

**FACTORS INFLUENCING PERFORMANCE OF MONITORING
AND EVALUATION OF GOVERNMENT PROJECTS IN
KENYA: A CASE OF CONSTITUENCY DEVELOPMENT FUND
PROJECTS IN NAROK EAST SUB-COUNTY, KENYA**

BY

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Requirements of the Award of Degree of Master of Arts in Project Planning
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DECLARATION

This Research Project Report is my original work and has not been presented for academic award in this or any other University.

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DEDICATION

This research Project Report is dedicated to all the Maasai children trying to get education, my role model in life Olootisalti Ole Kamuaro and my late mother Margret Kamuaro.

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First and foremost, I would like to thank the almighty God for the strength, health and provisions as I undertake this study. The success of this project wouldn't have been achieved without the human support and contribution I received during the study.

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LIST OF ACRONYMS

SPSS	–	Statistical Package for Social Sciences
UNDP	–	United Nations Development Programme
OECD	–	Organization for Economic Co-operation and Development
HIV/AIDS	–	Acquired Immunodeficiency Syndrome
RMLF	-	Rural Electrification Fund
LATF	-	Local Authority Transfer Fund
REF	-	Rural Electrification Fund
TFSE	-	Free Primary Education (FPE)
SSBF	-	Secondary Schools Bursary Fund
ESP	-	Economic Stimulus Programme

ABSTRACT

The CDF Act and Implementation Guidelines place great emphasis on the monitoring and evaluation of CDF money. In CDF, the responsibility of monitoring is placed upon the various stakeholders. To be effective, monitoring must ask the right questions, investigate the real issues and generate relevant information to enable those monitoring the project to make an accurate assessment of the project. The objective of this study were to Establish the influence of training on Performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County, Establish the influence of costs on Performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County, Determine how Time Allocated for monitoring and evaluation influence performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County and Determine how Funds available for monitoring and evaluation influence performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County. This study employed a descriptive survey research design. The target population was 138 respondents from which same sample of 122 was obtain from. The researcher used selected 122 respondents. Numerical data collected using questionnaires was coded and entered and analyzed with help of a computer Statistical Package for Social Scientists (SPSS) version 21 software programme. Data collected was analyzed and interpreted based on the identified independent and dependent. The data was analysed using Correlation regression where the study will used spearson correlation to relate the variables, This was to establish if there is a correlation between dependent variable Performance of Monitoring and Evaluation against Independent variable Funds available for monitoring and evaluation and its influence to performance, Time and Performance of Monitoring and Evaluation, Costs and Performance of Monitoring and Evaluation and Training and Performance of Monitoring and Evaluation. The findings of the study were, in relation to the first objective found that that the level of training on M & E was of central importance to the performance of M & E public projects, second objective found that There was a high correlation between Influence of Training and Performance of Monitoring and Evaluation, Influence of Costs and Performance of Monitoring and Evaluation, Influence of Time and Performance of Monitoring and Evaluation and Influence of Strength of Monitoring Team. M & E is important for success of any project, yet it is in most Government projects they have not been able to adopt it effectively. The role Training, Costs Management, Time Management and Strength of Monitoring Team only 22.6 percent unexplained. The P- value of 0.004 (Less than 0.05) implies that the model of factors influencing performance of M & E is significant at the 95% confidence level. A continuous improvement process typically contains three activities that operate in an interactive manner in project management: Time cost and Quality.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Monitoring is an ongoing function that employs the systematic collection of data related to specified indicators in Public projects. Monitoring and evaluation (M&E) is described as a process that assists project managers in improving performance and achieving results. The goal of M&E is to improve current and future management of outputs, outcomes and impact (United Nations Development Programme, 2002). Williams (2000) asserts that monitoring provides management and the main stakeholders of a development intervention with indications of the extent of progress and achievement of expected results and progress with respect to the use of allocated funds. Monitoring provides essential inputs for evaluation and therefore constitutes part of the overall evaluation procedure. Evaluation is an organised and objective assessment of an ongoing or concluded policy, program/project, its design, execution and results. The aim is to provide timely assessments of the relevance, efficiency, effectiveness, impact and sustainability of interventions and overall progress against original objectives. According to Ballard et al., (2010), monitoring and evaluation is a process that helps program implementers make informed decisions regarding program operations, service delivery and program effectiveness, using objective evidence.

Developed countries like the USA, China and Russia have resorted to decentralization of resources. Decentralization refers to “the transfer of political power, decision making capacity and resources from central to sub-national levels of government” Walker, (2002). This has led to resuscitation of old institutions that seemed to offer opportunities for decentralization. Since 1990s decentralization has been linked to collective empowerment and democracy due to failure of marketising reforms to significantly reduce absolute poverty Houtzager, (2003). Democratic decentralization is more focused on democracy pluralism and human rights Cook and Minor 1998; United Nations Capital Development Fund, (2000). Many countries especially the developed ones have pursued results orientated development initiatives by adopting more effective monitoring and evaluation practices. As part of the broader efforts to institutionalize Managing for Development Results (MfDR), most Governments such as Sri

Lanka, Canada, USA among others have taken specific steps to strengthen Results-based M&E System at their national level. The Results Based M&E system have received top-level political support in these Governments. The progress for projects, programs, sector performance and institutions have been reviewed on a quarterly basis and the forum has served as a guiding and troubleshooting forum with top level political commitment. Institutionalization of M&E has meant creation of M&E system with policy, legal and institutional arrangements to produce monitoring information and evaluation findings have been judged valuably by key stakeholders. Institutionalized M&E has served as an integral part of the development policy/programme cycle in improving the performance accountability to provide effective feedback which has improved planning, budgeting and policy making that has achieved development effectiveness.

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

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

In Ghana, after several years of implementing the national M&E system, significant progress has been made (Clear, 2012). However, challenges include severe financial constraints; institutional,

operational and technical capacity constraints; fragmented and uncoordinated information, particularly at the sector level. To address these challenges the Clear report argues that the current institutional arrangements will have to be reinforced with adequate capacity to support and sustain effective monitoring and evaluation, and existing M & E mechanisms must be strengthened, harmonized and effectively coordinated.

Project M & E performance can be measured and evaluated using a large number of performance indicators that could be related to various dimensions (groups) such as time, cost, quality, client satisfaction, client changes, business performance, health and safety (Cheung et al. 2004; DETR 2000). Time, cost and quality are, however, the predominant performance evaluation dimensions. Another interesting way of evaluating project performance is through common sets of indicators (Pheng and Chuan, 2006). The first set is related to the owner, users, stake - holders, and the general public; the groups of people, who will look at project performance from the macro viewpoint. The second set comprises the developer and the contractor; the groups of people who will look at project performance from the micro viewpoint or indicators, and could be influenced by various project characteristics. For example, Dissanayaka and Kumaraswamy (1999) found that project time and cost performances get influenced by project characteristics, procurement system, project team performance, client representation's characteristics, contractor characteristics, design team characteristics, and external conditions. Similarly, Iyer and Jha (2005), identified many factors as having influence on project cost performance, these include; project manager's competence, top management support, project manager's coordinating and leadership skills, monitoring and feedback by the participants, decision-making, coordination among project participants, owners' competence, social condition, economic condition, and climatic condition. Elyamany et al. (2007) introduced a performance evaluation model for construction companies in order to provide a proper tool for the company's owners, shareholders and funding agencies to evaluate the performance of construction companies in Egypt.

Project monitoring is an on-going process while evaluation is occasional and aims at addressing relevance, effectiveness and impact of projects. Monitoring and evaluation of CDF projects is

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

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

The CDF Act and Implementation Guidelines place great emphasis on the monitoring and evaluation of CDF money. In CDF, the responsibility of monitoring is placed upon the various stakeholders. To be effective, monitoring must ask the right questions, investigate the real issues and generate relevant information to enable those monitoring the project to make an accurate assessment of the project. Unfortunately, at present, the monitoring systems instituted under the

CDF Act are not thorough enough. Most CDF monitoring exercises entail visits to the project site and a verbal report on the project, which gives a very superficial picture. Chapter 12 gives some suggestions on how CDF monitoring and reporting can be strengthened and deepened. (The CDF social Guide book, 2008).

1.2 Statement of the Problem

The principal organ through which development projects are identified, prioritized and adopted as undertakings deserving CDF support is the Constituency Development Committee. In between are several bureaucratic agencies and processes which are provided for in the Act for the purpose of overseeing or monitoring the implementation of the projects in question. These range from the District-Based Development Committee and project-relevant local and central government departments to the National Constituency Development Fund. At stake in this long chain of CDF execution, which encompasses implementation, monitoring and control, is the larger question of conflict of interest (Constituency Development Fund report, 2013).

In 2009, a special investigation conducted by the National Assembly found that 16 per cent of the funds (Sh3.2 billion) dispersed between 2007 and 2009 could not be accounted for. Tsubura notes that a report by the National Taxpayers Association came to a similar conclusion, finding that 16 per cent of funds in the 34 constituencies that it sampled 'had either been uneconomically utilised wasted or remained unaccounted for'. The CDF Act of 2013 revised the way in which the CDF committee is selected, making them elected positions. The hope was that this would make CDF officials more accountable to citizens and reduce the power of MPs over the Fund. But it seems unlikely that the CDF will be scrapped even if it continues to fail to deliver in many areas. MPs want to expand the Fund, not end it, and it is still extremely popular.

The government earmarks substantial resources through the CDF for provision of services. In recent times, there has been much controversy about the management of the funds with regard to accountability; allocation, targeting and priority setting; and overall effectiveness. There have also been concerns on governance and representation, and that the funds had been established in a rush without preparing the grassroots communities on participation in the management of the fund. Issues on conflict of interest were raised around the proposed structure for the management of the CDF, arising from the role of MPs as the conveners of CDCs. The existing monitoring and

evaluation (M & E) mechanisms of such funds are said to be weak due to poor accountability; improper procurement and tendering; over-invoicing; wasteful expenditure; and lack of openness in the budget process.

A research by Wambugu (2008), in Dagoretti Constituency reveals that there is political interference on the implementation of CDF projects which leads to underperforming of CDF projects in the period of study. The performance of the CDF is to be determined or measured by reduction in poverty index, improved infrastructure, better education facilities, improved health care as well as completion of the said CDF funded projects. Mutunga (2010), reports that public funds go to waste since CDF projects stall and yet the government keeps pumping more money into the kitty. It further reports that in some areas within the country, most of the projects have either stalled or failed to kick off; in others, shoddy performance by merchants had been noted. However, no systematic study has been carried out and revealed to the public to support these arguments. A report by Mars Group 2012, reveals that project that were initiated between 2009 and 2013 amounting to over 12 billion most of them are yet to be completed(Mars Group, 2013)

It is upon this that this study will investigate Factors Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya. This has posed a knowledge gap which this study seeks to fill, particularly Projects Initiated by Constituency Development Fund in Narok East Sub-County that has continually made poverty index to go up, instead of reducing and the public not having a better quality of life which is the core objective of the CDF as stipulated in the Act 2003 (CDF Act, 2003).

1.3 Purpose of the Study

The purpose of this study was to determine the Factors Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya: Case of Constituency Development Fund Projects in Narok East Sub-County.

1.4 Objectives of the Study

The objectives of this study were:

- i) Establish the extend of training on Performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County.

- ii) Determine the influence of cost on Performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County.
- iii) Determine how Time Allocated for monitoring and evaluation influence performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County
- iv) Establish the extend of Strength of Monitoring Team and its influence on the Performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County

1.5 Research Questions

- i) To what extent does training influence Performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County?
- ii) To what extent does cost of monitoring and evaluation influence Performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County?
- v) How does Time Allocated to monitoring and evaluation influence to performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County?
- vi) To what extent does the Strength of Monitoring Team influence performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County?

1.6 Significance of the Study

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

1.7 Limitations of the Study

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

1.8 Delimitations of the Study

The study was carried in in Narok East Sub-County. The study only looked at the performance of CDF projects in Narok East Constituency area only, Narok East Sub-County was curved from Narok North Sub-County, Some projects were put up by Narok North Sub-County were not complete the researcher studied the one initiated from year 2012.

1.9 Assumptions of the Study

The study was conducted under the assumption that the respondents were available and also that they gave honest responses. This study assumed that respondents had a good understanding of the Factors Influencing Performance of Monitoring and Evaluation of Government Projects In Kenya: A Case of Constituency Development Fund Projects in Narok East Sub-County.

1.10 Definition of Significant Terms

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

Performance

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

Project:

Is an individual or collaborative enterprise that is carefully planned and designed to achieve a particular aim.

Public projects:

Public facilities and improvements financed by the government for the public good. Public works include

hospitals, bridges, highways, and dams. These projects may be funded by local, state, or federal appropriations.

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

Evaluation: A periodic but comprehensive assessment of the overall progress and worth of a 'project' (Woodhill & Robins 1998). The term used for final assessment of whether the BMP has achieved its predefined objectives.

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

1.11 Organization of the Study

This study was organized into five chapters; chapter one deal introduction, giving a background of the study while putting the topic of study in perspective. It gives the statement of the problem and the purpose of study. This chapter outlines the objectives, limitations, delimitations and the assumptions of the study.

The chapter two dwelled on factors influencing performance of effective monitoring and evaluation process. It covered logical framework and theoretical approaches to monitoring and evaluation. Theory of Effective Project Implementation which provided basis for puts a series of steps taken by responsible organizational agents to plan change process to elicit compliance needed to install changes. It also outlined empirical review as well as the conceptual framework variables.

Chapter three outlines the overall methodology that was used in the study. This included the research design, population of the study, data collection methods, research procedures and data analysis and presentation and ethical considerations

Chapter four this chapter outlined how data was analysed, results presented and discussion of findings according to the data collected.

Chapter five this chapter outlined the summary in line with the objectives of the study, conclusion and recommendations of the study References and appendices were at the end of the paper

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

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

2.2 Performance of Monitoring and Evaluation Systems

Managing development projects require an operational M&E system. The M & E system is the set of planning, information gathering and synthesis, reflection, and reporting processes, along with the necessary supporting conditions and capacities required for the outputs of M & E to make valuable contributions to decision making and learning. A well-functioning M & E system manages to integrate the more formal, data-orientated side commonly associated with the task of M&E together with informal monitoring and communication, such as project field staff sharing impressions of their fieldwork with each other and their managers over lunch (or coffee). Clear definition of the purpose and scope of the intended M & E system helps when deciding of issues such as budget levels, number of indicators to track, type of communication needed and so forth. When formulating the project purpose at appraisal or revising it during start-up, ask yourself the following questions; What are the main reasons to set up and implement M & E for implementing partners and primary stakeholders –and for other key stakeholders

The structural arrangements of an M & E system are important from a number of perspectives; one is the need to ensure the objectivity, credibility and rigor of the M & E information that the system produces (Mackay, 2006). Khan (2003), concurs that the conceptual design of an M&E system is supposed to address issues with regard to the objectives of the system, competent authority, credibility of information, its management, dissemination and recycling into the planning process with special emphasis on community participation. M & E systems should be built in such a way that there is a demand for results information at every level that data are

collected and analyzed. Furthermore, clear roles, responsibilities, formal organizational and political lines of authority must be established (Kusek & Rist, 2004).

There is often a need for some structural support for M & E, such as a separate evaluation unit which at the very least needs one person who is the internal champion identified to make sure the system is implemented and develops. Moreover, the systems must be consistent with the values at the heart of the organization and work in support of the strategy (Rick, 2001). There are twelve components of a functional monitoring and evaluation namely: structure and organizational alignment for M and E systems; Human capacity for M and E systems; M and E partnerships; M and E plans; Cost of M and E work plans; Advocacy, communication and culture for M&E systems; Routine monitoring; periodic surveys; Databases useful to M&E systems; Supportive supervision and data auditing; Evaluation and research; and using information to improve results (UNAIDS, 2008).

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

2.3 Training and Performance of Monitoring and Evaluation

The technical capacity of the organization in conducting evaluations, the value and participation of its human resources in the policymaking procedure, their incentive to impact resolutions, that can be enormous determinants of how the evaluation’s lessons are made, conversed and perceived (Vanessa and Gala, 2011). Human capitals on the project should be given clear job allocation and designation be fitting their skill, if they are insufficient then training for the necessary skills should be set. For projects using staff that are referred out in the field to carry out project activities on their own there is need for constant and intensive onsite support to the field staff (Ramesh, 2002). Individual of the larger aspects of developing employee’s skills and abilities is the actual organizational focus on the employee to turn out to be better, either as a

individual or as a contributor to the firm. The responsiveness by the organization coupled with increased expectations following the opportunity can lead to a self-fulfilling prophecy of enhanced output by the employee, (Pearce and Robinson, 2004).

Foresti, (2007), argues this means not objectively training, but a whole suite of learning approaches: from secondments to research institutes and opportunities to work on impact evaluations within the organization or somewhere else to improve their performance, to time spent by project staff in evaluation section and similarly, time taken by evaluators in the ground. Evaluation must also be autonomous and relevant. Independence is attained when it is carried out by firms and persons free of the control of those responsible for the design and implementation of the development intervention; OECD, (2002) and Gaarder and Briceno, (2010). The study shows that it is vital to determine what methods are appropriate to the users' needs the given context and subjects of data, baseline and indicators, (Hulme, 2000). In spite of the fact that the Constituencies Development Fund disbursement is growing at higher rate, the Fund commits 2% of its budget for capacity building into which Monitoring and Evaluation of CDF Projects involved. What is required of the Board and in addition, the community level organs together with which it functions cannot be met by the existing capacity both in terms of human resources as well as existing skills, CDF Board, Strategic Plan, (2011).

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

2.4 Costs and Performance of Monitoring and Evaluation

Planning and performance monitoring in government have been predominantly characterized by a silo approach. This has resulted in a situation where planning, budgeting, and reporting and monitoring and evaluation functions are done by different sections in institutions in isolation of

each other. As a result, plans are not always aligned and synchronised with the cost of the project. Other challenges include the lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information (Bruijn, 2007)

The project costing should provide a clear and adequate provision for monitoring and evaluation events. Monitoring and evaluation budget can be obviously delineated within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running, (Gyorkos, 2003 and McCoy, 2005). Monitoring and evaluation costing should be about 5 to 10 percent of the entire budget, (Kelly and Magongo, 2004, IFRC, 2001 and AIDS Alliance, 2006), According to Constituencies Development Act (2003), at the Constituency Level, a maximum of 3% of each constituency's annual allocation may be used for administration, 15% for an education bursary scheme, 2% for sports activities and 25% for environmental actions. Though CDF does not cover recurrent costs it also allows 3% of the constituency' annual allocation to be used for recurrent expenses of motor vehicles, equipment and machinery since they constitute projects development under the CDF Act. It is important to note that only 2% may be allocated for Monitoring and Evaluation of ongoing projects and capacity building activities while 5% is kept aside as an emergency reserve to be made available for emergencies that may occur in the Constituency like drought. Narok East Sub County has allocated only 1.1% of its budget for capacity building; far below the 2% guideline (CDF Office, Narok East Sub County).

2.5 Time And Performance Of Monitoring And Evaluation

Time dimension of assessing project success is the most common aspect brought out in the literature review. Pretorius et' al (2012) found out that project management organizations with mature time management practices produce more successful projects than project management organizations with less mature time management practices. Project time is the absolute time that is calculated as the number of days/weeks from start on site to practical completion of the project. Speed of project implementation is the relative time (Chan, 2001). Peterson & Fisher (2009) established that construction firms are usually interested in monitoring project time variance and verifying contractor progress payments requests. Kariungi, (2014) expressed that

energy sector projects were completed on time due to factors such as efficient procurement procedures, favorable climatic factors, timely availability of funds and proper utilization of project planning tools. Project completion within scope is considered as one of the success factor. The project charter or statement of work requires the implementers to develop a scope of work that was achievable in a specified period and that contained achievable objectives and milestones, (Bredillet, 2009).

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

Evaluation is a complement to monitoring in that when a monitoring system sends signals that the efforts are going off track (for example, that the target population is not making use of the services, that costs are accelerating, that there is real resistance to adopting an innovation, and so forth), then good evaluative information can help clarify the realities and trends noted with the monitoring system. For example, “If annual performance information is presented by itself (in isolation) without the context and benefit of program evaluation, there is a danger of program managers, legislators and others drawing incorrect conclusions regarding the cause of improvements or declines in certain measures Simply looking at trend data usually cannot tell us how effective our government program interventions were” (ChannahSorah, 2003). We stress the need for good evaluative information throughout the life cycle An M & E system should be regarded as a long-term effort, as opposed to an episodic effort for a short period or for the duration of a specific project, program, or policy. Sustaining such systems within governments or organizations recognizes the long term process involved in ensuring utility (for without utility, there is no logic for having such a system). Specifically, we will examine six critical components of sustaining results-based M & E systems, the importance of incentives and disincentives in sustaining M & E systems, possible hurdles in sustaining a results-based M&E system, validating and evaluating M&E systems and information; and M & E stimulating positive cultural change in governments and organizations (ChannahSorah, 2003)

2.6 Strength of Monitoring Team

Providing support and strengthening of M & E team is a sign of good governance. Providing support and strengthening of M&E team will also play a key role in ensuring that the M & E team adds value to the organizations operations (Naidoo, 2011). A motivated team usually achieves high performance (Zaccaro et' al, 2002). This implies that the more a team is strengthened, the better the performance and value addition to the organization. This also applies to the monitoring and evaluation teams in project management. Interestingly Pretorius et' al (2012) observed that there was no significant association between the maturity of quality management practices in project management organizations and the results of the projects that they produce. Nevertheless it is the view of the researcher that managers should indeed aspire to achieve quality in all the aspects and processes, including quality monitoring team, so as to achieve project success.

The literature reviewed identifies the various aspects which are used in assessing the strength of monitoring team which is perceived to be one of the factors influencing project success.

These aspects include: Financial availability, number of monitoring staff, monitoring staff skills, frequency of monitoring, stakeholders representation, Information systems (Use of technology), Power of M & E Team and teamwork among the members (Naidoo, 2011; Ling et' al, 2009; Magondu, 2013; Hassan, 2013; Georgieva & Allan, 2008; Gwadoya, 2012) evaluation is at its maximum. The execution stage is the most risky stage where the probability of not achieving project success is at its peak due to numerous project activities. It is during this stage that the project M&E team should be most active in monitoring and providing timely feedback. Finally during closing down the monitoring and evaluation just like other management activities is less intensified as compared to the execution stage. Most of the monitoring activities during this stage involves reporting on the project outcome and preparing for future projects (Kyriakopoulos, 2011; Chin, 2012; Pinto and Slevin, 1988; Müller and Turner, 2007; Khang and Moe, 2008).

2.7 Theoretical Review

Theory of Effective Project Implementation according to Nutt, (2006) puts a series of steps taken by responsible organizational agents to plan change process to elicit compliance needed to install changes. Managers use implementation to make planned changes in organizations by creating environments in which changes can survive and be rooted (Nutt, 2006). Implementation is a procedure directed by a manager to install planned changes in an organization. There is widespread agreement that managers are the key process actors and that the intent of implementation is to install planned changes, whether they be novel or routine. However, procedural steps in implementation have been difficult to specify because implementation is ubiquitous (Nutt, 2006).

A study by Edward Njenga (2013), On Factors Influencing performance of Monitoring and Evaluation of Development Projects (A Case Study Of Machakos District), found that monitoring and evaluation budget, stakeholders' participation, M & E plan, source of funding (donor) and training in M&E had a positive relation with the probability of implementing M & E which was significant at 95% confidence level. However, M&E guidelines were found to have no effect on implementation of M & E. Based on the results the study concluded that performance of Monitoring and Evaluation is important in providing the feedback mechanism of economic development interventions.

2.8 Conceptual Framework

The Conceptual Framework gives a depiction on how the variable related to one another. The variable defined here are independent, dependent and the moderating variable. An independent variable affects and determines the effect of another variable (Mugenda1999). The independent variables in this study are Skill and training of staff, Costs of the Evaluation and Time frame of the Evaluation.

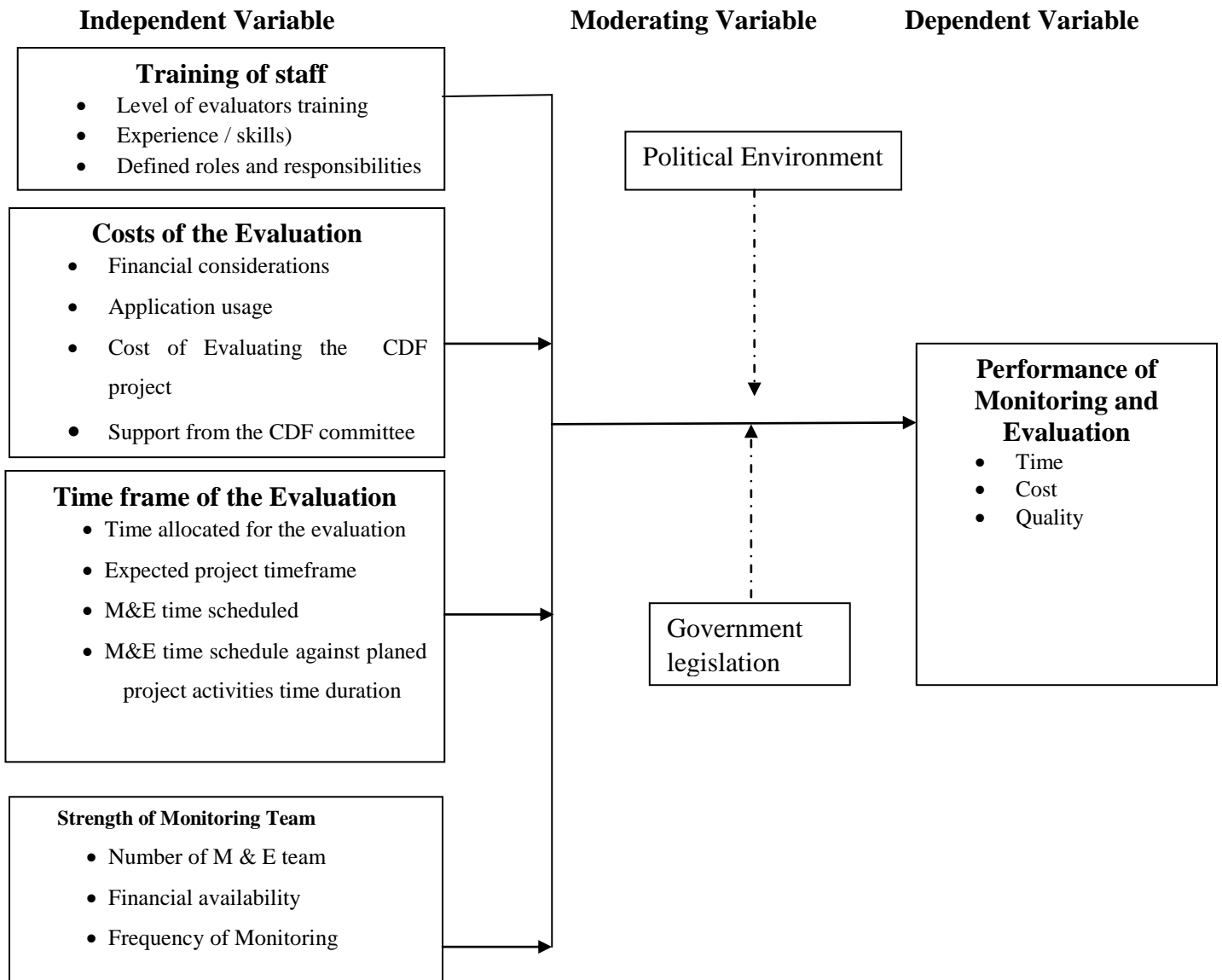


Figure 1: Conceptual Framework

The Conceptual Framework gives a depiction on how the variable related to each another. The variable distinct here is the independent, dependent and moderating variable. Independent variable affects and determines the effect of another variable (Mugenda1999). The independent variables in this study are level of training, costs, time and funds.

Dependent variable is a factor which is observed and measured to determine the effect of the independent variable (Nyandemo). The dependent variable is effective monitoring and evaluation participation of CDF projects. The moderating variable is measured and manipulated to discover whether or not it modifies the relationship between the independent variable and dependent. The Political interference is identified as a moderating variable. Evaluations ought to be carried on with the relevant skills, wide-ranging methods, adequate resources and transparency, for it to be quality, Jones et al, (2009). This infers to as the training and skills of employees largely determine the effectiveness of monitoring and evaluation. The factor to reflect is the budgetary apportionment. Monitoring and evaluation budget can be obviously outlined within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project running, Gyorkos, (2003), and McCoy et al, (2005). Better involvement is equally necessary. Rogers (2008) suggests the use of multi-stakeholders dialogues in data collection, hypothesis testing, in order to allow greater involvement and recognize the differences that may arise.

2.9 Knowledge Gap

There is concern about the organizational and management structure of the CDF since the politicians (Members of Parliament) control the project formulation and disbursement of the finances. Besides their control of CDF and times their heavy influence of the funds as chairmen or patrons, the latter title does not even exist in the Act (Ongoya and Lumalla, 2005). This essentially means they are likely to influence existence of the Act (Ongoya and Lumallas, 2005). This essentially means there are likely to influence what aspects of a project to monitor and what information to be shared with other stakeholders. A study by Gwadoya, Robinson A. (2012) on Factors influencing effective implementation of monitoring and evaluation practices in donor funded projects in Kenya: a case of Turkana District found that staff competency, resource adequacy, technology adoption and donor policies play a pivotal role in determining the performance and success of donor funded project. A study by Cliff, (2013), How Monitoring and

evaluation affects success of Projects in public sector, found that M & E has a great impact on the success of public funded project.

Omanga (2010), while studying factors affecting the implementation of CDF funded projects in Lari Constituency found out that the constituents believed that CDF projects fail because the procurement is not transparently done. He found out from the research that 70 % of the respondents strongly believe that the procurement process is highly influenced and thus negatively impacts on performance of CDF projects while only 30 % believe that the CDF projects fail for other reasons and not because of procurement process. The study further reveals that 12 % of the projects were complete, 67 % of the projects were on-going, 15 % had stalled and 6 % had been abandoned altogether. He does not however indicate how many of the stalled or abandoned (21 % in total) projects were as a result of failed procurement.

This study will be a step in the right direction since it will try to give an insight of Factors Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Narok East Sub County. This has posed a knowledge gap which this study seeks to fill.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

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

3.2 Research Design

Chandran (2004) describes research design as an understanding of conditions for collection and analysis of data in a way that combines their relationships with the research to the economy of procedures. Krishnaswamy (2009) suggests that research design deals with the detailing of procedures that was adopted to carry out the research study.

This study employed a descriptive survey research design. Descriptive survey research designs are used in preliminary and exploratory studies to allow researchers to gather information, summarize, present and interpret for the purpose of clarification (Orodho, 2002). Mugenda and Mugenda (1999), on the other hand give the purpose of descriptive research as determining and reporting the way things are. Borg & Gall (1989) noted that descriptive survey research is intended to produce statistical information about aspects of education that interest policy makers and educators. The study fitted within the provisions of descriptive survey research design because the researcher collected data and reported the way things are without manipulating any variables.

3.3 Target Population

Hair, (2003) defines population as an identifiable total group or aggregation of elements (people) that are of interest to a researcher and pertinent to the specified information problem. This includes defining the population from which our sample is drawn. According to Salkind (2008), population is the entire of some groups. This is also supported by Sekaran and Bougie (2010), population is defined as entire group of people the researchers want to investigate. The population for this study was CDF M & E Committee members, head of projects funded by CDF in Narok East Sub county, 3 Project Committee members from the 28 projects this are Chaiman,

Secretary and Treasurer, Community Leaders drawn from the four wards of Narok East Constituency this leaders are religious leaders, Youth leaders and women leaders. The constituency covers for wards namely; Mosiro Ward, Ildamat Ward, Keekonyokie Ward and Suswa Ward. The study therefore targeted population of 138 respondents

Table 3.1: Target Population Category

Target Population Category	Target Population	Mosiro Ward,	Ildamat Ward,	Keekonyokie Ward	Suswa Ward	Sample size
CDF M & E Committee members	14	-	-	-	-	14
Project leaders	28	6	5	8	9	28
Project Committee members	84	3*6 =18	3*5=15	3*8=24	3*9=27	69
Community Leaders	12	3	3	3	3	11
Total	138	27	23	35	39	122

3.4 Sample Size and Sampling Procedure

This section includes Sample size and Sampling Procedure of the study:

3.4.1 Sample Size

A sample size is a subset of the population to which researcher intends to generalize the results. Any statements made about the sample should also be true of the population (Orodho, 2002). The sample size is based on table of Krejcie and Morgan (1970) as adopted by Sekaran and Bougie (2010). Krejcie and Morgan (1970) greatly simplified size decision by providing table that ensures a good decision model. Thus, the sample size for this study was 138 from the population. However, the researcher decided to distribute 138 questionnaires in consideration of

late responses and rejected questionnaires. The study targeted CDF M & E Committee members, head of the 28 projects funded by CDF in Narok East Sub County, Community Leaders drawn from the four wards of Narok East Sub County this leaders are religious leaders, Youth leaders and women leaders. This was necessary because the technique gave all people a chance of being selected into the sample.

3.5 Research Instruments

The main tools of data collection for this study were questionnaires. A questionnaire was used to gather primary data. Shao, (1999) defines a questionnaire as a formal set of questions or statements designed to gather information from respondents that accomplish research objectives.

3.5.1 Research instruments

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

The questionnaires was divided into five sections with the first section discussing Section A: General Information and Section B: Training and Its Influence to Performance of Monitoring and Evaluation, Section C: Costs of Monitoring and Evaluation and Its Influence to Performance, Section D: Time Allocated To Monitoring and Evaluation and Its Influence to Performance and Section D: Strength of Monitoring Team and Its Influence to Performance. The questionnaires were used to collect data from all the five sections.

3.5.2 Validity of Research Instruments

According to Mugenda and Mugenda, (2003), validity is a measure of relevance and correctness. It is the accuracy and meaningfulness of inferences which are based on the research results. Data

collection techniques must yield information that is not only relevant to the research questions but also correct. To enhance the validity of the instrument, pretesting was done to determine whether the questions were acceptable, answerable and well understood. Pilot testing of research instruments is important because it reveals vague questions, unclear instructions and enables the researcher to improve the efficiency of the instruments (Nachmias & Nachmias, 2007). The research instruments were piloted in Ewuaso oo Nkidongi ward. This involved administering the same questionnaire twice to five CDF M & E Committee members six days prior to the actual study; this enabled the researcher to check for any ambiguities and unclear questions. Additionally, the researcher consulted a monitoring and evaluation expert and the university supervisor.

3.5.3 Reliability of Research Instruments

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. Reliability refers to consistency of measurement; the more reliable an instrument is, the more consistent the measure., a pilot study was done through administering questionnaire randomly to selected respondents in Ewuaso oo Nkidongi ward, the area has similar characteristic as the case under study. It was further enhanced by making necessary adjustments to the questionnaire based on the pilot study. Reliability analysis was subsequently done using cronbach's Alpha. Alpha coefficient ranges in value from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = poor, 5 = excellent). The higher the score, the more reliable the generated scale is. Nunnally (1978) has indicated 0.7 to be an acceptable reliability coefficient but lower thresholds are sometimes used in the literature, (Cronbach, L. J., 1951). The findings from the pilot study were 0.67, the 0.3 difference in the reliability as per the Cronbach 0.7 was corrected by adjusting the questionnaire.

3.6 Data collection Procedures

The researcher was administered questionnaires by interviewing respondents. To complement the questionnaire distributed, the researcher interviewed. The researcher will sought approval for this study from the University of Nairobi. As soon as permission was granted and an introduction letter obtained by the researcher, the study proceeded in the following chronology: recruitment of

one research assistant; conducting briefing for the assistant on the study objectives, data collection process and study instrument administration; pilot testing; revising of the data collection instruments after the pilot study; reproduction of required copies for data collection; administering instruments via interview; assessment of filled questionnaires through serialization and coding for analysis; data analysis and discussion; preparation of the conclusion and recommendations.

3.7 Data Analysis Procedure

The study explored the Factors Influencing performance of Monitoring and Evaluation of Government Projects in Kenya: Case of Constituency Development Fund Projects in Narok East Sub county. Data was collected, examined and checked for completeness and clarity. Numerical data collected using questionnaires was coded and entered and analyzed with the help of computer Statistical Package for Social Scientists (SPSS) versions 21 software programme. A frequency table with varying percentages was used to present the findings. A result of interviews went through a critical assessment of each response and is examined using thematic interpretation in accordance with the main objectives of the study and thereafter presented in narrative excerpts within the report. Stake (1995) describes this method of data analysis as a way of analysing data by organizing it into categories on the basis of themes and concepts. Different colours represented different themes. This is known as coding. The procedure assisted in reducing and categorizing large quantity of data into more meaningful units for interpretation. The data will also be analysed using Correlation regression; the study used Spearson correlation to relate the variables, while multiple regressions will be guided by the model specification as follows

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon.$$

Where;

Y = Performance of Monitoring and Evaluation

β_0 = Constant Term

β_1 = Beta coefficients

X_1 = Training on Performance of monitoring and evaluation

X_2 = Influence of costs on Performance of monitoring and evaluation

X₃= Time Allocated for monitoring and evaluation

X₄= Funds available for monitoring and evaluation

3.8 Ethical measures

Participants were informed of the confidentiality in the study so to ensure respect for the dignity of participants in the study. Their confidential information were be only be accessed by the researcher and the supervisor. They were not be required to provide any identifying details and as such, transcripts and the final report will not reflect the subjects identifying information such as their names, in the case they are not comfortable with it. After the study has been completed and a final report written, the tools that will be used to collect data will be destroyed.

3.9 Operationalization of variables

This section analyses the operational definition of variables on Factors Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya: A Case of Constituency Development Fund Initiated Projects in Narok East Sub County. Variable are given in Table 3.2

Table 3.2: Operationalization of variables

Objectives	Type of Variable	Indicators	Measurement Scale	Tools of Analysis	Type of Statistics
Independent Variables					
Establish how training influence performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Constituency	Experienced and Training	Level of evaluators training and his/her, experience / skills) Defined roles and responsibilities Commitments and involvement monitoring and evaluation time table	Ordinal	Mean, Percentage, mode, Standard deviation	Descriptive

<p>Establish how costs of monitoring and evaluation influence performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Constituency</p>	<p>effects of costs</p>	<p>Financial considerations Cost of Evaluating the CDF project Application usage Support from the CDF committee</p>	<p>Ratio</p>	<p>Mean, Percentage, mode, Standard deviation</p>	<p>Descriptive inference</p>
<p>Determine the influence of time on performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Constituency</p>	<p>time frame</p>	<p>Time allocated for the evaluation Expected project timeframe M&E time scheduled M&E time schedule against planed project activities time duration</p>	<p>Ratio</p>	<p>Mean, Percentage, mode, Standard deviation</p>	<p>Descriptive</p>
<p>Establish the extend of Strength of Monitoring Team and its influence on the Performance of monitoring and evaluation of Government Projects case of CDF projects in</p>	<p>Strength of Monitoring Team M & E team</p>	<p>Number of M & E team Financial availability Frequency of Monitoring</p>	<p>Ratio</p>	<p>Mean, Percentage, mode</p>	<p>Descriptive</p>

Narok East Sub-County					
	Dependent variable				
	Performance of Monitoring And Evaluation	Time Cost Quality	Ratio	Mean, Percentage, mode	Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

This chapter presents results arising from the analysis of data collected using questionnaires. The data collected was analyzed using descriptive and inferential statistical methods for each variable and the findings presented in tabular summaries, and their implications discussed.

4.1.1 Response Rate

Table 4.1 shows the response rate of the questionnaires.

Table 4.1: Response Rate

No. of questionnaires Returned	Target respondents	No. of Response Rate (%)
122	138	88.4

The high questionnaire response rate (88.4%) shown in Table 4.1 resulted from the method of administration of the instrument, which was in this case researcher administered. This was acceptable according to Mugenda and Mugenda (2003). This method also ensured that the respondents' queries concerning clarity were addressed at the point of data collection; however, caution was exercised so as not to introduce bias in the process it also reduced the effects of language barrier, hence, ensuring a high instrument response and scoring rate.

4.2 Demographic Information

This section discusses the demographic characteristics of the respondents in the study .These include , distribution of respondents by their gender, age, level of education and The results are presented in terms of the study objectives.

4.2.1 Demographic Characteristics of the Respondents

The study sought to determine the demographic characteristics of the respondents as they are considered as categorical variables which give some basic insight about the respondents. The characteristics considered in the study were; range of ages of the respondents; gender and highest level of education attained by them. The findings on these are summarized in Table 4.2

Table 4.2: Demographic Characteristics of the Respondents

In this section the researcher sought to establish the gender of the respondents. Their responses are shown in Table 4.2,

Gender	Frequency	Percent
Male	77	63
Female	45	27
Total	122	100.0

The respondents were asked to indicate their gender; the results show that 77(63%) of the respondents were males while 45 (27%) of the respondents were females. This implies that there were more male respondents than females who took part in M & E of CDF projects in Narok East Sub-county, the gender findings indicate that most men took part in M & E of CDF projects in Narok East Sub-county.

4.2:2 Distribution of Respondents by their Age bracket

The respondents were further asked to indicate their ages with the aim of establishing the age bracket. The age factor was important since the government is trying to encourage the youth to promote youth participation in developing the nations. Table 4.3 shows the age distribution of the respondents.

Table 4.3: Distribution of Respondents by their Age bracket

Age	Frequency	Percent
19 - 29 years	32	26
30 - 40 years	44	36
41 - 51 years	19	16
52 years and above	27	22
Total	122	100

From the table 4.3 above, 44 (36%) of the respondents were between 30 - 40 years of age were the majority, those of the age between 19 - 29 years with 32 (26%), those between 41 - 51 years were 19 (16%), and those with ages 52 years and above were 27 (22%) young people are more active and likely to participate in M & E process.

4.2.3 Distribution of Respondents by their Level of Education

The respondents were asked to indicate their academic background. Table 4.4 shows the study findings on the respondents' academic background.

Table 4.4: Distribution of Respondents by level of education

Level of education	Frequency	Percent
Never attended school	19	16
Primary	50	41
Secondary	39	32
College/University	14	11
Total	128	100

The study sought to establish the respondents' level of education. Majority of the respondents 50 (41%) had Primary education, 39 (32%) were Secondary leavers, 19 (16%) Never attended school and 14(11%) were College/University from the findings the low level of M & E participation in Narok East Sub-county is because of low level of education as, Majority of the respondents 50 (41%) had Primary education and 14(11%) had College/University education.

4.3.1 : Training and Performance of Monitoring and Evaluation

The first objective of this study was to determine the influence of Training and Performance of Monitoring and Evaluation in Narok East Sub-County. This objective was achieved by asking the respondents to respond to several questions describing the extend of training on Performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County. Specifically, the respondents were asked to indicate their Level of training as a contributing factor of monitoring and evaluation. The status of this variable was rated on a 5 point Likert scale ranging from; 1. Very high extent. 2. High extent. 3. Moderately high extent 4. Low extent. 5. Very low extent. The results on this are summarized as follows. The study first sought to establish the extend of Training and its influence to performance of Monitoring and Evaluation of the respondents. The results on this are given in Table 4.5.

Table 4.5: Training and its influence to performance of Monitoring and Evaluation

Statement	Mean	SD
Human capitals on the project should be given clear job allocation and designation be fitting their skill	3.767	0.687
The technical capacity of the organization in conducting evaluations, the value and participation of its human resources in the policymaking procedure, their incentive to impact resolutions, that can be enormous determinants of how the evaluation’s lessons are made.	3.453	0.598
The responsiveness by the organization coupled with increased expectations following the opportunity can lead to a self-fulfilling prophecy of enhanced output by the employee,	3.045	0.563
Independence is attained when it is carried out by firms and persons free of the control of those responsible for the design and implementation of the development intervention	3.004	0.532

In spite of the fact that the Constituencies Development Fund 2.873 0.481
 disbursement is growing at higher rate, the Fund commits 2% of its
 budget for capacity building into which Monitoring and Evaluation of
 CDF Projects involved

What is required of the Board and in addition, the community level 2.783 0.455
 organs together with which it functions, cannot be met by the existing
 capacity both in terms of human resources as well as existing skills,
 CDF Board, Strategic Plan,

In order to carry out monitoring evaluation efficiently, there are some 2.712 0.402
 critical factors that essential be taken into the version

The respondents were asked to indicate how training influences implementation of monitoring and evaluation of influence performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County. The results show that the majority of the respondents indicated that Human capitals on the project should be given clear job allocation and designation be fitting their skill influence performance of monitoring and evaluation of Government Projects the case of CDF projects in Narok East Sub-County to a Very high extent with a mean of (3.767), The technical capacity of the organization in conducting evaluations, the value and participation of its human resources in the policymaking procedure, their incentive to impact resolutions, that can be enormous determinants of how the evaluation's lessons are made to a High extent with a mean of (3.453), The responsiveness by the organization coupled with increased expectations following the opportunity can lead to a self-fulfilling prophecy of enhanced output by the employee Moderately high extent (3.045), and In order to carry out monitoring evaluation efficiently, there are some critical factors that essential be taken into the version to a Very low extent with a mean of (2.712). The respondents were further asked to express their view on how Level of training influences implementation of monitoring and evaluation of influence performance of monitoring and evaluation of Government Projects. They argued that untrained staff will have a challenge in implementation of M & E thus poor results whereas trained and knowledgeable teams or stakeholders are key in ensuring quality M & E and

implementation of all projects on keys issues like quality feedback and information on program planning and design. Other factors mentioned included acquiring managerial skills necessary in training of staffs, improving project visits, and securing funds to enable swift and efficient running M & E activities.

Other Interviewees were asked their opinion on Level of training influences implementation of monitoring and evaluation of influence performance of monitoring and evaluation of Government Projects in in Narok East Sub-County which they agreed on a number of factors. Key among them is maintaining cordial relationship with stakeholders involved i.e. opinion leaders, parents/guardians with children in schools, civil society, and the entire community, availing the much needed funds for the projects' activities and determining the success or failure of the process as they run all the day-to-day operations, improving skills and knowledge inhibited by the evaluator and monitors through training and mentorship programs for efficiency and effectiveness of the influence performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County.

The respondents further indicated that the Level of training influences performance of monitoring and evaluation of Government Projects case of CDF projects in each ward of Narok East Sub-County, they argued that untrained staff will have a challenge in implementation of M&E thus poor results whereas trained and knowledgeable teams or stakeholders are key in ensuring quality M&E and implementation of all projects on keys issues like quality feedback and information on program planning and design. Other factors mentioned included acquiring managerial skills necessary in training of staffs, improving project visits, and securing funds to enable swift and efficient running M & E activities.

Foresti, (2007) argues this means not objectively training, but a whole suite of learning approaches: from secondments to research institutes and opportunities to work on impact evaluations within the organization or somewhere else to improve their performance, to time spent by project staff in evaluation section and similarly, time taken by evaluators in the ground. Evaluation must also be autonomous and relevant

4.3.2 : Costs of monitoring and evaluation and its influence to performance

The second objective of this study was to assess the influence of Costs of monitoring and evaluation and its influence to performance of CDF projects in Narok East Sub-County. In determining this objective, the respondents were requested to respond to several statements regarding the financial considerations, Application usage and Cost of Evaluating the CDF project. The responses to the statements were rated on a 5 point Likert scale ranging from; 1. Very high extent 2. High extent. 3. Moderately high extent 4. Low extent 5. Very low extent. These results are presented in Table 4.6

Table 4.6: Costs of Monitoring and Evaluation and Its Influence to Performance

Statements	Mean	SD
Planning and performance monitoring in government have been predominantly characterized by a silo approach	3.999	0.690
Planning and performance monitoring in government has resulted in a situation where planning, budgeting, and reporting and monitoring and evaluation functions are done by different sections in institutions in isolation of each other.	3.886	0.682
Challenges of performance monitoring in government include the lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information.	3.869	0.699
Monitoring and evaluation budget should be about 5 to 10 percent of the entire budget,	3.844	0.671
The project budget should provide a clear and adequate provision for monitoring and evaluation events.	3.531	0.642
Monitoring and evaluation budget can be obviously	3.421	0.613

delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project running,

It is important to note that only 2% may be allocated 3.543 0.721 for Monitoring and Evaluation of ongoing projects and capacity building activities while 5% is kept aside as an emergency reserve to be made available for emergencies that may occur in the Constituency like drought.

From the respondents' perspective, Planning and performance monitoring in government have been predominantly characterized by a silo approach influence of Performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County to a Very high extent with a mean of (3.999), Planning and performance monitoring in government has resulted in a situation where planning, budgeting, and reporting and monitoring and evaluation functions are done by different sections in institutions in isolation of each other high extend (3.886), Challenges of performance monitoring in government include the lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information influence implementation of monitoring and evaluation of influence of Performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County to a Moderately high extent with a mean of (3.839), Monitoring and evaluation budget can be obviously delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project running, influence of Performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County to a Very low extent of (3.421).

The study noted that improved control of activity costs, better management of budgets, improved planning of activities, better monitoring of activities, more efficient resource allocation, and better monitoring of the project schedule". Project success is defined by various scholars on the

basis of delivery of all or most of what it said it would (the scope); delivery of scope on schedule and/or within the agreed budget; delivery to the expected quality standards; achievement of project objectives; and most importantly the creation of significant net value for the organization after the project completion.

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

4.3.3: Time Allocated to Monitoring and Evaluation and Its Influence To Performance

The third objective of this study was to assess the influence of to monitoring and evaluation and its influence to performance of CDF projects in Narok East Sub-County. In determining this objective, the respondents were requested to respond to several statements regarding the Time allocated for the evaluation, Expected project timeframe, M & E time scheduled and M & E time schedule against planed project activities time duration of the CDF project. The responses to the statements were rated on a 5 point Likert scale ranging from; 1. Very high extent to Low extent. 5. Very low extent. These results are presented in Table 4.7 This informed the need for the current study to analyze the extent to which Time Allocated to monitoring and evaluation and its influence to performance in monitoring and evaluation of projects influence performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County. The respondents were requested to respond to various statements regarding their involvement in the monitoring and evaluation of the Government Projects case of CDF projects in Narok East Sub-County. The status of this variable was rated on a 5 point Likert scale ranging from; 1. Very high extent 2. High extent. 3. Moderately high extent 4. Low extent. 5. Very low extent. These results are presented in Table 4.7.

Table 4.7: Time Allocated to Monitoring and Evaluation and Its Influence to Performance

Statement	Mean	SD
Monitoring gives information on where a policy, program, or project is at any given time (and over time) relative to respective targets and outcomes.	3.875	0.634
Evaluation gives evidence of why targets and outcomes are or are not being achieved.	3.456	0.685
Evaluation is a complement to monitoring in that when a monitoring system sends signals that the efforts are going off track (for example, that the target population is not making use of the services, that costs are accelerating, that there is real resistance to adopting an innovation, and so forth), then good evaluative information can help clarify the realities and trends noted with the monitoring system.	3.643	0.643
An M&E system should be regarded as a long-term effort, as opposed to an episodic effort for a short period or for the duration of a specific project, program, or policy	3.654	0.641
Sustaining such systems within governments or organizations recognizes the long term process involved in ensuring utility (for without utility, there is no logic for having such a system).	3.584	0.611

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

high extent rate with a mean of (3.643), Evaluation gives evidence of why targets and outcomes are or are not being achieved Very low extent. (3.456)

Respondents' opinions were also sought at establishing how stakeholders' Time allocated for M & E influence implementation of M & E Government initiated projects in Narok East Sub-County, they pointed out lack of support by CDF office in allocating funds required to reinforce M & E activities. Interviewees pointed out that Time dimension of assessing project success is the most common aspect brought out in the literature review they pointed out that project management organizations with mature time management practices produce more successful projects than project management organizations with less mature time management practices. Project time is the absolute time that is calculated as the number of days/weeks from start on site to practical completion of the project. Speed of project implementation is the relative time.

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

4.3.4: Strength of Monitoring Team and its Influence to Performance

The third objective of this study was to assess the influence of to monitoring and evaluation and its influence to performance of CDF projects in Narok East Sub-County. In determining this objective, the respondents were requested to respond to several statements regarding the Number of M & E team, financial availability and Frequency of Monitoring of the CDF project. These results are presented in Table 4.8 This informed the need for the current study to analyze the extent to which Strength of Monitoring Team to monitoring and evaluation and its influence to performance in monitoring and evaluation of projects influence performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County. The status of this variable was rated on a 5 point Likert scale ranging from; 1. Very high extent. 2. High extent. 3. Moderately high extent 4. Low extent. 5. Very low extent. These results are presented in Table 4.8.

Table 4.8: Strength of Monitoring Team and it's Influence to Performance

Statements	Mean	SD
Providing support and strengthening of M & E team is a sign of good governance.	3.998	0.697
Providing support and strengthening of M & E team will also play a key role in ensuring that the M & E team adds value to the organizations operations	3.977	0.681
A motivated team usually achieves high performance	3.871	0.675
Nevertheless it is the view of the researcher that managers should indeed aspire to achieve quality in all the aspects and processes, including quality monitoring team, so as to achieve project success	3.732	0.685
Various aspects which are used in assessing the strength of monitoring team which is perceived to be one of the factors influencing project success. These aspects include: Financial availability, number of monitoring staff, monitoring staff skills, frequency of monitoring, stakeholders representation,	3.722	0.673

Majority of the respondents (3.998) agreed to Very high extent that Providing support and strengthening of M & E team is a sign of good governance that influence performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County, (3.998), Providing support and strengthening of M&E team will also play a key role in ensuring that the M & E team adds value to the CDF performance to a High extent with a mean above (3.977), A motivated team usually achieves high performance (3.871) Moderately high extent, Nevertheless it is the view of the researcher that managers should indeed aspire to achieve quality in all the aspects and processes, including quality monitoring team, so as to achieve project success (3.732), Very Low extent and Various aspects which are used in

assessing the strength of monitoring team which is perceived to be one of the factors influencing project success Very low extent (3.722). Interviewees argued that Projects often face cost overruns during the implementation phase; hence a proactive approach is essential for monitoring project costs and detection of potential problems. Related to cost aspect of measuring project success, is technical performance.

Providing support and strengthening of M & E team is a sign of good governance. Providing support and strengthening of M&E team will also play a key role in ensuring that the M & E team adds value to the organizations operations (Naidoo, 2011). A motivated team usually achieves high performance (Zaccaro et' al, 2002). This implies that the more a team is strengthened, the better the performance and value addition to the organization. This also applies to the monitoring and evaluation teams in project management. Interestingly Pretorius et' al (2012) observed that there was no significant association between the maturity of quality management practices in project management organizations and the results of the projects that they produce. Nevertheless it is the view of the researcher that managers should indeed aspire to achieve quality in all the aspects and processes, including quality monitoring team, so as to achieve project success.

4.4: Inferential Statistics

To evaluate the relationships between the dependent and independent variables, correlation and multiple regression analysis was done and the findings presented in the following subsections.

4.4. Correlation Analysis

In this subsection a summary of the correlation and regression analyses is presented. It seeks to first determine the degree of interdependence of the independent variables and also show the degree of their association with the dependent variable separately. These results are summarized in Table 4.9

4.4.1 Summary of Correlations

The Correlations relations looking at the Factors Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya: Case of Constituency Development Fund Projects in Narok East Sub-County. Specifically it seeks to Establish the extend of training on

Performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County, Establish the influence of costs on Performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County, Determine how Time Allocated for monitoring and evaluation influence performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County and Establish the extend of Strength of Monitoring Team and its influence on the Performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub-County this relations the relation is related by Pearson Correlation

Table 4.9: Summary of Correlations

Pearson Correlation	Influence of Training and Performance of Monitoring and Evaluation	of and Costs Performance of Monitoring and Evaluation	Influence of Time and Performance of Monitoring and Evaluation	of and Strength of Monitoring Team
Influence of Training and Performance of Monitoring and Evaluation	1.00			
Influence of Costs and Performance of Monitoring and Evaluation	.020	1.000		
Influence of Time and Performance of Monitoring and Evaluation	.052	.467	1.000	
Influence of Strength of Monitoring Team	.034	.445	.591	1.00

The correlation summary shown in Table 4.10 indicates that the associations between the independent variables were significant at the 95% confidence level and a strong comparison to their associations with the dependent variable. This means that the intervariable correlations between the independent variables were strong enough to affect the relationship with the dependent variable. The results also reveal that there was indeed a strong positive relationship between the Factors Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya: Case of Constituency Development Fund Initiated Projects in Narok East Sub-County. The findings also interestingly reveal that the Performance of monitoring and evaluation had a positive correlation with Training, Costs and, Time and Strength of Monitoring Team. The correlation coefficient can range from -1 to +1, with -1 indicating a perfect negative correlation, +1 indicating a perfect positive correlation, and 0 indicating no correlation at all. The Correlation matrix is used to determine the extent to which changes in the value of an attribute (such as Influence of Time) is associated with changes in another attribute (influence Training). The data for a correlation analysis consists of two input columns. Each column contains values for one of the attributes of interest. When the values are greater than 0.5 then the variables are correlated and when values are less than -0.5 then the values for are not correlated. Collinearity is the term used to explain the dependence of one variable to other. The table 4.6 shows that there is high positive correlation of the Influence of Training and Performance of Monitoring and Evaluation, Influence of Costs and Performance of Monitoring and Evaluation, Influence of Time and Performance of Monitoring and Evaluation and Influence of Strength of Monitoring Team.

4.4.2 Regression Analysis

A simple regression model was applied to determine the relative importance of each of the variables with respect to the influence of M & E

The regression model was as follows:

$$Y = \beta_0 + X_1 \beta_1 + X_2 \beta_2 + X_3 \beta_3 + \varepsilon$$

Where β = regression coefficient (parameter of the function)

Y = Performance of M & E

X₁ = Training

X₂ = Costs

$X_3 =$ Time

$x_4 =$ Strength of Monitoring Team

$\xi =$ Margin of error

4.4.3 Strength of the Model

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880 ^a	.774	.870	.67201

Predictors: (Constant), Training, Costs, Time and Strength of Monitoring Team.

b. Dependent Variable: Performance of Monitoring & Evaluation

Analysis in Table 4.4 shows that the coefficient of determination (the percentage variation in the dependent variable being explained by the changes in the independent variables) R^2 equals 0.774 (77.4%), that is, Training, Costs, Time and Strength of Monitoring Team. leaving only 22.6 percent unexplained.

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.411	3	3.902	4.971	.001 ^a
	Residual	47.463	64	.721		
	Total	63.870	122			

a. Predictors: (Constant), Training, Costs, Time and Strength of Monitoring Team.

b. Dependent Variable: Performance of Monitoring & Evaluation

Table 4.11: Analysis of Variance

4.4.4 Analysis of Variance

ANOVA ^b					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	20.431	4	5.139	11.640	.004 ^a
Residual	26.865	122	.440		
Total	36.466	138			

a. Predictors: (Constant), Training, Costs, Time and Strength of Monitoring Team.

b. Dependent Variable: Performance of M & E

The summary of the basic logic of ANOVA is the discussion of the purpose and analysis of the variance. The purpose of the analysis of the variance is to test differences in means (for groups or variables) for statistical significance. The accomplishment is through analyzing the variance, which is by partitioning the total variance into the component that is due to true random error and the components that are due to differences between means. The ANOVA analysis is intended to investigate whether the variation in the independent variables explain the observed variance in the outcome in this study the outcome Performance of Monitoring & Evaluation.

The coefficient of determination (the percentage variation in the dependent variable being explained by the changes in the independent variables) R^2 equals 0.774 (77.4%), that is, the influence of Training, Costs, Time and Strength of Monitoring Team only 22.6 percent unexplained. The P- value of 0.001 (Less than 0.05) implies that the model of Performance of Monitoring & Evaluation is significant at the 95% confidence level.

The ANOVA results indicate that the independent variables significantly ($F=11.640$, was significant at 0.04 per cent level (Sig. $F<.005$) thus confirming the fitness of the model Analysis in table below shows that the coefficient of determination (the percentage variation in the dependent variable being explained by the changes in the independent variables).

4.4.5 Coefficients of Determination

Table 4.12: Coefficients of Determination

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.023	1.040	0.053	.021	.004
Training	.940	.130	.061	.519	.003
Costs	.068	.137	.096	.833	.001
Time	.113	.145	.056	.459	.005
Strength of Monitoring Team	.075	.123	.051	.034	.004

a. Dependent Variable: Performance of M & E

The established multiple linear regression equation becomes:

$$Y = 0.023 + 0.940X_1 + 0.068X_2 + 0.113X_3 + X_4 0.075$$

Where

Constant = 0.023, shows that if Training, Costs, Time and Strength of Monitoring Team are all rated as zero, Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya: Case of Constituency Development Fund Projects in Narok East Sub-County would be 0.023.

$X_1 = 0.940$, shows that one unit change in Card Training results in 0.940 units increase in Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Narok East Sub-County

$X_2 = 0.068$, shows that one unit change in Costs in 0.068 units increase in Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Narok East Sub-county

$X_3 = .113$, shows that one unit change in Time frame results in 0.113 units increase in Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Narok East Sub-County .

$X_4 = .075$ shows that one unit change in Strength of Monitoring Team in 0.075 units increase in Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Narok East Sub-County.

4.5 Discussions of the Findings

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

4.5.1 Training and Its Influence to Performance of Monitoring and Evaluation

For the first objective that was to determine how Training Influence Performance of Monitoring and Evaluation of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Narok East Sub-County, the results showed that training of M & E to both the committee members and other beneficiaries of the CDF projects on M & E skills and The results show that the majority of the respondents indicated that Human capitals on the project should be given clear job allocation and designation be fitting their skill influence performance of monitoring and evaluation of Government Projects the case of CDF projects in Narok East Sub-County to a high extent with a mean of (3.767) were found to influence implementation of monitoring and evaluation of Constituency Development Fund Projects in Narok East Sub-County, there untrained staff will have a challenge in implementation of M&E thus poor results whereas trained and knowledgeable teams or stakeholders are key in ensuring quality M&E and implementation of all projects on keys issues like quality feedback and information on program planning and design.

4.5.2 Costs of Monitoring and Evaluation and Its Influence to Performance

For the second objective which was to assess how Costs of Monitoring and Evaluation Influence Performance of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Narok East Sub-County, The study found out that majority of the respondents agreed to Very high extent that Evaluation gives evidence of why targets and outcomes are or are not

being achieved with a mean of (3.875). An M & E system should be regarded as a long-term effort, as opposed to an episodic effort for a short period or for the duration of a specific project, program, or policy to a High extent with a mean of (3.654). The study therefore concludes that short time allocation to M & E are some of the challenges that constantly face the project monitoring function. It is important to note that only 2% may be allocated for Monitoring and Evaluation of ongoing projects and capacity building activities while 5% is kept aside as an emergency reserve to be made available for emergencies that may occur in the Sub-County like drought. Narok East sub-county has allocated only 1.1% of its budget for capacity building; far below the 2% guideline (CDF Office, Narok East Sub-County)

4.5.3 Time Allocated To Monitoring and Evaluation and Its Influence to Performance

Regarding the third objective which was to establish how Time Allocated To Monitoring and Evaluation Influence Performance of Government Projects in Kenya: A Case of Sub-County Development Fund Initiated Projects in Narok East Sub-County, the findings of the study showed that majority of the respondents agreed to Very high extent that Evaluation gives evidence of why targets and outcomes are or are not being achieved with a mean of (3.875), Evaluation gives evidence of why targets and outcomes are or are not being achieved Very low extent. (3.456), therefore the study concludes that short time allocation to M & E are some of the challenges that constantly face the project monitoring function of Government Projects in Kenya: the Case of Constituency Development Fund Projects in Narok East Sub-County.

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

4.5.4 Strength of Monitoring Team and Its Influence to Performance

Fourth objective was to examine Strength of Monitoring Team and Its Influence to Performance Monitoring and Evaluation of Government Projects in Kenya: Case of Constituency Development Fund Projects in Narok East Sub County. The findings of the study found that

Majority of the respondents (3.998) agreed to Very high extent that Providing support and strengthening of M & E team is a sign of good governance that influence performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub County, (3.998), Very Low extent and Various aspects which are used in assessing the strength of monitoring team which is perceived to be one of the factors influencing project success Very low extent (3.722), the study therefore infer that Providing support and strengthening of M & E team will also play a key role in ensuring that the M & E team.

In assessing the strength of monitoring team which is perceived to be one of the factors influencing project success, the aspects include: Financial availability, number of monitoring staff, monitoring staff skills, frequency of monitoring, stakeholder's representation, and Information systems. A motivated team usually achieves high performance (Zaccaro et' al, 2002). This implies that the more a team is strengthened, the better the performance and value addition to the organization. This also applies to the monitoring and evaluation teams in project management. Interestingly Pretorius et' al (2012) observed that there was no significant association between the maturity of quality management practices in project management organizations and the results of the projects that they produce.

There was a high correlation between Influence of Training and Performance of Monitoring and Evaluation, Influence of Costs and Performance of Monitoring and Evaluation, Influence of Time and Performance of Monitoring and Evaluation and Influence of Strength of Monitoring Team. M & E is important for success of any project, yet it is in most Government projects they have not been able to adopt it effectively. The role Training, Costs Management, Time Management and Strength of Monitoring Team only 22.6 percent unexplained. The P- value of 0.004 (Less than 0.05) implies that the model of factors influencing performance of M & E is significant at the 95% confidence level. A continuous improvement process typically contains three activities that operate in an interactive manner in project management: Time cost and Quality.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study findings, discussions, conclusions and recommendations. It also makes suggestions for further research. The findings are summarized in line with the objectives of the study which was to examine Factors Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Narok East Sub County, Kenya.

5.2 Summary of Findings

For the first objective that was to determine how Training Influence Performance of Monitoring and Evaluation of Government Projects in Kenya: Case of Constituency Development Fund Projects in Narok East Sub County, the results showed that training of M & E to both the committee members and other beneficiaries of the CDF projects on M & E skills and The results show that the majority of the respondents indicated that Human capitals on the project should be given clear job allocation and designation be fitting their skill influence performance of monitoring and evaluation of Government Projects the case of CDF projects in Narok East Sub County to a high extent with a mean of (3.767).

For the second objective which was to assess how Costs of Monitoring and Evaluation Influence Performance of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Narok East Sub County, The study found out that majority of the respondents agreed to Very high extent that Evaluation gives evidence of why targets and outcomes are or are not being achieved with a mean of (3.875).

Regarding the third objective which was to establish how Time Allocated To Monitoring and Evaluation Influence Performance of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Narok East Sub County, the findings of the study showed that

majority of the respondents agreed to Very high extent that Evaluation gives evidence of why targets and outcomes are or are not being achieved with a mean of (3.875).

Fourth objective was to examine Strength of Monitoring Team and Its Influence to Performance Monitoring and Evaluation of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Narok East Sub County. The findings of the study found that Majority of the respondents (3.998) agreed to Very high extent that Providing support and strengthening of M & E team is a sign of good governance that influence performance of monitoring and evaluation of Government Projects case of CDF projects in Narok East Sub County, (3.998).

5.3 Conclusions

The findings of the study revealed that Factors Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Narok East Sub County. Both have provided critical lessons for addressing M&E, performance and results as implementation of Monitoring and Evaluation of Government Projects. For the first objective that was to determine how Training Influence Performance of Monitoring and Evaluation of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Narok East Sub County, the results showed that training of M & E to both the committee members and other beneficiaries of the CDF projects on M & E skills and The results show that the majority of the respondents indicated that Human capitals on the project should be given clear job allocation and designation be fitting their skill influence performance of monitoring and evaluation of Government Projects the case of CDF projects in Narok East Sub County. This is due to the fact that the respondents stated that lack of proper training on M & E and inappropriate tools inhibit proper monitoring and evaluation. The study found that untrained staff will have a challenge in implementation of M & E thus poor results whereas trained and knowledgeable teams or stakeholders are key in ensuring quality M & E and implementation of all projects on keys issues like quality feedback and information on program planning and design.

The second objective was how Costs of Monitoring and Evaluation Influence Performance of Government Projects in Kenya: A Case of Constituency Development Fund Initiated Projects in Narok East Sub County, the study found out that majority of the respondents agreed to Very high extent that Evaluation gives evidence of why targets and outcomes are or are not being achieved with a mean of (3.875), therefore the study conclude that short time allocation to M & E are some of the challenges that constantly face the project monitoring function of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Narok East Sub County.

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

Fourth objective was to examine Strength of Monitoring Team this also play a key role in ensuring that the M & E team adds value to the organizations operations, A motivated team usually achieves high performance, This implies that the more a team is strengthened, the better the performance and value addition to the organization. This also applies to the monitoring and evaluation teams in project management.

There was a high correlation between Influence of Training and Performance of Monitoring and Evaluation, Influence of Costs and Performance of Monitoring and Evaluation, Influence of Time and Performance of Monitoring and Evaluation and Influence of Strength of Monitoring Team. M & E is important for success of any project, yet it is in most Government projects they have not been able to adopt it effectively. The role Training, Costs Management, Time Management and Strength of Monitoring Team only 22.6 percent unexplained. The P- value of 0.004 (Less than 0.05) implies that the model of factors influencing performance of M & E is significant at the 95% confidence level. A continuous improvement process typically contains

three activities that operate in an interactive manner in project management: Time cost and Quality.

5.4 Recommendations

The researcher has the following recommendations to make with regard to Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya

1. The factors Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya have numerous weaknesses, which if not redressed will seriously affect the success of the program. These include funds required in carrying out some running costs of traversing the vast Narok East Sub County and payments like allowances for M & E committee are inadequate leading to poor execution of M & E activities. Due to inadequate financial resources and expenditure restrictions by treasury, team charge for M & E is therefore unable to carry out continuous M&E and develop a proper M&E system
2. The teams charge M & E Government Projects in Kenya should consider adopting a modern information and communications technology in carrying out monitoring and evaluations to capture real time data.
3. There is need to include all stakeholders in project M & E in each stage as they play an active role since they are the consumers of the project for the sake of sustainability. Cooperation of stakeholders should also be encouraged.

5.5 Recommendations for further research

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

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

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APPENDIX 1: QUESTIONNAIRE

The information provided will only be for the purpose of this study. Read carefully and give appropriate answers by ticking or filling the blank spaces. The information will be treated with confidentiality confidential.

SECTION A: GENERAL INFORMATION

1. Ages of Committee Members

Below 30 [] 31 to 49 [] 50 and above []

2. Gender of Committee Members

Male [] Female []

3. Educational level of committee members

Primary [] secondary education [] Diploma [] Degree []

SECTION B: Training and its Influence to Performance of Monitoring and Evaluation

Using a scale 1-5, Please tick (✓) all as appropriate. **1.** Very high extent. **2.** High extent. **3.** Moderately high extent **4.** Low extent. **5.** Very low extent.

5. To what extent do you consider Influence of Training to performance of Monitoring and Evaluation of Government initiated projects in Narok East Sub County?

Statement	1	2	3	4	5
Human capitals on the project should be given clear job allocation and designation be fitting their skill					
If they are insufficient then training for the necessary skills should be set.					
The responsiveness by the organization coupled with increased expectations following the opportunity can lead to a self-fulfilling prophecy of enhanced output by the employee,					
Independence is attained when it is carried out by firms and persons free of the control of those responsible for the design and implementation of the development intervention					
In spite of the fact that the Constituencies Development Fund disbursement is growing at higher rate, the Fund commits 2% of its budget for capacity building into which Monitoring and Evaluation of CDF Projects involved					
What is required of the Board and in addition, the community level organs together with which it functions, cannot be met by the existing capacity both in terms of human resources as well as existing skills, CDF Board, Strategic Plan,					
In order to carry out monitoring evaluation efficiently, there are some critical factors that essential be taken into the version					

SECTION C: Costs of Monitoring and Evaluation and its Influence to Performance

Using a scale 1-5, Please tick (✓) all as appropriate. **1.** Very high extent. **2.** High extent. **3.** Moderately high extent **4.** Low extent. **5.** Very low extent.

6. To what extent do you consider Costs of monitoring and evaluation influence performance monitoring and evaluation of Government initiated projects in Narok East Sub County?

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

SECTION D: Time Allocated to Monitoring and Evaluation and its Influence to Performance

Using a scale 1-5, Please tick (✓) all as appropriate. **1.** Very high extent. **2.** High extent. **3.** Moderately high extent **4.** Low extent. **5.** Very low extent.

7. To what extent do you consider Time allocated to monitoring and evaluation and influence performance of monitoring and evaluation of Government initiated projects in Narok East Sub County?

Statement	1	2	3	4	5
Monitoring gives information on where a policy, program, or project is at any given time (and over time) relative to respective targets and outcomes.					
Evaluation gives evidence of why targets and outcomes are or are not being achieved.					
Evaluation is a complement to monitoring in that when a monitoring system sends signals that the efforts are going off track (for example, that the target population is not making use of the services, that costs are accelerating, that there is real resistance to adopting an innovation, and so forth), then good evaluative information can help clarify the realities and trends noted with the monitoring system.					
An M&E system should be regarded as a long-term effort, as opposed to an episodic effort for a short period or for the duration of a specific project, program, or policy					
Sustaining such systems within governments or organizations recognizes the long term process involved in ensuring utility (for without utility, there is no logic for having such a system).					

SECTION D: Strength of Monitoring Team and its Influence to Performance

Using a scale 1-5, Please tick (✓) all as appropriate. **1.** Very high extent. **2.** High extent. **3.** Moderately high extent **4.** Low extent. **5.** Very low extent.

8. To what extent do you consider Strength of Monitoring Team and its influence to performance influence monitoring and evaluation of Government initiated projects in Narok East Sub County?

Statement	Mean	SD
Providing support and strengthening of M & E team is a sign of good governance.		
Providing support and strengthening of M & E team will also play a key role in ensuring that the M & E team adds value to the organizations operations		
A motivated team usually achieves high performance		
Nevertheless it is the view of the researcher that managers should indeed aspire to achieve quality in all the aspects and processes, including quality monitoring team, so as to achieve project success		
<p>Various aspects which are used in assessing the strength of monitoring team which is perceived to be one of the factors influencing project success.</p> <p>These aspects include: Financial availability, number of monitoring staff, monitoring staff skills, frequency of monitoring, stakeholders representation,</p>		

Thank you for your participation

APPENDICES

APPENDIX I: INTRODUCTORY LETTER

RE: PARTICIPATION IN RESEARCH

I am a postgraduate student pursuing my Master Degree in Project Planning and Management at the University of Nairobi. As part of this course, I am carrying out a research on the Factors Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Narok East Sub County, in this regard you have been selected to take part in this study as a respondent. Kindly respond to all items to reflect your opinion and experience. Please answer all questions freely. You will not be identified from the information you provide and no information about individuals will be given to any organization. The data collected will be used for this academic research only. Your participation is important for the success of this project and I greatly appreciate your contribution.

Thanking you most sincerely in advance.

Yours Faithfully

NABULU LESINKO OLE