relevant information for decision making concerning setting priorities, guiding resource allocation, facilitating modification and refinement of project structures and activities and signaling need for additional personnel (Mulwa, 2008). Secondly, evaluation provides a process of learning. By learning from the past, one is able to improve the future. Further, evaluation helps project managers to develop new skills, open up to the capacity of constructive self-criticism, to objectivity and to improve on future planning as a result.

Through evaluations the organization in extension conducts a SWOT analysis since the strengths, weaknesses, opportunities and challenges of the projects are taken into account (Spaulding, 2014). Evaluation creates future benchmarks to guide evaluations of other projects. It also helps in creating a knowledge bank for management which is an ideal trend in contemporary world where organizations are leaning towards knowledge management in project management (Calder, 2013). Lastly through evaluations, project managers are able to assess how projects fared in terms of meeting the budgetary limits as well as in terms of efficiency (Spaulding, 2014). A monitoring and evaluation system is a component designed to screen, track and make a comparison of the project outcomes against the stated or planned targets (SAMDI, 2007). It is a comprehensive undertaking that offers guidance in the screening and tracking of an ongoing project, recording data and systematically evaluating the data for comparison purposes in line with the project's set goals and objectives (Kerzner, 2013). M&E system is an integral system of reflection and communication supporting project implementation that should be planned for and managed throughout a project's life (Nyonje, Kyalo and Mulwa, 2015). When designing your evaluation, make sure you're clear about your purpose. It's helpful to determine what questions you want answered - make sure everything you ask or investigate during evaluation relates back to these questions. As a first step, decide what it is that's important to evaluate. It might just be finding out what worked and what didn't, so you can improve things. It might be more specific, such as the extent to which your project is achieving the outcomes set for it (in most cases, these will be conservation outcomes), how well organized you are or whether you met the expectations of sponsors. There are many different ways to evaluate your project, depending on the purpose. However, it's important to make sure the evaluation process involves valid and

sound methods for information gathering and analysis. This doesn't mean you need to go to great expense but requires that you be clear about the methods involved.

A study by Thayer and Fine (2001) in the United States of America involving 140 non-profit organizations found that selection of monitoring tools was the most popular purpose for conducting recently completed, as well as current, evaluation and there can be little doubt regarding the value of focusing on results and benefits to participants. A number of studies have addressed the changing trends and focus in monitoring and evaluation performance measurement in project management (Carman, 2007). The evolution of trends in monitoring and evaluation from focusing on financial accountability, program outputs, quality of service, participant related measures, key performance indicators and client satisfaction to the more recent trend to measure achievement project outcomes (Plantz, Greenaway and Hendrick, 1997).

2.6 Theoretical Framework

The study was based on Stakeholders' Theory, Capital Theory, Program Theory and Theory of Change. The theories were explained below.

2.6.1 Stakeholders Theory

Stakeholder theory was first described by Dr. F. Edward Freeman, a professor at the University of Virginia, in his landmark book, "Strategic Management: A Stakeholder Approach. It suggests that shareholders are merely one of many stakeholders in a WASH project. The stakeholder ecosystem, this theory says, involves anyone invested and involved in, or affected by, the WASH project: employees, environmentalists near WASH project, users of the project, governmental agencies, and more. Freeman's theory suggests that a WASH project real success lies in satisfying all its stakeholders, not just those who might profit from its implementation.

According to Professor McDonald (2017) If you value life in the future, you should preserve the environment by addressing pollution, using sustainable extraction from the biosphere, Presumably, you act in a way that you hope will express your values, and produce an outcome that makes you happy. When you can use the opinions and influence of all your stakeholders to help shape your WASH project, you and the project will be much better positioned for success. The benefits can shape the perception of your project and your project, not only with all of your extended stakeholders, but with the rest of the world.

2.6.5 Theory of Change

Weiss (1995) popularized Theory of Change as a way to describe the set of assumptions that explain both the mini-steps that lead to the long-term goal and the connections between program activities and outcomes that occur at each step of the way. Theory of Change consists of a set of assumptions and abstract projections regarding how stakeholders believe reality of the project could be untold in the future. This is based on a realistic analysis of current context, self-assessment about their capabilities of the implementation process facilitation and a crucial and explicit review of the study, assumptions of community involvement in monitoring and evaluation of the project and a process that helps monitor consciously and critically individuals and also collective way of thinking (Rogers, 2008). This theory helps to describe how altercations may occur within different stages of a project without any sure prediction being made. It further highlights how these changes can be altered through strategic intervention measures. This theory was to the study as it enables project team and stakeholders to focus energy on specific future realities that are fundamental. Weiss (1995) describe Theory of Change as a theory of how and why an initiative works. It describes the set of assumptions that explains both the mini-steps that lead to a long term goal and the connections between these activities and the outcomes of an intervention or program.

2.7 Conceptual Framework

A conceptual framework elaborates a research problem and summarizes the variables and their indicators in relation to the study objectives and reviewed literature. The framework is summarized in a schematic diagram that presents the variables and their hypothesized relationship. It shows the relationship of the variables under study and helps to keep the research work focused on the objectives of the study. In this study the independent variables are availability of funds, stakeholder's participation and organization and Leadership in monitoring and evaluation

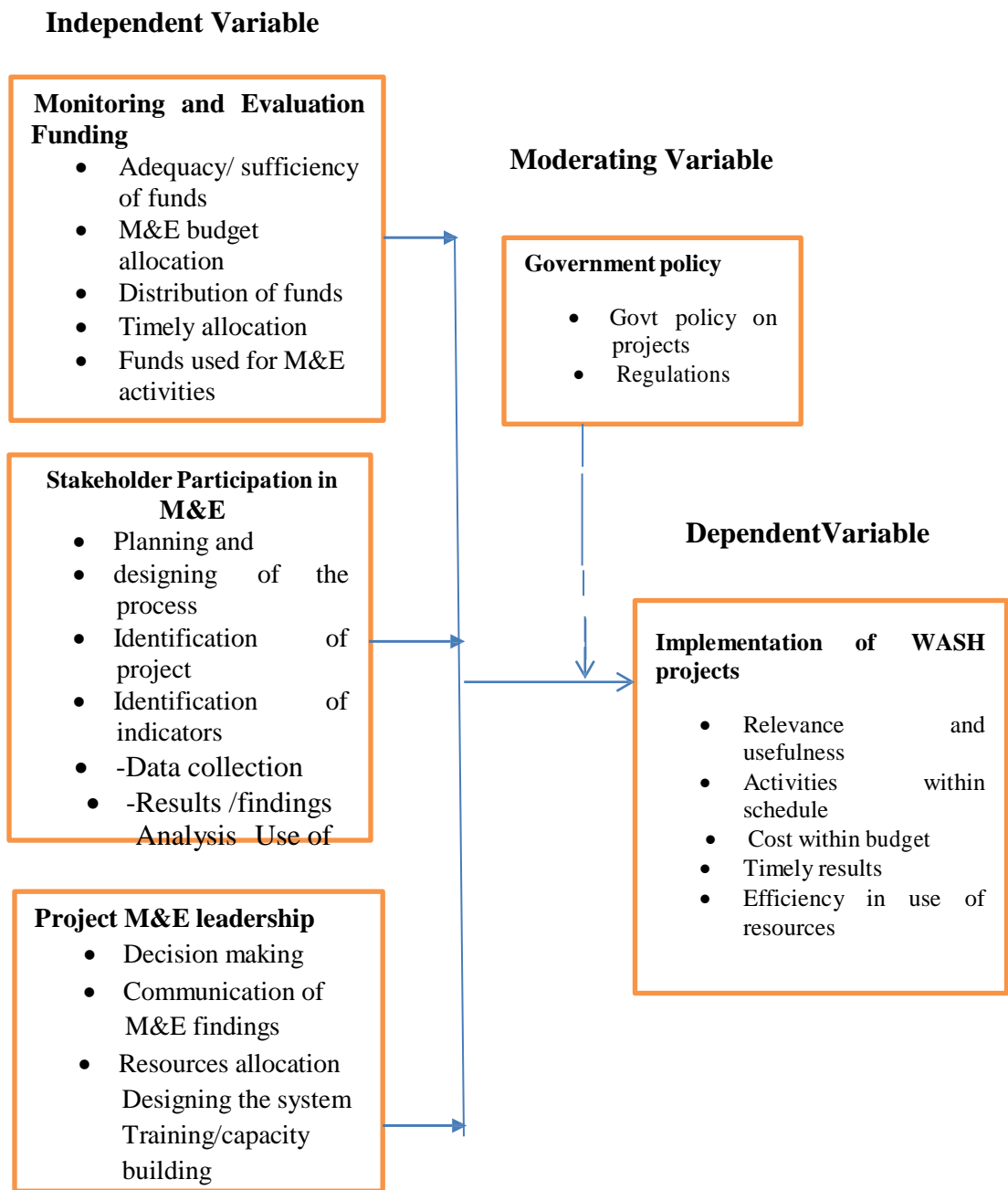


Figure 2.1: Conceptual Framework

The conceptual framework shows the relationship between the three independent variables and the dependent variable. The study sought to establish the extent to which monitoring and evaluation funding, stakeholders’ participation in monitoring and evaluation and leadership in monitoring and evaluation influence the implementation of WASH projects. The framework also indicates the indicators that were used to measure the variables.

Funds should be available to ensure M&E activities are carried out. The funds should be adequate. The budgetary allocation to monitoring and evaluation should clearly be delineated from the main project budget so that M&E unit is accorded some autonomy in the utilization

of its resources (Gyorkos, 2003). The allocation should be timely to ensure activities are carried out as scheduled. Stakeholder participation plays a major role in effectiveness of an M&E system since people who may be affected by activities, outputs outcomes and decisions made about a project or can influence the implementation and operations of a project and the M&E process. Stakeholders will be more concerned with the M&E process if they are involved from the beginning.

Leadership in monitoring and evaluation The M&E officer will be responsible for designing and implementing the M&E activities of the Project; assisting the Project Manager in preparing Quarterly/Annual reports on project progress and will monitor the project activities on a regular basis, developing and maintaining the MIS of the Project

2.8 Summary of Literature Review

Monitoring and evaluation are thinly distinct elements within the project management cycle but are highly dependent and mutually of significant importance to project sustainability (UNDP, 1997). Monitoring is the process through which the essential aspects of project implementation such as reporting, usage of funds, record keeping and review of the project outcomes are routinely tracked with an aim of ensuring the project is being implemented as per the plan (Mackay, (2007). Monitoring is undertaken on a continuous base to act as an internal driver of efficiency within the organization's project implementation processes and its main agenda is to develop a control mechanism for projects (Crawford and Bryce, 2003). Evaluation is a definite and systematic approach geared towards reviewing an ongoing project to ensure that it meets the goals or objectives that were fundamental to its undertaking (Uitto, 2004). Monitoring and evaluation improvement by providing relevant information for decision making concerning setting priorities, guiding resource allocation, facilitating modification and refinement of project. Water management is concerned with the planning, design, implementation, and maintenance of a water project or Program to ensure that water, as a resource is efficiently and effectively used by the community. Water management involves the participatory approach of empowering communities to provide, protect and safeguard their own water sources (Vijita, 1996).

According to Njama (2015) availability of funds, stakeholders participation and organization leadership were found to have a positive correlation with effectiveness of M&E system with correlation coefficients of 0.489, 0.565 and 0.736 respectively. The level of association

between the independent and dependent variables was assessed by estimating a linear regression analysis and the coefficient of determination (R²) was 0.755.

2.9 Knowledge Gap

Evidence from literature point out that in Sub-Saharan Africa substantial M&E achievements on the ground are rare (Mackay, 2007; UNICEF, 2009). Most studies done in Kenya focus on specific projects or specific areas and therefore makes it difficult to generalize to large organizations' projects and this study attempts to fill the gap. The four independent variables had high propensity of influencing implementation of WASH projects in UNICEF in Kenya. The study will therefore focus on establishing this influence

Table 2.1: Knowledge Gap Matrix

Objective	Author & Year	Title of Study	Findings	Research Gap
Adequacy/ sufficient Budget allocation Timely allocation Funds used for M&E activities	Mushori (2015)	Determinants of effective M&E of county government funded infrastructural development projects, Nakuru- East constituency, Nakuru County, Kenya	It was established that the budgetary allocation had a high influence on project completion. -M&E was budgeted for but there was no specific allocation	-Study did not establish whether M&E budgetary decisions and utilization of funds are independent. -Didn't establish whether funds allocated for M&E are used only for M&E activities
M&E tools on project completion in Kenya Allocation of M&E budget to Government Projects	Barasa (2014)	Influence of M&E tools on project completion in Kenya: a case of constituency development fund project in Kakamega County, Kenya Allocation of M&E budget to Government Projects	-Inclusion of budget in the strategic plan was crucial. - Projects had stalled due to underfunding. - A budget should be all-inclusive and go beyond bill of quantities A results-based monitoring and evaluation system is essentially a special public tool governments can use to measure and evaluate outcomes study	
Extent Planning and design of system influences identification of indicators - Data collection -Results /findings Analysis -Use of information/ feedback	Askari (2014)	To establish the extent Planning and design of system influences identification of indicators -Data collection - Results /findings	Stakeholders are involved in M&E -Too much stakeholders" involvement could lead to undue influence on the process -Participation reflects the community needs and stimulate people's interest in	-The study didn't establish the extent and level of stakeholders" participation. i.e. whether participation is throughout the process and in lower and higher level activities

		Analysis -Use of information		
To establish the extent to which availability of funds influences the effectiveness of M&E system, To assess the extent to which stakeholders participation influence the effectiveness of M&E system and To determine the extent to which organization leadership	Njama (2015)	Determinants influencing effectiveness of a monitoring and evaluation system for AMREF Kenya WASH program	Allocation of funds to M&E activities and has a separate allocation for M&E but the funds are not sufficient and the M&E unit is not independent. On stakeholders participation, involvement is mainly on lower level activities but not adequate in higher level activities.	The study didn't establish the extent and level of stakeholders' participation. The study focused on Budget influence on the level of project completion but not directly on M&E.
Gender Mainstreaming In Upgrading Of Karatina Market, Nyeri County, Kenya	Mwenda (2012)	How gender mainstreaming had been integrated in the upgrading of Karatina market in Nyeri County	Monthly and quarterly reports were inadequate as monitoring tools to indicate the gender – disaggregated data for management purpose. Constraints facing gender mainstreaming in the upgrading of Karatina market.	Did not address how and to what extent gender specific indicators influences implementation of projects

<p>To assess influence of formative evaluation on performance of water projects</p> <p>Establish influence of summative evaluation</p> <p>Establish influence of monitoring and evaluation</p> <p>Determine how participatory data</p> <p>Collection and</p> <p>Establish influence of skilled human resource in monitoring and</p>	<p>Titomet (2017)</p>	<p>Influence of monitoring and evaluation on performance of water projects</p>	<p>There is need to invest in monitoring and evaluation projects</p>	<p>The study focused on Budget influence on the level of project completion but</p>
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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology used in the study. It specifically addresses the following: research design, target population, sampling size and sampling procedure, data collection instruments, validity and reliability of research instruments, data collection procedure, data analysis techniques, ethical considerations and finally operational definition of variables.

3.2 Research Design

The study adopted a descriptive survey research design in an attempt to answer the research problem. A descriptive survey research design allowed for an in-depth analysis and understanding of a particular phenomenon as it exists in the present condition (Cooper and Schindler, 2008). Oso and Onen (2009) point out that this design presents oriented methodology used to investigate populations by selecting samples to analyze and discover occurrences. It describes events as they are. It facilitates rapid data collection and ability to understand population from a sample. According to Kombo and Tromp (2006), descriptive survey design is used in the preliminary and exploratory studies to allow the researcher gather information, summarize, present and interpret it for the purpose of clarification. The research design adopted would allow the researcher to describe record, analyze and report conditions that exist or existed before. It would also allow the researcher to generate both numerical and descriptive data that is meant to assist in measuring correlation between the variables.

In descriptive survey research design, objectives are predetermined allowing data collection relevant and sufficient to the study problem (Kothari, 2004). By combining both quantitative and qualitative data collection procedures, descriptive research design allowed a researcher to gather exhaustive information in a way that reduced cost of the data collection. This research design therefore assisted in drawing inferences about influence of monitoring and evaluation process on implementation of WASH projects at UNICEF Kenya, Kajiado County. The research design was chosen due to its adequacy to fulfill the research objectives.

3.3 Target Population

Target population or population of interest refers to the group of people of interest whom the researcher desires and intends to investigate. The target population for this study was the staff in UNICEF Kenya WASH program and personnel in the administrative, finance and human resource departments. It also encompassed project beneficiaries.

The target population of the study thus consisted of 150 stakeholders influencing and/or being affected by the implementation of the project. These included 10 members of Kajiado UNICEF WASH project staff, 10 members of contractor's team, 10 members of site committee, 60 project workers and 60 beneficiaries of the WASH project. The main focus was on the project beneficiaries who formed the majority of the primary stakeholders

Table 3.1: Target Population

Category/Strata	Number in Category
WASH project staff	10
Management Team	10
Project Funders	10
Site Committee	10
WASH project Workers	60
WASH project Beneficiaries	60
Total	150

3.4 Sample Size and Sampling Procedure

A survey study was conducted and a sample is part of the target population was procedurally selected on the personnel working under WASH Program and in administrative, finance and human resource departments (Cooper & Morgan, 2008). Project beneficiaries were also included.

3.4.1 Sample Size

A sample is part of the target population that has been procedurally selected to represent it (Oso and Onen, 2009). The researcher targeted 60 respondents of the target population of 150. According to Mugenda and Mugenda (2003), a descriptive study of 10% or above of the accessible population is enough for the study, while Cochran (1977) postulates that a sample of 30% is sufficient for a study. However, for a more representative sample, the researcher

used 40% to obtain a representative sample size. This corresponded to the sample size that was obtained after employing the following sampling formula advanced by Yamane (1967) to obtain a representative sample size from the population size:

$$n = \frac{N}{1+N(e)^2}$$

Where:

n- Sample Size

N-Population Size

e- Level of Precision at 95% Confidence Level.

Employing the above formula, the sample size was:

$$n = \frac{150}{1+150(0.1)^2} = 60 \text{ respondents.}$$

The sampling frame therefore consisted of 60 respondents selected from the target population of 150

Table 3.2: Sample Size

Category/Strata	No. in Category	Sample size
WASH project Staff	10	4
Management Team	10	4
Project Funders	10	4
Site Committee	10	4
Project Workers	60	24
Project Beneficiaries	60	24
Total	150	60

To obtain an appropriate sample size for each stratum, the researcher used the following proportionate stratification formula provided by Stattrek (2012):

(—)

Where:

-Sample Size for stratum h

- Population Size for stratum h

N -Total Population Size

n -Total Sample Size

Hence, sample size for Kajiado WASH project staff was:

$$= \left(\frac{N_h}{N} \right) * n$$

$$= (10 / 150) * 60 = 4.0$$

Applying the formula to the other strata, the sample size is as shown in Table 3.3

Table 3.3: Sampling Frame

Strata	No. in Category	$= \left(\frac{N_h}{N} \right) * n$	Sample Size
WASH Project Staff	10	4.0	4
Management Team	10	4.0	4
Project Funders	10	4.0	4
Site Committee	10	4.0	4
Project Workers	60	24.0	24
Beneficiaries	60	24.0	24
Total	150	60	60

3.4.2 Sampling Procedure

The sampling Frame was composed of projects within the various sub counties in the county. The sampling frame was obtained from and validated by program officers. This provided updated information for the purpose of this study.

3.5 Research Instruments

The study utilized primary data that was collected using semi-structured questionnaires that had both open and close-ended questions. The questionnaire consisted of two parts. The first part asked about demographic information of the respondents while the second part contained questions about the dependent variable (implementation of projects) and the four independent variables (M&E process funding, stakeholder participation in M&E, leadership in M&E and

baseline studies in M&E process). An interview guide was also used to interview key informant persons within the organization. These included heads of departments, M&E experts and managers.

The interview guide had a list of questions that were asked to participants during the interview. The order of the questions and the level of degree diverge set defined list of questions varied based on the type of role in the project.

3.5.1 Piloting of the Research instruments

Pilot study was achieved through pre-testing of research instruments in order to control quality. The instruments were piloted in an ongoing WASH project in Kajiado County, whose respondents had similar characteristics as those in the actual area of study. Information gathered through the instrument was then be used to rephrase and reconstruct the set of items in the instrument. The researcher administered a set of structured and unstructured questionnaires through a pilot study to appraise the questionnaire soundness of the items and to estimate time that was required to answer the items. The number was arrived at by calculating 10% of the sample size (Mugenda and Mugenda 2003). The results of the pilot study were discussed with the respondents to make the required adjustments. The aim was to test the instrument reliability and validity.

3.5.2 Validity of Research Instruments

Validity is defined as the accuracy and meaningfulness of inferences, which are based on research results. In other words, validity is the degree to which results obtained from the analysis of the data actually represents the phenomena under study (Golafshani, 2003). Validity is the degree to which a test measures what it purports to measure (Riege, 2003). The researcher determined the instrument's content and construct validity through the help of expert judgment the supervisor) who assessed the instrument and found out if it answered the phenomenon under study. The researcher removed bias in the research instrument by constructing it in line with the objectives of the study

3.5.3 Reliability of Research Instruments

Reliability is defined as a measure of the degree to which a research instrument yields consistent results after repeated trials. Before actual data collection, piloting of the questionnaire was carried out (Golafshani, 2003). The questionnaire was sent out to 10

respondents working in various programs other than WASH Program. The number of respondents was arrived at by calculating 10% of the targeted population/ sample size ((Mugenda and Mugenda, 2003). Piloting enabled the researcher to test the reliability of the instrument. A Cronbach alpha test was conducted to measure the internal consistency and reliability of the data collection instruments. Cronbach's Coefficient Alpha is computed using SPSS to determine how items correlate among themselves. Reliability of at least 0.70 or higher is recommended for Social Science Research (Mugenda and Mugenda, 2003).The researcher administered the questionnaire personally to the respondents. The advantage of researcher administered questionnaires is that the questions can be clarified to the respondents during the interview. This ensured that the respondents understand the questions, thereby enabling the researcher to obtain the right kind of information required to meet the study objectives. A researcher-administered questionnaire is also a more efficient method of data collection.in terms of research time (Whiting, 2008). Interviews were conducted with key informant persons within the organization. These included heads of departments, M&E experts, consultants and senior managers. This enabled to gather additional information which may not have been captured by the questionnaire.

3.6 Data Collection Procedure

This is a process of gathering factual materials as a basis of analysis. This study gathered data required to achieve the required objectives. For triangulation purpose, both primary and secondary data was gathered. Primary data was collected with the help of a closed and open ended structured questionnaire. The researcher and research assistant worked closely with WASH project staff at UNICEF to ensure data collection was well planned and organized. The researcher together with research interviewed project staff and WASH project officers. Questions were clarified to the respondents during the interview. This ensured that the respondents understand the questions, thereby enabling the researcher to obtain the right kind of information required to meet the study objectives.

Secondary data was obtained from project manuals, journals and books. The researcher had been developed a project proposal over a period of about two months under the guidance of the supervisor. Permission to collect data was then sought from the National Council of Science and Technology. The research instrument was first be piloted to ensure its validity and reliability. Data was then collected with the help of a research assistant after which the raw data was analyzed, interpreted and presented.

3.7 Data Analysis Techniques

The data collected was classified into sub-samples then edited and cleaned to reduce ambiguity. The cleaned data was coded into SPSS 22 for subsequent data analysis through descriptive and inferential statistics. Qualitative statistical techniques were used to describe and summarize data. The results were then interpreted in the form frequencies and percentages. Descriptive statistics was represented using means, standard deviation and percentages. The study used multiple linear regression equations, and the method of estimation was an Ordinary Least Squares (OLS) to develop a link between the influence a monitoring and evaluation process on implementation of projects. The significance of the factors was tested at a confidence level of 95%. Inferential statistics involved use of correlation analysis which was used to describe the degree to which each independent variable was related to the dependent variable.

3.8 Ethical Issues

Before administering the questionnaire to the respondents, the researcher made prior arrangement with them on the date and time to administer the questionnaire. They were informed of the purpose of the study and were not be coerced to give their responses but were allowed to participate voluntarily to the study. The aims and objectives of the research were explained before and after undertaking the research. This helped in attaining an informed consent from the respondents. The researcher maintained utmost confidentiality about the respondents' responses by way of keeping all responses secure and using them only for academic purpose. Before embarking on the field, the researcher sought permission from the National Council of Science and Technology, the Kajiado UNICEF WASH project manager and Kajiado Town Council under whose jurisdiction the Kajiado WASH project falls. Also, prior arrangements were made with the respondents to administer the questionnaires. The study was conducted in an ethical manner. The researcher explained to the respondents the purpose of the study and assured them that the information given was treated as confidential, and their names will not be divulged. Informed consent was sought from all the participants that agree to participate in the research. Further, the researcher sought approval from all the stakeholders that were associated with the study.

3.9 Operationalization of Variables

This section deals with the operational definition of study variables, along with other components of the conceptual framework. The dependent variables was the monitoring and evaluation process whereas availability of funds, stakeholder participation and organization leadership were the dependent variables.

Table 3.4: Operationalization of Variables

Objective	Type of variables	Indicators	Measurement Scale	Type of Data Analysis Technique	Tools of Data Analysis
To establish the influence monitoring and evaluation process funding on implementation WASH projects, UNICEF Kenya	Dependent variable M&E process	Relevant and useful results Activities within schedule Cost within budget Timely results/ feedback Economical use of resources Achievement of objectives Clear duties/ responsibilities	Nominal Ordinal Ratio	Descriptive Inferential	Descriptive Mean Arithmetic mean Frequency correlation
To determine the extent to which monitoring and evaluation process funding influences implementation of project for UNICEF Kenya WASH program	Independent variables Availability of funds	Adequacy /sufficient M&E budget allocation Timely allocation funds used for M&E activities	Nominal Ordinal Ratio	Descriptive Inferential	Descriptive Mean Arithmetic mean Frequency Correlation
To assess the extent to which stakeholders' participation in M&E process influence the implementation of projects for UNICEF Kenya WASH program	Stakeholders' participation	--Planning/ design - Identification of indicators Data collection Results /findings analysis Use of information/feedback	Nominal Ordinal Ratio	Descriptive Inferential	Descriptive Mean Arithmetic mean Frequency Correlation
To determine the extent to which leadership in M&E	Organization's leadership	Decision making Communication of findings Resources allocation	Nominal Ordinal Scale	Descriptive	Mean Arithmetic mean Frequency

influence the implementation OF projects for UNICEF Kenya WASH program Organization"s		Designing the system Training/capacity building		Inferential	Correlation
To establish the influence of baseline studies in M&E on implementation of projects	Baseline studies	Activities within schedule Cost within budget Timely results/ feedback	Nomianal Ordinal Ratio	Descriptive	Arithmetic mean Frequency

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

This chapter presents the summary of the analyzed data. The results are presented based on the objectives of the study, which aimed at finding out how monitoring and evaluation process influences project implementation. In order to put the results of the study into perspective, the findings were organized under the following categories: demographic, implementation of projects, funding of M&E process, leadership in M&E process, stakeholders' participation and baseline studies. The data was analyzed with the help of statistical package for social sciences (SPSS). The data analyzed is presented using tables and graphs.

4.1 Questionnaire Return Rate

Out of the 60 questionnaires issued, all were returned, thus a return rate of 100%. These included the 12 questionnaires for top management team, 24 for project workers at the construction site and 24 for the WASH project beneficiaries.

4.1.1 Demographic Information

The demographic outlook of the respondents showed that majority (60%), were within the age bracket of 31 to 40 years of age, and were males (70%) by gender. Most of them (63.3%) were married and all of them (100%) were Christians by religion

4.1.2 Gender of the Respondents

As shown on table 4.1, a large proportion, 70% of the respondents were males while 30% were females. This shows that there were more males in the category of Government representatives, contractor's team, project's site committee and project workers except for the market traders where more women than men participated in the study. The high number of the men could be a reflection of gender bias against women in decision-making as prevalent in the society. The study also revealed that all the project workers (100%) at the implementation site were men participated in the study. The high number of the men could be a reflection of gender bias against women in WASH project decision-making as prevalent in the society.

Table 4.1: Gender of Respondents

Category/Strata	Males (%)	Female (%)
Top Management	8 (13.3)	4 (6.7)
Project Workers	24 (40.0)	0 (0.0)
Beneficiaries	10 (16.7)	14 (23.3)
Total	52 (70.0)	18 (30.0)

4.1.3 Age Distribution

The study sought to find out the age distribution among the respondents in the top management team. As shown on table 1.5, 20% of the respondents were aged less than 30 years and 60% had between 31 and 40 years. The remaining 20% were aged over 41 years. The high number of respondents in the 31-40 age bracket, could be due to the nature of the project undertaking which demands a lot of physical effort which is mainly found in people within this age group

Table 4.2: Age Distribution

Age	No of Respondents	Percentage
<30yrs	12	20
31-40yrs	36	60
>40yrs	12	20
Total	60	100

4.1.4 Level of Education Attained

The highest level of formal education attained by majority of the respondents (56.7%) was primary level while (23.3%) had secondary level. The remaining 20% were within the top management team where three quarters of them had university level of education and the remaining quarter had at least tertiary level of education. There seemed to have been some indication of job description based on educational qualifications.

Table 4.3: Level of Education Obtained

Level	Number	Percentage
Primary	34	56.7
Secondary	14	23.3
Tertiary	3	5.0
University	9	15.0
Total	60	100.0

4.1.4 Work Duration of the Respondents

The respondents were requested to indicate how long they had been working for UNICEF Kenya. The findings are illustrated in Table 4.4

Table 4.4: Work Duration of the Respondents

Work Duration	Frequency	Percentage
Less than 1yr	1	1.7
1-3yrs	16	27.6
4-6yrs	22	37.9
7-9yrs	14	27.1
>10yrs	5	8.6
Total	58	100

From the findings, majority of the respondents, 37.9% (22) stated that they had worked for UNICEF in Kenya for a period of 4-6 years followed by respondents whose time lagged between 1-3 years these were 27.6% (16). Other respondents, 24.1% (14) and 8.6% (5) stated that they had worked for UNICEF in Kenya for a period of 7-9 years and 9 years and above respectively. Only one respondent (1.7%) indicated who had worked for less than 1 year. The results indicate that most employees, 70.6% (41), had worked in UNICEF in Kenya for a long duration of over 4 years and thus had sufficient information on the organization's M&E processes, system and funding of M&E, on stakeholders' participation, M&E leadership and baseline studies which influences implementation of projects.

4.2 Projects Implementation

In order to establish the extent to which project implementation policies have been adhered to in implementing WASH project Kajiado County it was necessary to find out whether the project workers and beneficiaries were aware of any national project policies that helped in determining success.

4.2.1 Existence of a Written Policy on Project Implementation

According to Table 4.4, 67% of the respondents indicated that the project implementation unit had a written policy on project implementation. The remaining 33% stated there wasn't any in their units. This aspect of project implementation is being fronted in all public and non-governmental organizations. The existence of a written policy is an indication of the effectiveness of the government's campaign for adherence to gender policy issues.

Table 4.5: Project Implementation Policy

Response	Number	Percentage (%)
Available	8	67
Not Available	4	33
Total	12	100

In order to establish the extent to which project implementation policies have been adhered to in implementing WASH project Kajiado County it was necessary to find out whether the project workers and beneficiaries were aware of any national project policies determining treatment of stakeholders. Such policies included the management of projects, NGOs governance Directive of 2006 on 30%, project implementation. From Table 4.5, only 54% of the project workers and beneficiaries indicated that they knew well issues of project implementation policy. However, 46% admitted that the details in the policy were not well known to them. This indicates that project issues are gaining popularity in the country and are clear to a large part of the population.

4.3 Descriptive Statistics

4.3.1 Funding for M&E and Implementation of WASH projects

The respondents were asked to indicate their level of agreement with statements related on implementation of monitoring and evaluation of WASH project in Kajiado County, Kenya.

The participants were requested to indicate with: Strongly Disagree = 1; Disagree =2; Neutral =3; Agree =4; Strongly Agree =5; The results are as set out in Table 4.6

Table 4.6: Funds for M&E Process

Statements	1. Strongly Disagree	2. Agree	3. Neutral	4. Agree	5. Strongly Agree	Mean	Standard Deviation
Sometimes we receive sufficient fund allocation	2.7	2.9	2.8	45.7	45.9	2.18	0.623
The Funds allocated are used exclusively for M&E	10.6	11.7	6.8	34.5	36.4	4.29	0.460
The organization provides enough funds for M&E process	31.8	31.1	11.5	24.2	27.2	2.12	0.475
There is independence in budgetary decisions in M&E	2.50	1.91	1.36	3.41	8.2	3.80	0.800
Organization ensures timely release of funds for M&E	3.6	3.95	1.45	1.00	2.3	1.18	0.375
Composite Mean and Standard Deviation						2.67	.547

Note: The figures for the responses were presented in percentage (%).

From the findings, majority of the respondents, 91.6% (55) indicated that the organization allocates funds for M&E activities. A relatively small number of the respondents, 8.4% (5) indicated that the organization did not allocate funds for M&E. The results therefore indicated that UNICEF in Kenya allocates funds for M&E activities. The researcher however used other questions to determine whether there is separate sufficient allocation of funds and whether there is independency in the utilization since this is necessary for the M&E system to be strong and effective

The study sought to determine the extent to which respondents agree or disagree with the following statements concerning M&E in relation to the organization's projects. The responses were rated on a five point Likert scale where: 5 – Strongly agree, 4 – Agree, 3 – Not sure, 2 – Disagree, 1 – Strongly disagree. Table 4.7 shows the mean and standard deviations

From the findings, majority of the respondents agreed with the statement that there is a separate budget allocation for M&E system with a mean score of 4.29. Some of the respondents were not sure with the statement that the organization ensures there is timely provision of funds for M&E with a mean score of 3.80. However, majority of the respondents disagreed with the statements that the organization provides sufficient funds for the

monitoring and evaluation activities (5%-10% of project budget) and that there is independency in the budgetary decisions for the monitoring and evaluation unit with mean scores of 2.18 and 2.12 respectively. Majority of the respondents also strongly disagreed with the statement that funds allocated are used for M & E activities only with a mean score of 1.18. This means that some projects management activities which are not part of M&E are funded from monitoring and evaluation allocation. The findings therefore show that most staff in UNICEF in Kenya disagree that the organization provides sufficient funds for the monitoring and evaluation activities (5%-10% of project budget) and there is independency in the budgetary decisions for the monitoring and evaluation unit. Sufficient funding is very crucial for the system to be effective and M & E process to take place.

The projects funds should have adequate provision for monitoring and evaluation activities. M&E funds should certainly be more carefully estimated and actual expenditure on the evaluation more carefully monitored and donors should put emphasis on ensuring that this is budgeted for before approving any proposal for funding. The availability of finances will determine what can be achieved as far as implementation, strengthening and sustainability of monitoring and evaluation system is concerned. A key function of planning for monitoring and evaluation is to estimate the costs, staffing, and other resources needed for monitoring and evaluation work. It is important for monitoring and evaluation specialists to weigh in on monitoring and evaluation budget needs at the project design stage so that funds are allocated specifically to the implementation of key monitoring and evaluation tasks. Program managers often ask what proportion of a project's budget should be allocated to monitoring and evaluation. A general rule of thumb is that the M&E budget should not be so small as to compromise the accuracy and credibility of results, but neither should it divert project resources to the extent that programming is impaired.

The Community project workers were asked how allocation of funds influence implementation of M &E process. The responses are as shown below;

“Some of the areas of the projects funds should have adequate provision for monitoring and evaluation activities. M&E funds should certainly be more carefully estimated and actual expenditure on the evaluation more carefully monitored and donors should put emphasis on ensuring that this is budgeted for before approving any proposal for funding. The availability of finances will determine what can be achieved as far as implementation, strengthening and sustainability of monitoring and evaluation system is concerned. Program managers may often ask what proportion of a project's budget should be allocated to monitoring and

evaluation. A generally bigger role needs to be granted as a rule of thumb in that the M&E budget should not be so small as to compromise the accuracy and credibility of results, but neither should it diverted.”

The availability of funds can determine what can be achieved as far as implementation, strengthening and sustainability of monitoring and evaluation system is concerned. It is important for monitoring and evaluation specialists to weigh in on monitoring and evaluation budget needs at the project design stage so that funds are allocated specifically to the implementation of key monitoring and evaluation tasks.

4.4 Stakeholders’ Participation in M&E process

This section presents findings on involvement of stakeholders, level of stakeholders’ participation and issues pertaining to stakeholders’ participation

The participants were requested to indicate with: Strongly Disagree = 1; Disagree =2; Neutral =3; Agree =4; Strongly Agree =5; The results are as set out in Table 4.7

Table 4.7: Stakeholders’ Participation in M&E

Statements	1	2	3	4	5	Mean	S. D
Stakeholders involved in planning and designing M&E process	7 (11.66)	17 (28.33)	15 (25.0)	12 (20.0)	9 (15.0)	3.941	0.985
Stakeholder participation in M&E process formal meetings	2 (3.33)	3 (5.00)	3 (5.0)	19 (31.67)	33 (55.0)	3.891	0.475
Stakeholders’ feedback is sought during M&E meetings	7 (11.67)	9 (15.0)	9 (15.0)	23 (38.33)	12 (20.0)	3.874	1.269
Stakeholders are involved in M&E decision making process	36 (60.0)	14 (23.33)	7 (11.67)	2 (3.33)	1 (1.67)	4.038	1.464

Stakeholders are involved in M & E data collection process	12 (20.0)	9 (15.0)	30 (50.0)	4 (6.67)	4 (6.67)	3.863	1.093
Stakeholders are involved in preparation of M&E timetables	8 (13.33)	12 (20.0)	25 (41.67)	6 (10.0)	9 (15.0)	3.716	1.111
The organization assigns clear responsibilities to stakeholders for Planning	7 (12.20)	9 (14.63)	10 (17.07)	17 (28.05)	18 (30.49)	4.218	1.008
M & E results and findings are communicated to the stakeholders	11 (18.33)	13 (21.67)	8 (13.33)	15 (25.0)	12 (20.0)	3.736	1.342
Composite Mean and Standard Deviation						3.910	1.0933

From the findings, majority of the respondents agreed with the statements that stakeholders' feedback is sought during M&E processes and stakeholders are involved in M & E data collection process with a mean score of 4.43 and 4.25 respectively. Majority also agreed that stakeholders are allowed to take part in preparing the timetable for M&E system with a mean score of 4.06. Some of the respondents were not sure with the statements that stakeholders are adequately involved in designing and planning of M&E systems and activities, that the organization assigns clear responsibilities to stakeholders for planning and M & E results and findings are communicated to the stakeholders with mean scores of 3.50, 3.86 and 3.41 respectively.

Participation of stakeholders reflects the community needs and stimulates people's interest in the implementation of M&E and the community-based M&E framework reinforces the connections between the implementation of monitoring & evaluation activities. Stakeholder involvement has become increasingly necessary as large and more complex projects are planned and implemented. Stakeholders can participate at various levels of which the lowest

is information sharing at a higher level is consultancy for decision making. At higher level the developer can collaborate with stakeholders in each aspect of decision making including the development of alternatives and the identification of the preferred solution. However, too much stakeholder participation could lead to undue influence on the evaluation as it can lead to participation at various levels of which the lowest is information sharing at a higher level is consultancy for decision making. The level the project implementers can collaborate with stakeholders in each aspect of decision making including the development of alternatives and the identification of the preferred solution.”

The Community project workers were asked how stakeholders’ participation influence implementation of community health projects does. The responses are as shown below

Some of the areas of the stakeholders are involved in should have adequate provision for monitoring and evaluation activities. M&E funds should certainly be more carefully estimated and actual involvement on the evaluation more carefully monitored and donors should put emphasis on ensuring that this is budgeted for before approving any proposal for funding. Stakeholder involvement is increasingly necessary as large and more complex projects are planned and implemented. Stakeholders can participate at various levels of which the lowest is information sharing at a higher level is consultancy for decision making. At higher level the developer can collaborate with stakeholders in each aspect of decision making including the development of alternatives and the identification of the preferred solution.”

The participation of stakeholders can determine what can be achieved as far as implementation, strengthening and sustainability of monitoring and evaluation system is concerned. It is important for monitoring and evaluation specialists to weigh in on monitoring and evaluation budget needs at the project design stage so that funds are allocated specifically to the implementation of key monitoring and evaluation tasks.

4.5 Project Leadership in M&E Process

This section illustrates findings on leadership and statements on leadership in monitoring and evaluation

The participants were requested to indicate with: Strongly Disagree = 1; Disagree =2; Neutral =3; Agree =4; Strongly Agree =5; The results are as set out in Table....

Table 4.8: Leadership in M&E

Statements	1	2	3	4	5	Mean	S. D
The leadership uses M & E findings in decision making	7 (11.67)	17 (28.33)	15 (25.0)	12 (20.0)	9 (15.0)	3.75	1.181
Leadership always and clearly communicate M & E results	2 (3.33)	3 (5.0)	3 (5.0)	19 (31.67)	33 (55.0)	2.31	0.812
Leaders take active part in designing the M & E process	7 (11.67)	9 (15.0)	9 (15.0)	23 (38.33)	12 (20.0)	2.24	1.784
Management ensures sufficient resources are allocated to M & E	36 (59.76)	14 (23.17)	7 (12.20)	2 (3.66)	1 (1.22)	2.02	1.191
Leadership ensure that staff are trained on M&E regularly	12 (20.0)	9 (15.0)	30 (50.00)	4 (6.67)	4 (6.67)	3.49	1.377
Organization's policy supports M & E	8 (13.41)	12 (20.73)	25 (41.46)	6 (9.76)	9 (14.63)	4.20	1.329
Senior management recognizes and supports the role of M & E	7 (11.67)	9 (15.0)	10 (16.67)	17 (28.33)	18 (30.0)	4.14	0.849
The management takes part in some of the M & E activities	12 (20.0)	13 (21.67)	8 (13.33)	15 (25.0)	12 (20.0)	4.92	0.44
Composite Mean and Standard Deviation						3.384	1.1204

From the findings, a high percentage of the respondents, 81.7% (49) agreed to a very great extent that the level of commitment of top leadership influences implementation of projects while 15% (9) of the respondents agree to a great extent that the level of commitment of top leadership influences implementation of projects. Only 2 respondents (3.3%) agreed to a moderate extent that the level of commitment of top leadership influences implementation of projects. These findings suggested that most staff working for UNICEF WASH projects in Kenya agree that the level of commitment of top leadership influences implementation of projects in that top leadership makes key and crucial decisions that affect projects M&E greatly.

Furthermore, the study asked the respondents to indicate the extent to which they agree or disagree with the following selected attributes concerning leadership in M&E. The responses were rated on a five point Likert scale where: 5 – Strongly agree, 4 – Agree, 3 - Not sure, 2 – Disagree, 1 – Strongly disagree. The findings are illustrated in Table 4.11

From the findings, majority of the respondents agreed with the statements that management takes part in some of the M & E activities, organization's policy supports M&E and that senior management recognizes and supports the role of M & E with mean scores of 4.92, 4.20 and 4.14 respectively. Some respondents were not sure whether the organization uses M & E findings in decision making, leaders ensure that the staff, were trained on M&E regularly and that there is supportive supervision and guidance from leaders with mean scores of 3.75, 3.49 and 3.00 respectively. However, some of the respondents disagreed with the statements that leaders always and clearly communicate M & E results, leaders take active part in designing the M & E processes and that the management ensures sufficient resources are allocated to M& E with mean score of 2.31, 2.24 and 2.02 respectively. The results therefore indicate that most employees at UNICEF WASH project in Kenya disagree that leaders always and clearly communicate M & E results, leaders take active part in designing the M & E processes and the management ensures sufficient resources are allocated to M & E. Most of the staff felt that the organization's leadership has a great and crucial role to play in ensuring that the M&E system operates maximally and that the process is productive in terms of output and expected outcomes.

The Community project workers were asked how leadership in M&E influence implementation of community health projects does. The responses are as shown below

“The extent to which the level of commitment of top leadership influences implementation of projects. These findings suggested that most staff working for UNICEF WASH projects in Kenya agree that the level of commitment of top leadership influences implementation of projects in that top leadership makes key and crucial decisions that affect projects M&E greatly.”

This indicates that an improvement in organizational leadership lead to effective implementation. This concurs with World Bank (2011) which states that organizational leadership is a fundamental factor in the production of M&E results. M&E being a new professional field, organizational leadership is paramount in building an effective M&E human resource capacity both in quality and quantity (World Bank, 2011

4.6 Inferential Statistics

4.6.1 Correlation Analysis

The study applied Pearson correlation to examine the influence of monitoring and evaluation process on implementation of projects. The results are shown in Table 4.9.

Table 4.9: Correlation Analysis

	Project Implementation	Funding of M&E process	Stakeholders participation	M&E Leadership	Baseline Studies
Pearson Correlation	Project Implementation	1			
	Funding of M&E process	0.489	1		
	Stakeholders Participation	0.565	0.302	1	
	M&E Leadership	0.736	0.374	0.364	1

The findings show a strong positive correlation between funding of M&E process and implementation of projects with a correlation coefficient of 0.736. This implies that if organizations use effective leadership, the implementation efficiency level of projects will increase.

The findings also show a positive correlation between leadership of M&E process and implementation of projects with a correlation of 0.489. This implies that if funds are readily and adequately available, the process of monitoring and evaluation projects will increase thus contributing to increase in effectiveness of these projects.

The study shows a strong positive correlation between stakeholders' participation and implementation of with correlation of 0.565. This implies that better enforcement of stakeholders' participation within UNICEF WASH project in Kajiado in Kenya can significantly improve the implementation of projects

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings presented in chapter four according to the study objectives. This chapter also presents the conclusions and the recommendations to the study.

5.2 Summary of Findings

5.2.1 Funding for M&E Process and Implementation of WASH Projects

In regard to funding of M&E process, majority of the respondents, 94.8% (55) indicated that the organization allocates funds for M&E activities. A relatively small number of the respondents, 5.2% (3) indicated that the organization does not allocate funds for M&E. The findings showed a positive correlation between availability of funds and implementation of projects with a correlation of 0.489. Majority of the respondents also agreed that there is a separate budget allocation for M&E system with a mean score of 4.29. However, most of the respondents disagreed with the statements that sufficient funds for the M&E were provided, provision of funds is timely and that there is independency in the budgetary decisions for M&E unit with mean scores of 2.18, 3.80 and 2.12 respectively. Sufficient funding play a crucial role in M & E project function in that enough funds are required for the process to be carried out successfully and effectively. There was found to be a positive relationship between funding for M&E process and implementation of projects. The availability of funds can also determine what can be achieved as far as implementation, strengthening and sustainability of monitoring and evaluation system is concerned. It is important for monitoring and evaluation specialists to weigh in on monitoring and evaluation budget needs at the project design stage so that funds are allocated specifically to the implementation of key monitoring and evaluation tasks.

5.2.2 Stakeholders' Participation in M&E Process and Implementation of WASH Projects

The study found that the organization involves stakeholders in M & E activities. Majority of the respondents, 94.8% (55) indicated that they involve the stakeholders in the M & E activities and process. A relatively small number of the respondents, 5.2% (3) indicated that they do not involve the stakeholders in the M & E process. However, it was established that

participation is limited to only some lower level activities. These include data collection, seeking feedback and coming up with M&E timetables. Stakeholders are not adequately involved in key areas and higher level activities like decision making process, identification of indicators and communication of M & E results and findings. Stakeholder involvement has become increasingly necessary as large and more complex projects are planned and implemented. Stakeholders can participate at various levels of which the lowest is information sharing at a higher level is consultancy for decision making. At higher level, organizations should collaborate with stakeholders in each aspect of decision making including the development of alternatives and the identification of the preferred solution. There is a strong positive correlation between stakeholders' participation and effectiveness of M & E process with correlation of 0.565. The study found that the level of commitment of top leadership in the M&E determines to a great extent the implementation of projects. A high percentage of the respondents, 84.8% (49) agreed to a very great extent while 13% (8) of the respondents agreed to a great extent. Only 1 respondent (2.2%) agreed to a moderate extent that the level of commitment of top leadership influence the implementation of projects.

5.2.3 Leadership in M&E Process and Implementation of WASH Projects

The findings showed a strong positive correlation between organizational leadership and implementation of projects with a correlation coefficient 0.736. The study also found that leaders do not always and clearly communicate M & E results, leaders don't take active part in designing the M & E process and the management does not ensure sufficient resources are allocated to M & E despite these aspects playing a great role in implementation of projects. The leadership in M&E is critical to achieving effectiveness of M&E due to the crucial role they play in an organization.

5.3 Discussion of the Findings

5.3.1 Funding of the M&E Process and Implementation of WASH projects

The study found a positive relationship between the funding in M&E process and implementation of projects. It found that adequate funds results to better actions during monitoring and evaluation of projects thus resulting to better implementation of projects. This was in agreement with James (2001) on program evaluation standards that evaluation planning budget could certainly be more carefully estimated and actual expenditure on the evaluation more carefully monitored. This then supports the cause for donors' keen interest with the budgetary allocation. The findings showed that M&E has separate budgetary

allocation in agreement with Chaplowe (2008) but the funds were not sufficient to carry out planned activities. The amount allocated was not between 5-10% of the projects budget and the funds were not used specifically for M&E activities as Kelly and Magongo (2004) recommends. There is also no independency in budgetary decisions for the M&E unit and utilization of funds which should be the case as stated by Gyorkos (2003).

5.3.2 Stakeholder' Participation in the M&E Process and Implementation of WASH projects

The study also found a positive relationship between the stakeholders' participation and implementation of projects. It was found out that increased stakeholders' participation results to an increase in effectiveness implementation of projects. This concurs with Patton (2008) who states that stakeholders' involvement is paramount for an M&E system to be effective. He however argues that too much involvement could lead to undue influence and bias in the process. He further argues that participation of stakeholders reflects the community needs and stimulates people's interest in the implementation of M&E. This view is supported by IFAD (2002) on the role of stakeholder in M&E process that stakeholders provide valuable insights on priorities and appropriate processes during the design phase, and undertake some of the implementation of the project and /or M&E. It was found out that UNICEF adequately involve stakeholders in lower level activities like data collection, getting feedback, preparation of M&E timetables but participation is poor in activities like identification of indicators, decision making, designing and planning of systems which are very crucial. Partnering closely with key stakeholders throughout the entire M&E process promotes shared knowledge creation and learning, helps in transfer of skills, development of capacity and enhances ownership of results (UNDP, 2002).

Furthermore, when formulating interventions to achieve certain outcomes, program managers should consider how to encourage the participation of all partners in the M&E process according to John & Khilesh (2008). This requires knowing what strengths each partner brings to the table. For monitoring and evaluation, program managers may draw on partners in a number of ways as cited by World Bank (1980), such as involving partners and other stakeholders in the selection of indicators and targets, in data collection and analysis, as participants in field visits or as members of an evaluation team, using already-established data sources and statistics of key partner agencies, which helps reduce the costs of data collection (Pfohl, 1986). Working with partners to analyze outcome progress and determine

how best to enhance a collective strategy, program managers should engage various types of partners in a variety of activities associated with monitoring and evaluation (Yang, Sun & Martin, 2008).

5.3.3 Leadership in the M&E Process and Implementation of WASH projects

The study also found a positive relationship between organization's leadership and implementation of projects. It found that an improvement in organizational leadership lead to effective implementation. This concurs with World Bank (2011) which states that organizational leadership is a fundamental factor in the production of M&E results. M&E being a new professional field, organizational leadership is paramount in building an effective M&E human resource capacity both in quality and quantity (World Bank, 2011). Numerous organizational leadership manuals, handbooks and toolkits have been developed for NGO staff in order to provide them with practical tools that will strengthen M&E awareness. Koffi-Tessio (2002), states that the poor acquisition of the appropriate M&E systems by NGOs could be attributed to their lack of emphasis on methodological and conceptual leadership. Jaszcolt et al (2010), recommends that NGOs need to have appropriate leaders in order to develop technical skills among the M&E specialists.

The study found out that the organization's policy supports M & E and that senior management recognizes and supports the role of M & E. The management also takes part in some of the M & E activities. This in agreement with Khan (2003), who stated that; all organization's leaders and managers should carry out some M&E activities as part of their overall work and from time to time evaluate their operations. Khan further noted that management involvement enhances the credibility of the evaluation process and ensures increased acceptance of the findings. However, the findings also indicated that leaders in the organization don't take active part in designing the M & E systems and they do not always and clearly communicate M & E results. Majority of the respondents also indicated that the management is not keen to ensure that sufficient resources are allocated to M & E process and do not offer sufficient supportive supervision and guidance to those conducting M&E. World Bank (2011) notes that an organization's management commitment to the implementation of a monitoring and evaluation system is paramount. They ensure that adequate funds and other resources are set aside for M&E. If there is no goodwill and support from organization's management, then the M&E system will poorly be designed and operated leading to its ineffectiveness and inaccurate findings.

5.4 Conclusion

The financing process, such as raising and maintaining adequate funds for project activities is clearly of critical importance to the progress of a project

Regarding the first objective which endeavored to determine the influence of funding on M&E process on implementation of projects, the study concluded that there is a positive relationship between the funding of M&E and implementation of projects. The organization provides a separate budgetary allocation to M&E activities but the funds are not sufficient (less than 5%10% of project budget). There is also no independency in the budgetary decisions for the monitoring and evaluation unit and utilization of the funds. The organization should allocate enough funds for M & E activities.

The study also concluded that stakeholders' participation has a positive influence on implementation of projects. However, it was noted that participation is only limited to some lower level activities and stakeholders are not adequately involved in key areas and higher level activities. It was found out that increased stakeholders' participation results to an increase in implementation of projects concurring with Patton (2008) who argues that stakeholders' involvement is paramount for an implementation of projects M&E .

Finally, the study found out that the level of commitment of top leadership and management in the organization determines to a great extent the implementation of projects. The study revealed that leaders do not always and clearly communicate M & E results and also do not take active part in designing the M & E systems. Majority of the respondents also disagreed that management ensures sufficient resources are allocated to M & E. This is against World Bank (2011) which states that the role played by the organization leadership that influences project implementation. The organization leadership is like the central nerve to an effective M&E system. It coordinates the processes of the M&E system ensuring its success and manages the M&E human resource. Furthermore, organization leadership as a factor has tremendous effect on how effective M&E practices will be successful to a project as it is through these trainings that relevant skills and other M&E gaps are addressed to staff in order

to increase their understanding and project performance. Leaders should therefore work closely with employees and all stakeholders to ensure that they provide required support and guidance to ensure the implementation of projects is effective and operates maximally (Shapiro, 2011).

5.5 Recommendations

The following are recommendations based on the findings of the study:

1. The organization should allocate sufficient funds to M&E activities (5-10% of overall projects budget) and ensure there is independency in utilization of the funds.
2. Stakeholders should be involved adequately in the implementation of projects. Participation should be in both lower and higher level activities from the initial to the last stage. This will ensure ownership of findings and ensure projects are relevant to the beneficiaries needs.
3. Organization leaders should take active part in designing M & E process and offer timely support and guidance to projects' staff and ensure implementation of projects is well executed and results and findings communicated and used in decision making and planning.

5.6 Suggestions for further Research

The empirical study has indicated a number of relevant issues that the research project did not investigate, but which might be important for further research. Further research should be done on other factors influencing the implementation of projects other than funding of M&E process, stakeholders' participation organizational leadership and baseline studies.

- i. Analysis of factors affecting application of project policies in non-government funded projects in Kajiado County.
- ii. Impact of project policies strategies on effective implementation of non-government funded projects in Kajiado County.
- iii. Role played by organizational management in effective implementation of project implementation of projects in Kajiado County.

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APPENDICES

Appendix I: Transmittal Letter

Paul Wandati Ndegwa

P.O. Box 5255 -01000

THIKA

Tel. 0721 47 51 79

Dear Sir/Madam

**RE: REQUEST FOR YOUR PARTICIPATION IN A STUDY ABOUT WATER,
SANITATION AND HYGIENE PROJECTS**

I'm a student at the University of Nairobi currently undertaking Masters of Arts in Project Planning and Management. I have successfully completed my course work and as part of the university requirements, I am supposed to undertake a research study. My study will focus on Monitoring and Evaluation Process on Projects Implementation: A case of UNICEF Kenya WASH program. The purpose of this letter is to request your permission to collect data for research purposes. All information collected will be treated with utmost confidentiality and will be observed.

I will highly appreciate your support and consideration.

Yours Sincerely,

Ndegwa Paul Wandati

Appendix II: Monitoring and Evaluation Process on Project Implementation

This questionnaire aims at establishing; Monitoring and Evaluation Process on WASH projects: A case of UNICEF Kenya WASH Program. The questionnaire is designed to collect data that will help achieve the objectives of this study. I am kindly requesting you to participate in this study by responding to all the questions as candidly and precisely as possible. Your honesty and co-operation in responding to the questions will highly be appreciated. All information provided will be treated with utmost confidentiality and will be used purely for academic purposes.

PART A: BIODATA.

Kindly tick whichever is applicable

1. Gender

Female Male

2. What is your age bracket?

1. Below 25 years ()

2. 25-30 years ()

3. 31-40 years ()

4. 41-50 years ()

5. Above 50 ()

3. What is your highest level of education?

1. Primary ()

2. Secondary ()

3. Tertiary/ College ()

4. Undergraduate ()

5. Postgraduate ()

4. How long have you worked for UNICEF WASH Project Kenya?

1. Less than 1yr ()

2. 1-3 years ()

3. 4-6 years ()

4. 7-9 years ()

5. above 9 years ()

SECTION B: Project Implementation

1. Effects of Government Policies and Regulations on Project Implementation.

(a) Are you aware of any written policies or regulations that influence implementation of projects?

YES ()

NO ()

(b) If YES, mention these policies.....

.....

(c) Does the project implementation unit have a written policy on WASH project implementation?

YES ()

NO ()

(d) From your experience, are there any government regulations on project implementation that are difficult to comply with?

YES ()

NO ()

(e) If YES, how did you manage to comply with the regulations and policies that were difficult?

i.....

ii.....

(f)What changes are needed in government policies or regulations on project implementation in order to make them friendlier to implement in projects?

- i.....
- ii.....
- iii.....

(g)Please describe two critical incidents that have negatively impacted on project implementation in your project since you started it?

- i.....
- ii.....

Part. B: Monitoring and Evaluation Funding for Projects.

I Implementation of WASH projects

(a) Who are the direct beneficiaries or target groups of the project?

(b) Were the viewpoints of all categories of project beneficiaries taken into account?

YES () NO ()

(c) Did the project preparation team comprise of all stakeholders?

YES () NO ()

(d) If YES, state the number of :

Project staff

Beneficiaries

e) Did the planning team include M&E expert? YES () NO ()

(f) Did the Terms of References for the planning phase take M&E expertise concerns into consideration?

YES () NO ()

(g) Are there plans to conduct a M&E process impact study?

YES () NO ()

(h) Are all members of the implementation unit, from senior management to ordinary project employees, aware of a monitoring and evaluation process strategy in place?

YES () NO ()

(i) Are all stakeholders equitably represented in all decision-making levels within the project cycle?

YES () NO ()

(j) If YES, what is the number of ;

Policy makers.....

Beneficiaries.....

(k) Is there a budget for monitoring and evaluation process -related analysis and activities?

(l) To what extent is project implementation emphasized into the following aspects of the project? (Tick your opinion on a scale of 1-4, where 1=Very High; 2=High; 3=Low; 4=Very Low).

Aspect	1	2	3	4	5
Strategic Objective					
Project Documents					
Project Activity Reports					
Supervision Mission					

II) Monitoring and Evaluation funding

5. Does the organization allocate enough funds for monitoring and evaluation activities?

Yes [] No []

6. By ticking in the space provided, indicate the extent to which you agree or disagree with the following statements concerning M&E in relation to projects in the organization

Strongly disagree[] Disagree [] Neutral [] Agree [] Strongly agree []

Funds in M&E	1	2	3	4	5
The organization provides sufficient funds for monitoring and evaluation activities (about 5-10% of project budget)					
There is a separate budget allocation for M&E					
There is independence of decision in the budget making for the M&E unit					
The organization ensures there is timely release of funds for M&E activities					
Funds allocated for M&E only					

7. In your own words in what other ways does availability monitoring and evaluation process funding influence implementation?

.....

.....

.....

III) Stakeholder Participation

8. Are stakeholders involved in the M&E process?

Yes [] No []

9. By ticking in the space provided, indicate the extent to which you agree or disagree with the level stakeholders participate in the following aspects of M&E process

1. Strongly disagree

2. Disagree

3. Neutral,

4. Agree,

5. Strongly agree

Stakeholder participation	1	2	3	4	5
Stakeholders are adequately involved in M&E Activities					
Stakeholders participate in the organization's planning of formal meetings for M&E					
Stakeholders feedback is sought during M&E Processes					
Stakeholders are involved in M&E decision making Process					
Stakeholders are involved in M&E data collection Process					
The organization involves stakeholders in identification					
Stakeholders are allowed to participate in preparing the timetable for M&E activities.					
The organization assigns clear responsibilities to stakeholders during M&E process					
M&E results and findings are communicated to the stakeholders					

10. What other issues pertaining to stakeholders' participation would you acknowledge as having an effect on monitoring and evaluation process?

.....

.....

III) Leadership in Monitoring and Evaluation

11. In your view, the extent of the level of commitment of organization leadership help monitoring and evaluation process for projects.

Strongly disagree[] Disagree [] Neutral [] Agree [] Strongly agree []

12. By ticking in the space provided, indicate the extent to which you agree or disagree with the following selected attributes concerning leadership in M&E.

5 – Strongly agree, 4 – Agree, 3 - Neutral, 2 – Disagree, 1 – Strongly disagree

Leadership in Monitoring and Evaluation	1	2	3	4	5
The organization uses M&E findings in decision making					
Leaders always and clearly communicate M&E results					
Leaders take active part in designing the M&E systems					
Management ensures sufficient resources are allocated to M&E					
Leaders ensure that staff are trained on M&E regularly					
Organization"s policy supports M&E					
Senior management recognizes and supports the role of M&E					
The management takes part in some of the M&E activities					
There is supportive supervision and guidance from leaders					

Is there sufficient Results /findings Analysis?

YES () NO ()

Use of information/feedback

V) Influence of M&E process

13. By ticking in the space provided, indicate the extent to which you agree or disagree with the following selected attributes concerning influence M&E Process

5 – Strongly disagree, 4 – Disagree, 3 - Neutral, 2 – Agree, 1 – Strongly agree

Monitoring and Evaluation Process	1	2	3	4	5
Results and findings from M&E are relevant and useful					
The M&E activities are carried out within schedule					
The cost of M&E activities is always within the budget					
Results and feedback from M&E are timely					
E resources are economically utilized					
The M&E objectives are largely achieved					
The M&E responsibilities and duties are clearly Outlined					

14. From the below factors, which would you consider has the highest influence on Project Implementation

M&E funding	
Stakeholder Participation in M&E	
Leadership in M&E	

Appendix III: Questionnaire for Project Beneficiary

The purpose of this questionnaire is to collect data on the ways in which monitoring and evaluation process influences project implementation in WASH projects in UNICEF Kenya in Kajiado County. The information provided through this questionnaire will be purely and exclusively for academic purpose and will be treated with top most confidentiality. There is no right or wrong answers. All answers will be considered right and you need not write your name. Please feel free to give your answers. Your co-operation and assistance will be highly appreciated. Please tick in the spaces provided.

Kindly tick whichever is applicable

SECTION: A

BIODATA

1. Gender of the respondent

Female Male

2. What is your age bracket?

1. Below 25 years ()

2. 25-30 years ()

3. 31-40 years ()

5. Above 50 ()

3. What is your highest level of education?

1. Primary ()

2. Secondary ()

3. Tertiary/ College ()

4. Undergraduate ()

5. Postgraduate ()

4. Marital status
- 1 Married
- 2 Single
- 3 Divorced/separated
- 4 Widowed
5. How many years have you lived in your current location?
- <1 year >1 year
6. How far is the nearest WASH project point?
- <1km >1km
7. What is the name of the nearest WASH project point?
8. Were you present at the beginning of the construction of the water point?
- Yes No
9. Did you participate in a baseline meeting at the start of construction of the WASH project?
- Yes No
10. Are you satisfied with the level of participation at the start of the WASH project?
- Yes No
11. In your view did your participation and that of your community influence the implementation of the WASH project?
- Yes No
12. I am satisfied with the level of participation at the start of WASH project.
- Strongly disagree
- Disagree

Neutral ()

Agree ()

Strongly disagree ()

13. Did you participate in the review meeting at the end after the completion of the WASH project?

Yes () No ()

14. In your view did your participation and that of the community at the end of the project contribute to the performance of WASH project?

Yes () No ()

15. Are you satisfied with the level of participation at review meeting at the end or after the completion of the WASH project?

Yes () No ()

16. There is satisfaction at the level participation at the end or after the completion of WASH project.

Strongly disagree ()

Disagree ()

Neutral ()

Agree ()

Strongly agree ()

17. Is financing of monitoring and evaluation activities necessary for the success of the WASH project?

Yes () No ()

18. In your opinion was monitoring and evaluation activities allocated enough funding during construction of WASH project?

Yes () No ()

19. Was distribution of funds for monitoring and evaluation activities sufficient throughout the life of the project?

Yes () No ()

20. Are you satisfied with the level of funding of monitoring and evaluation activities for the WASH project?

Yes () No ()

21. The organization's funding allocation for monitoring and evaluation activities for the WASH project is adequate.

Strongly disagree ()

Disagree ()

Neutral ()

Agree ()

Strongly disagree ()

22. Have you ever participated in data collection meeting during implementation of the WASH project?

Yes () No ()

23. Stakeholders' feedback during is sought in data collection meetings between start and

completion of the WASH project.

Strongly disagree ()

Disagree ()

Neutral () Agree

()

Strongly disagree ()

24. In your view, was the participation in data collection important in the WASH project performance?

Yes () No ()

25. The project staff and stakeholders participate in data collection during the WASH project implementation.

Strongly Disagree ()

Disagree ()

Neutral ()

Agree ()

Strongly agree ()

26. Are you satisfied with the level of participation in data collection for the WASH project?

Yes () No ()

27. There is satisfaction with participation in data collection for the

WASH project.

Strongly disagree ()

Disagree ()

Neutral ()

Agree

()

Strongly disagree ()

28. In your view, were the skills of project staff in monitoring and evaluation a contributor to the implementation of WASH project?

Yes ()

No ()

29. The level of commitment of top leadership influences implementation of projects

Strongly disagree ()

Disagree ()

Neutral ()

Agree ()

Strongly disagree ()

30. Do you currently use the WASH project?

Yes () No ()

31. Is the WASH project functional throughout the year?

Strongly disagree ()

Disagree ()

Neutral ()

Agree ()

Strongly Agree ()

32. The management takes part in some of the M & E activities, organization's policy supports M&E and that senior management recognizes and supports the role of M & E

Strongly disagree ()

Disagree ()

Neutral ()

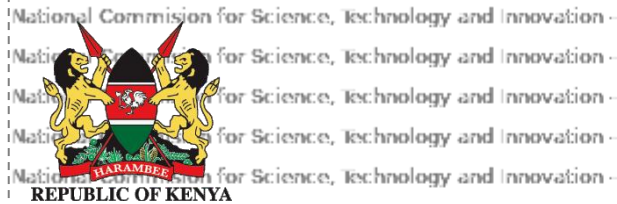
Agree ()

Strongly agree ()

Appendix III: Interview Guide

1. How would you describe the input of the stakeholders in the M&E system, process and activities? In your own opinion are the stakeholders adequately involved?
2. Who funds the monitoring and evaluation activities within the organization? How would you describe the funding? Is it adequate?
3. Does monitoring and evaluation section has separate allocation in the budget? Is allocation and provision of funds done in time?
4. Does the organization management support monitoring and evaluation of projects?
5. Is the support sufficient and if not what more should they do?
6. Does M&E contribute in the decision made in the organization? May you describe how in your own words.
7. From your own observation how would you describe the knowledge of the Organization's personnel on the existing monitoring and evaluation process?
8. Does the organization engage in training of the employees on monitoring and evaluation process? How often?
9. Does the organization involve external expertise in setting up the monitoring and evaluation systems and during M&E processes?
10. What would you rate as the main influence in monitoring and evaluation process on implementation for projects?

Appendix IV



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This is to Certify that Mr.. Paul Ndegwa of University of Nairobi, has been licensed to conduct research in Kajiado on the topic: **INFLUENCE OF MONITORING AND EVALUATION PROCESS ON IMPLEMENTATION OF WATER, SANITATION AND HYGIENE PROJECTS IN KENYA: A CASE OF WATER, SANITATION AND HYGIENE UNICEF PROJECTS, KAJIADO COUNTY** for the period ending : 07/November/2020.

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