

**INFLUENCE OF MONITORING AND EVALUATION ON  
PERFORMANCE OF CONSTITUENCY DEVELOPMENT  
FUNDED PROJECTS IN KENYA: A CASE OF KAJIADO  
EAST CONSTITUENCY**

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**A Research Project Report Submitted in Partial Fulfillment of the Requirements for  
the Award of the Degree of Master of Arts in Project Planning and Management,  
University of Nairobi**

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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 my parents Mr. and Mrs. Manei and all the citizens of Kajiado East Sub - county who have worked tirelessly to develop this great constituency.

## **ACKNOWLEDGEMENTS**

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

CDCs	Community Development Committees
CDF	Constituency Development Fund
CDFC	Constituency Development Fund Committee
CDRA	Community Development Resource Association
DDO	District Development Officer
DFRD	District Focus for Rural Development
FAO	Food and Agriculture Organization
GOK	Government of Kenya
LATF	Local Authority Transfer Fund
M and E	Monitoring and Evaluation
MPs	Members of Parliament
NACOSTI	National Commission for Science, Technology and Innovation
UNDP	United Nations Development Program

## ABSTRACT

The purpose of the study was to assess the influence of monitoring and evaluation on performance of Constituency Development Funded projects: a case of Kajiado East Constituency and use the findings to come up with recommendations/measures to strengthen use of CDF funds. The objectives of the study were to assess the extent to which involvement of stakeholders in M&E process influences performance of CDF projects, to establish how M&E cost influences the performance of CDF projects, to determine the influence of timeliness of M&E on performance of CDF projects and to examine how the utilization of M&E results influences on performance of CDF projects. The study adopted a descriptive research design. The study used both qualitative and quantitative methods. The target population for this study was 124 CDF committee members, (3 Project Committee members from the 25 projects this are Chairman, Secretary and Treasurer, Community Leaders drawn from each of the four wards of the Constituency this leaders are religious leaders, Youth leaders and women leaders, CDF M&E members). The study used a stratified random sampling to select 40% of the target population. The sample size of this study was 51 respondents, (thirty 30) project committee members and ten (10) project leaders, six (6) CDF M&E and five (5) community leaders). A structured questionnaire was used to collect primary data. Qualitative data was analyzed by used of content analysis and be presented in a prose form while quantitative data was analyzed by use of Statistical Package for Social Sciences (SPSS) version 21 and presented in tables. The study revealed that involvement of stakeholders is directly and indirectly related to project success, timeliness of M&E to revealed deviates and offered paths for learning and improvements, monitoring and evaluation budget should be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project management, utilization of M&E results provided a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers. The study concluded that timeliness of M&E, involvement of stakeholders, sufficient budget for M&E activity and utilization of M&E results all had a positive influence on the performance of CDF projects in Kajiado East Sub-County. The study recommended that CDF projects must clearly define what percentage of project cost would go to monitoring and evaluation, monitoring and evaluation of CDF projects must be carried out after every phase of project implementation, the committee should encourage community participation, cooperation among committee members and auditing of complete project to access their worth and that monitoring and evaluation team should present the M&E information periodically for proper decision making.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

Africa's failure to achieve development has been characterized by escalating poverty, unemployment and inequality within and across a majority of African states (Mbabazi, 2005). The explanation to this has been the top-down approach to development that was adopted by African leaders under the guise of national unity but in reality as a way of stifling opposing views and opposition politics as power became concentrated in the hands of an increasingly detached elite organized into single party, military or civilian-military diarchies of various kinds. The disenchantment with this centralized approach, following its dismal contribution to development has since seen the call by donors for a people centered approach (decentralization and community driven development) to African development (Olukoshi & Nyamnjio, 2005).

The experiences from other parts of the world have been used to justify the call for the above mentioned approach in Africa. For instance the Caribbean, East Asia and East European countries have embraced decentralization as an important component of the development agenda and have fared better than Africa (Burki et al., 1991; World Bank, 2000). The explanation is that decentralization strengthens local governance, democratization and greater efficiency and equity in the use of public resources and service deliver for development (Riboto, 2002).

In Kenya, Constituency Development Fund (CDF) was established in 2003 through an act of parliament in Kenya after Local Authority Transfer Fund (LATF) failed to improve service delivery to the society as an attempt to decentralization (GoK, 1998). It aimed at improving service delivery, alleviating poverty, enhancing economic governance and ultimately contributing to socio-economic development. Under the CDF Act, an amount not less than 2.5% of government's annual revenue is set aside for the fund (Awiti, 2008).

The CDF funds are budgeted by the central government and allocated to all the constituencies which are managed by CDF committees under the stewardship of Member of Parliament for the constituency. Since CDF does not involve raising revenue at the grass roots as it is with the local government authority that has the authority to raise and

spend revenue, it's perceived to be free money given by the central government to be spent in the constituency (Kimenyi, 2005). Official discourse about CDF holds that poor people are able to get access to services (improved roads, water, school equipment and health services) that did not reach them directly from the government through line ministries. Despite this rosy picture painted about C.D.F., there is doubt as to whether the fund is being used optimally or it has been hijacked by politicians to advance their patron-client networks (Kimenyi, 2005).

The success of any project is critical in achieving development agenda in the local communities across the globe. Monitoring and evaluation of projects is fundamental if the project objectives and success is to be achieved since it improves overall efficiency of project planning, management and implementation. Several projects could be initiated to transform social, political and economic well-being of citizens in a particular country. UNDP (2002) reports that there has been growing demand for development effectiveness to improve people's lives. This calls for effective utilization of monitoring and evaluation results for continuous improvement and quality of performance in organization. In order to improve project management in future, the current projects or proposed projects, the stakeholders need to evaluate and monitor these projects, monitoring and evaluation budget should be set aside for project activities and it should be done in a timely manner. These will provide information on project implementation and difficulty that face this project thus providing records that can be used to try and reduce these problems and also make sure the goals of CDF is always achieved in all the projects, feedback help in controlling the workmanship thus enhancing the quality of a project.

There is no proper system put in place to monitor and evaluate the effectiveness of the use of CDF funds. Grossman (2005) argued that a program's effectiveness can be measured accurately only if one knows what would have happened without it. Ochieng (2007) concurred with the assertion and states that measuring the effectiveness or impact of a policy or program hinges on asking the fundamental questions. What would the solution have been if the intervention had not taken place? Although one obviously cannot observe such a situation it is possible to approximate it by constructing an appropriate counterfactual which is hypothetical situation that tries to depict the welfare level, of individuals in the absence of a policy or program.

In 2005, the Ministry of Planning and National Development commissioned work on the design of an appropriate framework for Monitoring and Evaluation (M and E) in the National Development Programme. This was a collective effort by the government, Civil Societies, Private Sector and Republic of Kenya implementation of M and E (2005). This proposed M & E framework has not been fully operational. Otherwise, there is a strong case that CDF should come up with participatory M and E component in its management. Wanjiru (2008) supported this view by indicating in her Social Audit of CDF that monitoring and reporting should be strengthened and deepened in all CDF projects. It is a fact that CDF Act, 2003 emphasizes on the Monitoring and Evaluation just like DFRD did. The mode of doing it is not well specified. The Act gives technical department, DDO and CDFC authority to monitor the project. The Act further allocates 2% of CDFC fund to be used for monitoring and evaluation exercise but this money is only spent after the CDFC recommendation through minutes (CDF Act, 2003 revised 2007).

The Act thus makes M & E to be somehow difficult and sometimes cosmetic as it is the CDFC to decide which project to be monitored, which one to be evaluated, how much funds to remove and who to do the exercise. The Act gives room for CDFC to determine for themselves instead of getting a different body to manage M & E within the CDFC projects. It also allows the unfaithful CDFC not to institute monitoring and evaluation to some projects they either have interest in or have interest of hiding something. Mulwa (2007) reported that any judgment that emanates from evaluation would depend largely on the value system from which evaluating party originates. Conventionally, evaluating party is usually part of evaluation missions contracted and dispatched from the donor world. In the case of CDF Act (2003) revised (2007) the CDF identifies projects, implement, then monitors and evaluate or call technical person at their own peril. An outcome of a project can be understood and measured, gauged or standardized, against which change is measured by use of indicators

Feuerstein (1986) came up with nine types of indicators cited as follows: indicators of availability, indicator of relevance, indicators of accessibility, indicators of utilization, indicators of coverage, indicator of quality, indicator of effort, indicator of efficiency and indicator of impact. These indicators can be very instrumental in managing monitoring and evaluation of CDF projects, indicators of quality, utilization, availability and even effort are very important in assessing project development. Other indicators stated by

Feuerstein (1986) are equally important since they can assist detect related shortcomings. Odhiambo (2007) while referring to Feuerstein (1986) explained that locally managed and controlled funds have great potential to bring about positive development outcome at the local level especially if community participation is sufficiently enhanced and political interference reduced.

A project that is properly monitored and evaluated for financial oversight and compliance with sound management and performance principles may very well achieve no impacts. The emphasis on CDF effectiveness and results-based development obliges practitioners to empirically demonstrate the impacts of their projects and programs. This has shifted the focus of M and E from a concentration on inputs and outputs to a concentration on outcomes and impacts.

The ability to measure and demonstrate outcomes and impacts relies on the use of indicators that are based on reliable data, and on the capacity to systematically collect and analyze that information. The conditions in which M and E are carried out vary widely, depending on the demand for information, the extent to which it is used to inform decision making, and the reliability of the systems that are in place to capture and convey that information. Throughout much of the developing world these conditions are “less-than-ideal.” Information is irregular and often lacking altogether. In these conditions there is a lack of effective demand for information on the part of policy makers. The conditions are often especially pronounced in rural areas, where the costs of data collection are very high, and that quality of existing data is particularly low.

## **1.2 Problem Statement**

The Government of Kenya earmarks substantial resources through 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 Mutunga (2010) reports that public funds go to waste since CDF projects stall and yet the government keeps pumping more funds 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. 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.

The numerous CDF projects so far carried out in Kajiado East Constituency have not been completed. Some schools have CDF projects that have stalled due to lack of funds, a number of dispensaries are not operational, and many roads are still impassable especially during rainy seasons. It is upon this, that this study will investigate Influence of Monitoring and Evaluation on Performance of CDF Projects in Kenya, particularly Projects initiated through Constituency Development Fund in Kajiado East Constituency and use the findings to come up with recommendations/measures to strengthen use of CDF funds for a better quality of life of the constituents which is the core objective of the CDF as stipulated in the Act 2003 (GoK, 2003).

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

The study sought to investigate the influence of M&E on performance of the CDF funded projects in Kajiado East Constituency, Kenya. In this study, project performance, was considered as the overall quality of a project in terms of its impact, value to beneficiaries, implementation effectiveness, efficiency and sustainability.

### **1.4 Research Objectives**

- i. To assess the extent to which involvement of stakeholders in M&E process influences performance of CDF projects
- ii. To establish how M&E cost influences the performance of CDF projects
- iii. To determine the influence of timeliness of M&E on performance of CDF projects
- iv. To examine how the utilization of M&E results influences on performance of CDF projects



## **1.5 Research Questions**

- i. To what extent does involvement of stakeholders in M&E process influences performance of CDF projects?
- ii. How does cost of M&E influence the performance of CDF projects?
- iii. What is the influence of timeliness of M&E on performance of CDF projects?
- iv. How does the utilization of M& E results influence the performance of CDF projects?

## **1.6 Significance of the Study**

The outcome of this study will contribute immensely and positively to rural development and in general the economic development of the country as it will assist project managers in addressing the issues that negatively influence effective implementation of projects. M &E will provide performance feedback mechanisms for all projects which will be undertaken in Kajiado East Constituency. If this is done, then the high number of stalled projects, experiences of cost overruns and extended construction periods beyond the original completion dates will cease in this very important Constituency thereby save the county from unnecessary loss and wastage of much needed resources which are in scarce supply. It will also serves as a benchmark for identifying loopholes and corrective measures in policy level as M&E serve as key management tools in the use and management of the devolved development funds in Kenya.

## **1.7 Delimitations of the Study**

This study was carried out in Kajiado East Constituency in Kajiado County in Rift-Valley Province, Kenya. It focused on a target population of 124 respondents who are committee members of CDF project being carried out in Kajiado East Constituency.

## **1.8 Limitations of the Study**

Due to limitation of time and other resources the study was narrowed to cover the performance of CDF funded projects in Kajiado East Constituency although CDF Projects are being implemented across entire country. A research assistant was also hired to assist in data collection due to the vast area covered in the study.

## **1.9 Assumptions of the Study**

The study assumed that the respondents were honest, cooperative and trustworthy in their response to the research instruments and was available to respond to the research instruments in time. The study further made the assumptions that there were no serious changes in the composition of the target population that could affect the effectiveness of the study sample.

## **1.10 Definitions of Significant Terms**

**CDF Projects:** Refers to all development projects financed by CDF and completed in Kajiado East Constituency

**Costs** These are expenses incurred in monitoring and evaluation activities in a project cycle

**Evaluation:** Is a rigorous and independent assessment of an ongoing or completed project its design, implementation as well as results. It gives evidence as to why targets and outcomes are being achieved or not achieved.

**Monitoring:** It's an ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives.

**Monitoring and Evaluation:** Refers to the process of collecting information to identify areas that need remedial measures

**Project performance:** The degree of project goal achievement within the stipulated project Period and budget.

**Stakeholders Involvement** Beneficiaries of the project / constituents who participate in project activities

**Timeliness:** Carrying out monitoring and evaluation at appropriate time in the project implementation cycle

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

The research was organized into five chapters. Chapter one introduced the research and presents the statement of problem, objectives, and research questions. The chapter also shows the significance, limitations and delimitations of the study. Chapter two encompasses the literature review on the various aspects concerning performance of CDF projects, involvement of stakeholders and Performance of CDF projects ,Cost of M&E and performance of CDF project, timeliness of M&E and performance of CDF projects and lastly Utilization of M&E results and performance of CDF projects. Chapter three focused on the research design, study population, sample and sampling procedure, data collection and data collection procedures, validity and reliability of research instruments and data analysis techniques. Chapter four described data analysis, presentation and interpretation. Chapter five outlined the summary of findings, discussions, conclusion and recommendations of the study.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This section highlights some of key concepts used in the research and pinpoints some theoretical contributions from the literature. These include M&E Involvement by stakeholders, M&E costs and utilization of M&E results in light of their influence on project performance. A literature review helps in the development of understanding of the previous research that has been done relating to the objectives, aims and helps in the refinement of the ideas to which the research will be built. The Literature review will be obtained from Secondary sources obtained from relevant magazines and journals, institutional research publications and reports, text books, government publications and projects among others.

#### 2.2 Concept of Project Performance

The definition of performance reviewed in this paper describes the concept in terms of achievement and fulfillment arising from an operation in relation to set goals. It consists of number of projects completed, number of satisfied customers and cost effectiveness of the project (Acharya, Kumar, Satyamurti & Tandon, 2006). The performance of the CDF can be measured by improved infrastructure, reduction in poverty index, better education facilities, improved health care as well as completion of the said CDF funded projects. Monitoring and evaluation can help identify problems and their causes and suggest possible solutions to problems (Shapiro, 2001) thus improving overall efficiency. In this way, M&E can have influence on project performance much as there is inadequate information on this (Singh & Nyandemo, 2004). If each part of the activity of a project is monitored effectively and instances of poor workmanship and improper usage of resources – be it material, labour or plant and machinery – are reported promptly, it aids in achieving the desired project quality level.

Monitoring documents and tracks resources used during the implementation of the project, (Uitto, 2004). Evaluation assesses project effectiveness in achieving its goals and in determining sustainability and relevance of an ongoing project. It links the project impact with what was set to be achieved in the project plan (Shapiro, 2004). Lawal and Onohaebi (2010) opined that monitoring of projects by relevant bodies is essential and of

great benefit because of the improved insight they provide concerning project completion status. The best-laid project can go awry if not diligently monitored. Through proper monitoring, delays can be identified through periodic reports that are prepared. Therefore monitoring is very crucial function in project management that should be executed by qualified personnel. So then, what activities are involved in M&E? According to UNDP (2009), conducting monitoring and evaluation involves a number of complementary activities of which the most important is to conduct a baseline survey, which guide the rest of the exercise. In this study the M&E activities being look into are: involvement by stakeholders, costs, timeliness and utilization of M&E results. Shapiro (2001) adds that monitoring and evaluation should be part of the project planning process and that there is need to begin gathering information about project performance in relation to targets right from the start.

### **2.3 Stakeholders Involvement in Monitoring and Evaluation and Project Performance**

All Stakeholders' have a stake in knowing how projects activities are being implemented. Stakeholders' involvement is paramount in development projects. Although, minor decisions and emergency situations are generally not appropriate for stakeholder participation, a complex situation with far-reaching impacts warrant stakeholder involvement and when done proactively, rather than in response to a problem, helps to avoid problems in the future. The focus of public participation is usually to share information with, and gather input from, members of the public who may have an interest in a project. The Constitution of Kenya 2010 gives citizen the right to take part in activities that have a direct bearing on their lives Mbaabu, (2012). This has impact in project performance.

When stakeholders participate in monitoring and evaluation, it means that they have participated in providing management information and contributed to decision making. The decisions from this are more likely to be acceptable and relevant to the majority of the population. This makes human and resource mobilization for project implementation easier. Involving stakeholders in discussions about the what, how, and why, of project activities is often empowering for them and it promotes inclusions and facilitates meaningful participation by diverse stakeholder groups (Donaldson, 2003). Stakeholder participation means empowering development beneficiaries in terms of resources and

needs identification, planning on the use of resources and the actual implementation of development initiatives (Chambers, 2009; Chitere, 2004). Best practice example demonstrates that a central factor facilitating update of evaluations is stakeholder involvement. This involvement must be brought in at the early stages of the Evaluation process, include the support of high profile champions and attract political agents interested in learning or using instruments to demonstrates effectiveness (Jones, 2011).

Proudlock (2009) opined that impact evaluation process particularly the analysis and interpretation of results can be improved by the participation of intended beneficiaries, who are the primary stakeholders in their own development and the best judges of their own situation. However, stakeholders engagement needs to be managed with care too much stakeholder's involvement could lead to undue influence on the evaluation, and too little could lead to evaluators dominating the process (Patton, 2008). Although the CDF allows the community to identify the projects close to their interests at the Location Development Committee Levels CDF Act ( GoK 2003) it's difficult to tell their level of competency in determining what is beneficial in the long run or how to integrate the projects within neighbours' locations or constituencies for maximum benefit (Mwangi, 2005). Whether the community participates in the identification of projects depends on how the MP shapes the boundaries of engagement. There are those who will be invited and those who will not be invited in the identification of projects in CDF. Nevertheless, in order to improve project management in future, the current projects or proposed projects, the stakeholders need to evaluate and monitor these projects. These will provide information on project implementation and difficulty that face this project thus providing records that can be used to try and reduce these problems and also make sure the goals of CDF is always achieved in all the projects, feedback help in controlling the workmanship thus enhancing the performance of a project.

#### **2.4 Costs of Monitoring and Evaluation and Project Performance**

Performance monitoring in government has been characterized by a silo approach. This has led to a situation where planning, budgeting, and monitoring and evaluation functions are performed by different sections in institutions in isolation of each other. This has result to plans not aligned and synchronized with the cost of the project. It also results to lack of accountability, particularly for monitoring and reporting on performance

information, unrealistic target setting and poor quality of performance information (Bruijn, 2007).

The overall project budget should provide an adequate and clear provision for monitoring and evaluation activities. Monitoring and evaluation cost can be delineated within the overall project budget to give the monitoring and evaluation function due recognition it plays in project implementation, (Gyorkos, 2003; McCoy, 2005). Monitoring and evaluation allocation should be about 5 to 10 percent of the entire project budget, (Kelly & Magongo, 2004; IFRC, 2001; AIDS Alliance, 2006). According to Constituency Development Act (GoK 2003), at the Constituency Level, a maximum of 2% of each constituency's annual allocation may be for sports activities, 3% used for administration, 15% for education bursary scheme, 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. In Kajiado East Constituency only 1% of the annual allocation is set aside for monitoring and evaluation plus capacity building which is half the required set target (CDF Office, Kajiado East Constituency).

### **2.5 Timeliness of Monitoring and Evaluation and Project Performance**

Constituency development projects should be monitored and evaluated as planned and scheduled frequently. This allows for sufficient and informed decision making processes. This also reduces wastage of resources and time since corrective measures can be applied to where there are hitches in project implementation. Project firms with mature time management practices produce successful projects than those 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. Peterson and 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, favourable climatic factors, and 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 provides 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. 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.

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. There is need for good evaluative information throughout the project 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.

## **2.6 Utilization of Monitoring and Evaluation results and Project Performance**

The utilization of M&E results is central to the performance and sustainability of a project (Mackay, 2007). UNDP (2002) reports that there has been increasing demand for development effectiveness to improve people's lives. This demands for effective utilization of monitoring and evaluation results for continuous improvement and quality of performance in projects.

Utility requires that evaluators undertake the evaluation with the intention to use its results; that they carry out evaluation at a time when the results can meaningfully inform decision making processes; and that evaluations be accessible (Rist,Boily & Martin, 2011). Monitoring and evaluation results can be used in ways such as involvement in decision making of the project, redesigning of the project, strengthening/ improvement, advocacy for additional resources, program intervention of the project and project control. Incentives need to be introduced to encourage the use of performance information meaning that success needs to be acknowledged and rewarded, problems need to be



addressed, messengers must not be punished, organizational learning is valued, and budget savings are shared (Kusek & Rist, 2004).

A USAID (2000) report indicates that feedback during project implementation from local project staff and the opportunity for beneficiaries to influence appropriate revisions to project activities contributed to the quality of monitoring information in projects. Moreover, to improve performance information good baseline data combined with ongoing consultation with beneficiaries provides a firm basis upon which to make judgements about appropriate and timely interventions, and later about the achievement of major development objectives. Baseline data and needs assessments provide the information you need against which to assess improvements caused by project implementation over time thus in order to evaluate the impact the project has on the lives of beneficiaries, you have to be familiar with the situation of the beneficiaries before project implementation (Hunter, 2009).

A baseline study is necessary for most activities as it is important to find out what information is already available. If baseline information will not be used (or subsequently replicated) to improve the quality of activity implementation or to measure development results, then the reason for collecting the data should be seriously questioned (USAID, 2002). Baseline data should provide only the minimum information required to assess the key aspects of quality of the activity delivery and measure the development results (including the eventual impacts). Anything more than this is likely to be a waste time, effort and resources and risks making the baseline study not replicable (UNDP, 2002).

According to Rogito (2010) study on the influence of monitoring and evaluation on projects performance found that a project implemented without the baseline study encountered serious challenges on tracking its progress effectively on indicators. According to Rogito, baseline needs to be planned and done a year earlier to get full information on the project to undertake which was not done from the study findings. He concludes that youth projects were poorly performing as baseline survey study was minimally done hence it was hard to achieve project goals. He recommended that baseline study need to be properly timed before project implementation and the findings kept properly and used to monitor progress of project

## **2.7 Theoretical Framework**

The theoretical framework of this study was guided by the theory of change and the realistic evaluation theory. The theory of change, first published by Carol Weiss in 1995, is defined simply as a theory of how and why an initiative works. It focused not just on generating knowledge about whether a project is effective, but also on explaining how and what methods it uses to be effective (Cox, 2009). The theory of change provides a model of how a project is supposed to work. In other words, it provides a road map of where the project is trying to reach. Monitoring and evaluation tests and refines the road map while communications aids in reaching the destination by assisting to bring about change. Further, the theory of change provides the basis for arguing that the intervention is making a difference (Msila & Setlhako, 2013). This theory suggests that by understanding, what the project is trying to achieve, how and why, project staff and evaluators will be able to monitor and measure the desired results and compare them against the original theory of change (Alcock, 2009).

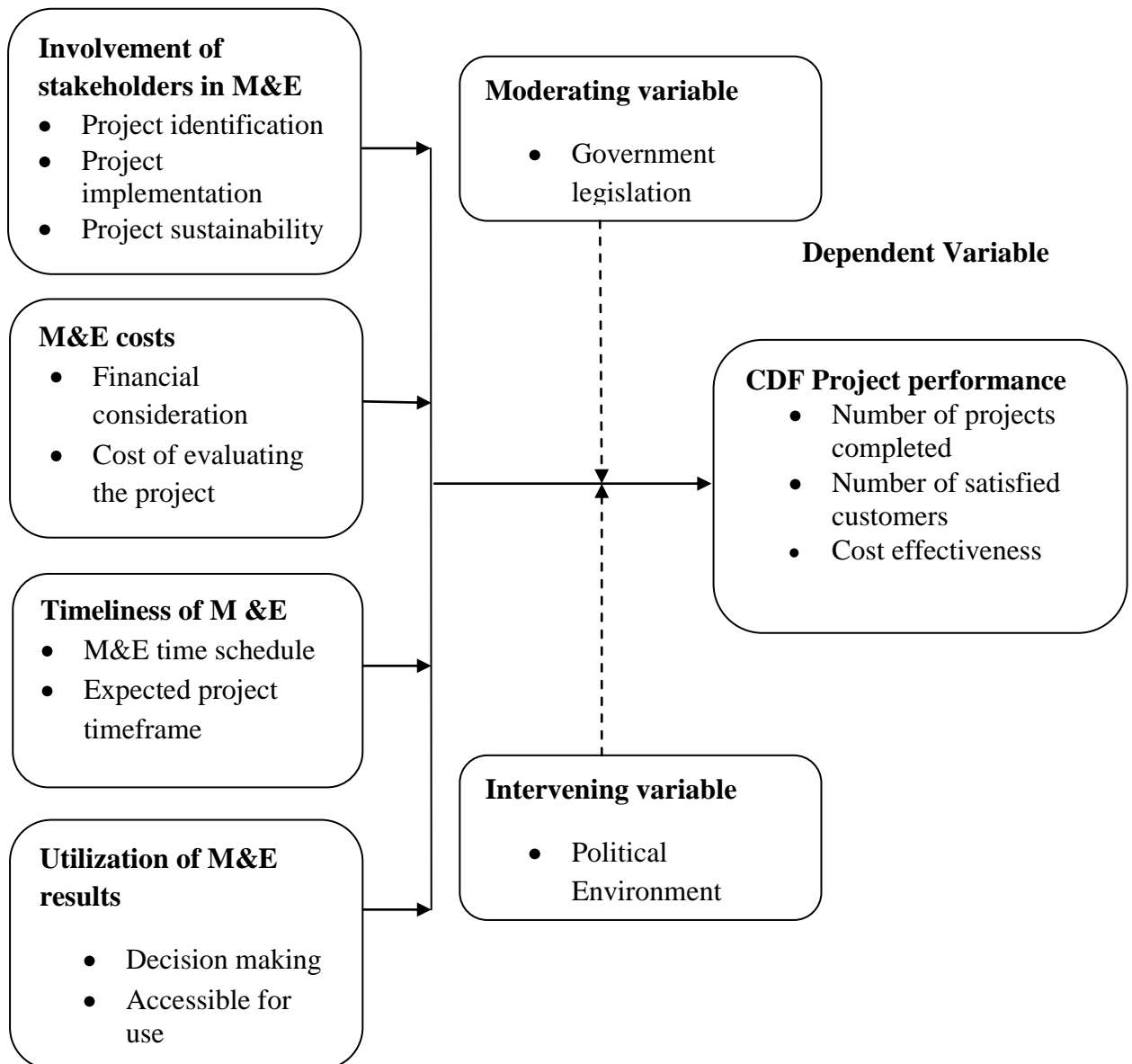
However, this theory falls short since project success is much more complex (Babbie & Mouton, 2006). It is important to understand success beyond just knowing “what works”. Experience has revealed that blindly copying or scaling an intervention hardly ever works (Mackay, 2007). An important task for monitoring and evaluation is to gather enough knowledge and understanding in order to predict – with some degree of confidence – how a project and set of activities might work in a different situation, or how it needs to be adjusted to get similar or better results, hence influencing project performance (Jones, 2011).

On the other hand, the realistic evaluation theory, first published by Pawson in 1997, provides a model centered on finding out what outcomes are produced from project interventions, how they are produced, and what is significant about the varying conditions in the which the interventions take place (Pawson & Tilley, 2004). Realistic evaluation deals with ‘what works for whom in what circumstances and in what respects, and how?’ (Pawson & Tilley, 2004). The model allows the evaluator to understand what aspects of an intervention make it effective or ineffective and what contextual factors are needed to replicate the intervention in other areas (Cohen, Manion & Morison, 2008). Realistic evaluation seeks to find the contextual conditions that make interventions effective therefore developing lessons about how they produce outcomes (Fukuda-Parr, Lopes &

Malik, 2002). This theory can greatly aid in understanding how project deliverables are produced, however it falls short, as it is not explicitly about that influences project performance – the concern of this study.

## 2.8 Conceptual Framework

### Independent variable



**Figure 1: Conceptual framework**

In this conceptual framework of the study, the independent variable, M&E, consisting of four constructs regarded as subcomponents, is considered to have a directly proportional influence on project performance. By implication, if something goes wrong with M&E, or is indeed absent, project performance is negatively affected and the converse is true. This implies that all activities of M&E should be as credible as possible so that necessary information on how the project is progressing is provided

Project performance, which in this study, means the degree to which results have been achieved (Krzysztof, Potkańsk & Stanislaw, 2011) consists of number of completed projects, number of satisfied customers and cost effectiveness of project (Acharya, Kumar, Satyamurti & Tandon, 2006). Information on all these sub-components of project performance, are interestingly considered at project planning design. During project implementation, all that is done is monitoring whether an activity has been done on schedule and if not evaluation provides a reason why and project management on the other hand can adjust the project plan accordingly.

The proportional relationship between M&E and Project Performance could be affected by other factors outside the control of project management. These factors include the prevailing political environment and government legislation at the time of project implementation, which are not guaranteed to be stable, just like the global economy and could affect smooth implementation of the project. Overall, through M&E, status of various parameters of project performance are continuously provided, availing an opportunity to make necessary adjustments to achieve project objectives.

## **2.9 Summary of Literature Review and Knowledge Gap**

This chapter has presented a review of literature. It consist of several sections. In the section on M&E in project performance however, M&E remains a strategy and tool for the promotion of project management, and the results generated need to be applied through a management hierarchy. The section presenting how M&E activities influence project performance brings out a number issue: i) how involvements of stakeholders promote achievement of targeted result in a project. ii) How cost of M&E influences performance of the project. (iii) How timeliness of M&E influences performance of projects and lastly how does utilization of M&E results contribute to effectiveness of project goals.

The management structure of the CDF is a major concern since politicians (Members of Parliament) control the project formulation and disbursement of the finances. In addition to their control of CDF, they have heavy influence of the funds as chairmen or patrons, the latter title does not even exist in the Act (Ongoya & 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 and Robinson

(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) on 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.

Nabulu (2015) while studying factors influencing performance of monitoring and evaluation of Government Projects in Kenya case of CDF projects in Narok East sub-county, found that the level of training; cost management, strength of monitoring team and time management influence performance of projects.

Indeed, there is a lot of literature on factors influencing performance of monitoring and evaluation of government project in Kenya in context of emerging economy, extant review of the literature suggest that there is lack of rigorous theoretical examination to establish the underlying characteristics of the numerous factor identified in the literature. This study will be a step in the right direction since it will try to give an insight of how monitoring and evaluation influences performance of CDF Projects in Kenya: A Case of Constituency Development Fund Projects in Kajiado East Constituency. This has posed a knowledge gap which this study seeks to fill.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter encompasses the research methodology that was used in the field. It focused on the research design, study population, sample and sampling procedure, data collection procedures, validity and reliability of research instruments and data analysis techniques.

#### **3.2 Research Design**

Research design is the scheme, outline or plan that is used to generate answers to research problems. This research used descriptive research design. According to Kothari (2007), descriptive survey research design is a type of research used to obtain data that can help determine specific characteristics of a group. A descriptive survey involves asking questions (often in the form of a questionnaire) of a large group of individuals either by mail, by telephone or in person. The main advantage of descriptive survey research is that it has the potential to provide a lot of information obtained from quite a large sample of individuals. By employing this study design, this study focused on obtaining quantitative data from a cross-section of project committee members.

#### **3.3 Target Population**

Target population as described by Borg and Gall (2009) is a universal set of study of all members of real or hypothetical set of people, events or objects to which an investigator wishes to generalize the result. The study target 25 CDF projects which are to be implemented in Kajiado East constituency for the financial year 2015/ 2016. The population for this study were CDF M & E Committee members, head of projects funded by CDF in Kajiado East Sub county, 3 Project Committee members from the 25 projects this are Chairman, Secretary and Treasurer, Community Leaders drawn from the four wards of Kajiado East Constituency these leaders are religious leaders, Youth leaders and women leaders. The constituency covers five wards namely; Sholinke Ward, Kitengela Ward, Kaputei Ward, Imaroro Ward and Kenyewa-poka Ward. Mugenda and Mugenda (2003) explained that the target population should have observable characteristics to which the study intends to generalize the result of the study. This definition assumes that the population is not homogeneous.

**Table 3.1: Target Population**

<b>Target population category</b>	<b>Sholinke ward</b>	<b>Kaputei ward</b>	<b>Imaroro ward</b>	<b>Kenyawap o ka ward</b>	<b>Target population</b>
CDF M&E Committee members	2	2	4	4	<b>12</b>
Project leaders	5	5	7	8	<b>25</b>
Project committee members	20	17	20	18	<b>75</b>
Community leaders	2	6	2	2	<b>12</b>
<b>Total</b>	<b>29</b>	<b>30</b>	<b>33</b>	<b>32</b>	<b>124</b>

### **3.4 Sample Size and Sampling procedure**

The sampling frame describes the list of all population units from which the sample was selected (Cooper & Schindker, 2003). Sampling is selecting a given number of subjects from a defined population as representative of that population. The sampling procedure describes the list of all population units from which the sample was selected (Cooper & Schindler, 2003). Sample of respondents was drawn from all Wards in Kajiado East constituency where stratified random sampling technique was employed in coming up with a sample size of respondents from study. Gay (2001) pointed that a sample of 10-40% is representative. In this study, 40% of the sample was considered. The study target 25 CDF projects which were to be implemented in Kajiado East constituency for the financial year 2015/ 2016.



**Table 3. 2: Sample size**

<b>Target population category</b>	<b>Sholinke ward</b>	<b>Kaputei ward</b>	<b>Imaroro ward</b>	<b>Kenyewapoka ward</b>	<b>Sample size</b>
CDF M&E Committee members	1	1	2	2	<b>6</b>
Project leaders	2	2	3	3	<b>10</b>
Project committee members	8	7	8	7	<b>30</b>
Community leaders	1	2	1	1	<b>5</b>
<b>Total</b>	<b>11</b>	<b>12</b>	<b>14</b>	<b>13</b>	<b>51</b>

### **3.5 Research Instruments**

The main tool of data collection for this study was questionnaires. Shao (1999) defines a questionnaire as a formal set of questions or statements designed to gather information from respondents that accomplish research objectives. 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 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 questionnaire was divided into five sections; Part A which sought to establish personal details of the respondent, Part B which sought to establish the influence of involvement of stakeholders in M&E on performance , Part C which sought to establish the influence of Costs of M&E on performance , Part D which sought to establish the influence of timeliness of M&E on performance and lastly Part E which sought to establish the influence the utilization of M&E results on performance of CDF projects..

### **3.6 Validity of the Research Instruments**

Validity is the degree to which the sample of the test item represent the content that is designed to measure. Creswell (2003) notes that validity is about whether one can draw meaningful and useful inferences from scores on the instrument. The research adopted content validity which refers to the extent to which a measuring instrument provides

adequate coverage of the topic under study. To ensure content validity, the instruments were reviewed by the research supervisor hence enabling the content to address the purpose and avoided ambiguity. This ensured that all respondents understood the content on the questionnaire. Response options were provided for some of the questions to ensure that the answers given are in line with the research questions they are meant to measure.

### **3.7 Reliability of Research Instruments**

A pilot study was carried out to determine reliability of the questionnaires. The pilot study involved the sampled respondents. Reliability analysis was subsequently done using Cronbach's Alpha which measured the internal consistency by establishing if certain item within a scale measures the same construct. Gliem and Gliem, (2003) had indicated a value of 0.7 to be an acceptable reliability coefficient but lower thresholds are sometimes used in literature (Rousson, Gasser and Seifer, 2002), thus forming the study's benchmark. Cronbach Alpha was established for every objective; M&E involvement by stakeholders had the highest reliability ( $\alpha= 0.816$ ), followed by M&E cost ( $\alpha=0. 0.796$ ), then utilization of M&E results ( $\alpha= 0.755$ ), and finally timeliness Of M&E ( $\alpha=0. 0.755$ ). This illustrates that all the variables were reliable as their reliability values exceeded the prescribed threshold of 0.7.

### **3.8 Data Collection Procedure**

After approval of the Proposal by the University of Nairobi to collect data, the researcher sought a license from NACOSTI. Using the authorization letter from the University the researcher started the process of data collection after seeking permission from Kajiado County. The researcher engaged one research assistant who assisted in data collection. The research assistant was taken through training to clearly understand the research instruments, purpose of the study and ethics of research. The researcher and research assistant administered the questionnaires to the respondents face to face.

### **3.9 Data Analysis Techniques**

The study generated both qualitative and quantitative data. Quantitative data was coded and entered into Statistical Packages for Social Scientists (SPSS) Version 21.0 and analyzed using descriptive statistics. Qualitative data was analyzed based on the content matter of the responses. Responses with common themes or patterns were grouped together into coherent categories.

Descriptive statistics involves use of absolute and relative (percentages) frequencies, measures of central tendency and dispersion (mean and standard deviation respectively). Quantitative data was presented in tables and explanation was presented in prose. To test the level of significance of each independent variable against dependent variable the study will use the model summary ANOVA and Coefficient Regression. In addition, the researcher used multiple regression analysis to establish the strength of the relationship between the dependent and independent variables.

The regression equation is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \alpha$$

Where: Y is the dependent variable (performance of CDF projects),

$\beta_0$  is the regression coefficient/constant/Y-intercept,

$\beta_1, \beta_2, \beta_3$  and  $\beta_4$  are the slopes of the regression equation,

$X_1$  is M&E involvement by stakeholders

$X_2$  is M&E cost

$X_3$  is timeliness of M&E

$X_4$  is Utilization of M&E results

$\alpha$  is an error term normally distributed about a mean of 0 and for purpose of computation, the  $\alpha$  is assumed to be 0.

### **3.10 Ethical Considerations**

The researcher made sure that research ethics were followed while conducting the research. Participation in the study was voluntary. Confidentiality and privacy was observed. The objectives of the study were explained to the respondents with an assurance that the data collected was to be used for academic purpose only.

### **3.11 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 Kajiado East Sub County. Variable are given in Table 3.3

**Table 3. 3: Operationalization of Variables**

<b>Objectives</b>	<b>Type of Variable</b>	<b>Indicators</b>	<b>Measure</b>	<b>Measurement Scale</b>	<b>Tools of Analysis</b>	<b>Type of Statistics</b>
<b>Independent Variables</b>						
Assess the extent to which involvement of stakeholders in M&E process influences performance of CDF projects	Involvement of stakeholders in project implementation	Project identification Project implementation Project sustainability	Number of project initiated Number of projects completed	Nominal Ratio	Mean, Percentage, mode, Standard déviation	Descriptive Regression
Establish how costs of monitoring and evaluation influence performance of CDF project	effects of costs	Financial considerations  Cost of Evaluating the CDF project	Budget allocation Amount spent in project completion	Nominal Ratio	Mean, Percentage, mode, Standard déviation	Descriptive Regression
Determine the influence of timeliness on performance of monitoring and evaluation of CDF Projects	Timeliness	Expected project timeframe M&E time scheduled M&E time schedule against planed project activities time duration	Project Monitoring and evaluation schedule	Nominal	Mean, Percentage, mode, Standard déviation	Descriptive Regression
Investigate the utilization of M&E results influences on performance of CDF projects	Usefulness of M&E results	Decision making Accessibility	Number of successful projects	Ratio	Mean, Percentage, mode	Descriptive Regression
<b>Dependent variable</b>						
	Perform ance of CDF projects	Number of deliverables achieved Number of activities Number of satisfied customers Cost effectiveness	Number of successful projects benefiting the community	Ratio	Mean, Percentage, mode	Descriptive Regression

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter presents data analysis, presentation and interpretation. The chapter presents the background information of the respondents, findings of the analysis based on the objectives of the study. Descriptive and inferential statistics have been and summarized in table form to bring out the significant features

#### 4.2 Response Rate

The study sampled 51 respondents from the target population of 124, collecting data with regards to the influence of monitoring and evaluation on performance of constituency development funded projects in Kenya: a case of Kajiado East Constituency. The questionnaire return rate results are shown in Table 4.1.

**Table 4. 1: Response rate**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Responded	45	88.2
Not Responded	6	11.8
<b>Total</b>	<b>51</b>	<b>100</b>

The study targeted a sample size of 51 respondents from which 45 filled in and returned the questionnaires making a response rate of 88.2%. This response rate was satisfactory to make conclusions for the study as it acted as a representative. According to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was excellent. This response rate demonstrated a willingness of the respondents to participate in the study.

### 4.3 Demographic Characteristics of Respondents

The demographic characteristics of the respondents are analyzed in terms of gender distribution, age distribution and highest educational level.

#### 4.3.1 Gender distribution of the respondents

The study sought to determine the gender category of the respondents; this was sought in view of ensuring that both males and females in committee members were equitably engaged in this research. Results on gender distribution are shown in Table 4.2

**Table 4. 2: Gender Distribution of the respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	28	62.2
Female	17	37.8
<b>Total</b>	<b>45</b>	<b>100.0</b>

From the research findings, the study noted that majority of the respondents were male (62.2%) whereas the rest (37.8%) were female. The findings show a fair engagement of both males and female. This implies that the findings of the study did not suffer from gender biasness.

#### 4.3.2 Age of respondents

Different age groups are perceived to hold diverse opinions on deferent issues. In this essence the study requested the respondents to indicate their age category. Results on age distribution are shown in Table 4.3.

**Table 4. 3: Age Category of the respondents**

<b>Age category</b>	<b>Frequency</b>	<b>Percentage</b>
Below 30 years	15	33.3
31 to 49 years	19	42.2
50 years and above	11	24.4
<b>Total</b>	<b>45</b>	<b>100.0</b>

From the research, most of the respondents as shown by 42.2% indicated that they were aged between 31 to 49 years, 33.3% of the respondents indicated that they were aged

below 30 years, whereas 24.4% of the respondents indicated that they were aged 50 years and above. This implies that respondents were fairly distributed in terms of their age category and are actively involved in implementation of CDF projects

### 4.3.3 Educational Level of respondents

One's level of education determines one's level of perception, and understanding on various matters. In this essence, the study sought to determine the respondent's highest level of education. Results on respondent's level of education are shown in Table 4.4

**Table 4. 4: Level of Education of the Respondents**

<b>Level of education</b>	<b>Frequency</b>	<b>Percentage</b>
Secondary Education	8	17.8
Diploma	23	51.1
Degree	14	31.1
<b>Total</b>	<b>45</b>	<b>100.0</b>

From the research findings, the study revealed that majority of the respondents as shown by 51.1% held college diploma certificates, 31.1% of the respondents held bachelor's degree whereas 17.8% of the respondents held secondary education. This implies that majority of the respondents were academically qualified and thus they were in a position to give credible information relating to this research.

## 4.4. Influence of Stakeholders Involvement on Project Performance

The study sought to establish the influence of stakeholders' involvement in M&E on performance of CDF projects.

### 4.4.1 Stakeholders involvement in CDF projects

Table 4.5 show weighted mean averages on various sub measures investigating the extent of stakeholder's involvement in the CDF project in Kajiado East Sub County

**Table 4. 5: Stakeholder’s involvement in the CDF project**

<b>Stakeholders involvement</b>	<b>Mean</b>	<b>Std.Dev</b>
There was fairness in selection of committee members	2.02	1.03
The committee includes local constituents	4.04	1.00
There was a thorough need assessment based on community priority when identifying the projects	3.54	1.29
Tenders were awarded to the local community suppliers	2.22	1.29
The locals constituents supplied labor needed for the projects	4.16	0.98
The community supplied locally available materials for the projects	3.87	1.22

The study sought to establish the extent to which respondents agreed with the above statements relating to stakeholder’s involvement in the CDF project. From the research findings, majority of the respondents agreed that the locals constituents supplied labor needed for the projects as shown by a mean of 4.16, the committee includes local constituents as shown by a mean of 4.04, the community supplied locally available materials for the projects as shown by a mean of 3.87, there was a thorough need assessment based on community priority when identifying the projects as shown by a mean of 3.54. Others disagreed that there was fairness in selection of committee members as shown by a mean of 2.02 and that tenders were awarded to the local community suppliers as shown by a mean of 2.22.

The study also noted that initiation of new projects is a collective responsibility that involves all Stakeholders and initiation helps managers identify the precise problem areas that need improvement. The study also found that the respondents were fully aware of projects undertaken and initiation provides immediate short-run feedback on whether quality improvement efforts are succeeding. Respondents further reported that CDFC, PMC and Government Officials were analyzing, the needs in measurable goals, were doing stakeholder analysis, including users and support personnel, were doing financial analysis of the costs and benefits including budgets and were reviewing current operations.



#### 4.4.2 Criteria for identifying CDF projects

Respondents were asked whether there were criteria used to identify CDF project in Kajiado East constituency. Results are shown in Table 4.6

**Table 4. 6: Criteria used in identifying CDF projects in Kajiado East Constituency**

<b>Opinion</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	36	80.0
No	9	20.0
<b>Total</b>	<b>45</b>	<b>100.0</b>

The study sought to establish whether there were criteria used in identifying CDF projects in Kajiado East Constituency. From the research findings majority of the respondents as shown by 80.0% agreed that there were criteria used in identifying CDF projects in Kajiado East Constituency whereas 20% of the respondents were of the contrary opinion. This implies that there were defined criteria used in identifying CDF projects in Kajiado East Constituency. Respondents further noted that the criterion used in identifying CDF projects within Kajiado was not effective.

#### 4.5 Influence of Costs of Monitoring and Evaluation on Project Performance

The study sought to establish the influence of monitoring and evaluation costs on performance of CDF projects. Table 4.7 shows the results of weighted mean averages on various sub measures investigating the extent to which costs of monitoring and evaluation influence performance of CDF project in Kajiado East Sub County.

**Table 4. 7: Influence of costs of monitoring and evaluation on performance of CDF project**

<b>Parameters</b>	<b>Mean</b>	<b>Std.Dev</b>
The M&E staff wages are normally paid promptly	2.76	1.64
The supplies of materials for the project were paid in full	1.93	1.05
M&E budget should be about 5 to 10 percent of the entire budget	4.04	0.85
M&E budgets are sufficient for implementation of projects	1.73	0.75

The study sought to establish the extent to which respondents agreed with the above statements relating to effect of costs of monitoring and evaluation on performance of CDF project. From the research findings, majority of the respondents agreed that M&E budget should be about 5 to 10 percent of the entire budget as shown by a mean of 4.04, others disagreed that M&E budgets are sufficient for implementation of projects as shown by a mean of 1.73, the supplies of materials for the project were paid in full as shown by a mean of 1.93, the study further noted that majority of the respondents were uncertain on whether the M&E staff wages are normally paid promptly as shown by a mean of 2.76.

#### **4.6 Influence Timelines of Monitoring and Evaluation on Project Performance**

The study sought to establish the influence timeliness of monitoring and evaluation on performance of CDF projects in Kajaido East Constituency.

##### **4.6.1 Frequency of conducting monitoring and evaluation**

The study sought to establish how often the management conducted monitoring and evaluation of projects. The results are shown in Table 4.8.

**Table 4. 8: Frequency of conducting monitoring and evaluation on CDF projects**

	<b>Frequency</b>	<b>Percentage</b>
At the beginning of the project	8	17.8
Frequently	24	53.3
At the end of the project	13	28.9
Total	45	100.0

From the findings, 53.3% of the respondents indicated that monitoring and evaluation of projects was conducted frequently, 28.9% of the respondents indicated that monitoring and evaluation of projects was conducted at the end of the project whereas 17.8% of the respondents indicated that monitoring and evaluation of projects was conducted at the beginning of the project This implies that monitoring and evaluation of CDF projects in Kajiado East constituency was mostly conducted frequently during the implementation process.

#### **4.6.2 Timeliness of Monitoring and Evaluation in CDF projects**

Table 4.9 show weighted mean averages on various sub measures investigating the extent to which Timelines of Monitoring and Evaluation influence the performance of CDF project in Kajiado East Sub County

**Table 4. 9: Influence of Timelines of Monitoring and Evaluation on CDF projects**

<b>Parameters</b>	<b>Mean</b>	<b>Std.Dev</b>
The projects were started immediately as per the schedule	3.82	1.19
The projects were completed within the stipulated time period	3.07	1.23
Some project activities were delayed	4.13	1.20
Some projects stalled because of costs and time overrun	4.22	0.88

The study sought to establish the extent to which respondents agreed with the above statements relating to timelines of monitoring and evaluation of CDF projects. From the research findings, majority of the respondents agreed that Some projects stalled because of costs and time overrun as shown by a mean of 4.22, Some project activities were delayed as shown by a mean of 4.13 the projects were started immediately as per the

schedule as shown by a mean of 3.82, while others were uncertain on whether most projects were completed within the stipulated time period,

#### **4.7 Influence of Utilization of Monitoring and Evaluation Results and project performance**

The study sought to establish the influence of utilization of monitoring and evaluation on performance of CDF project in Kajiado East constituency.

##### **4.7.1 Procedure for evaluating CDF projects**

The respondents were asked whether the evaluation team followed the laid down standard procedure while evaluating projects. The findings are shown in Table 4.10.

**Table 4. 10: Standard procedure in evaluating CDF projects**

<b>Opinion</b>	<b>Frequency</b>	<b>Percentage</b>
No	28	62.2
Yes	17	37.8
<b>Total</b>	45	100.0

From the results majority of the respondents as shown by 62.2% were of the opinion that the evaluation team did not follow the laid down standard procedure while evaluating projects whereas 37.8% were of the contrary opinion. This implies that the evaluation team did not follow the laid down standard procedure while evaluating projects. The study revealed that the committee members were not aware of the monitoring and evaluation guidelines. Majority was not satisfied with how evaluating projects were being implemented and that monitoring and evaluation information was not available since meetings were not held regularly.

##### **4.7.2 Utilization of monitoring and evaluation results in CDF projects**

Table 4.11 show weighted mean averages on various sub measures investigating the extent to which utilization of monitoring and evaluation results influence the performance of CDF project in Kajiado sub counties

**Table 4. 11: Influence of Utilization M&E Results on CDF project**

Parameters	Mean	Std.Dev.
The local community can freely access the projects	4.13	1.04
Use of baseline information improves the performance of projects	4.18	1.01
The community has benefited from the projects	3.82	1.09

The study sought to establish the extent to which respondents agreed with the above statements relating to effect of utilization of monitoring and evaluation results on performance of CDF project, From the research findings, majority of the respondents agreed that use of baseline information improves the performance of projects as shown by a mean of 4.18, the local community can freely access the projects as shown by a mean of 4.13 and the community has benefited from the projects as shown by a mean of 3.82.

#### **4.8 Performance CDF Projects**

Under this sub section the study investigates the number of CDF projects that the respondents has been involved in, number of CDF projects completed within specified time. In addition the sub section determines the extent to which time, cost and quality influenced the performance of CDF Projects in Kajiado East constituency.

##### **4.8.1 Stakeholders involvement in CDF Projects**

The respondents were asked the number of CDF projects they have been involved in. The results are shown in Table 4.12

**Table 4. 12: Number of CDF projects that the respondents has been involved in**

	<b>Frequency</b>	<b>Percent</b>
Less than 2 Projects	9	20.0
Between 2 And 5 Projects	8	17.8
Between 5 And 10	13	28.9
More Than 10 Projects	15	33.3
<b>Total</b>	<b>45</b>	<b>100.0</b>

From the research findings, 33.3% of the respondents indicated that the they had been involved in implementation of more than 10 projects, 28.9% of the respondents indicated that they have been involved in implementation of 5 to 10projects, 20.0 % of the respondents indicated that they have been involved in implementation of not more than 2 projects whereas 17.8% of the respondents to had been involved in implementation of 2 and 5 Projects. This implies that the respondents have reliable information about the implementation of CDF projects.

#### **4.8.2 Timeliness of projects**

The respondents were asked whether the projects were completed within specified time period. Results are shown in table 4.13

**Table 4. 13: CDF projects completed within specified time**

<b>Opinion</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	19	42.2
No	26	57.8
<b>Total</b>	<b>45</b>	<b>100.0</b>

The study sought to establish whether CDF projects in Kajiado east constituency were completed within the initial contract. From the research findings, majority of the respondents as shown by 57.8% disagreed that CDF projects in Kajiado east constituency were completed within the initial contract period whereas 42.2% of the respondents were of the opposite opinion. This implies that most of the CDF projects in Kajiado east constituency were not completed within the initial contract.

### 4.8.3 Percentage of project completed within initial contract period

Respondent were asked to provide the percentage of CDF projects completed within the initial contract period. Results are shown in Table 4.14

**Table 4. 14: Percentage of the projects completed with the initial contract period**

<b>Percentage</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 25%	18	40.0
Between 25 to 50 %	15	33.3
50 to 75%	12	26.7
<b>Total</b>	<b>45</b>	<b>100.0</b>

The study sought to establish the percentage of projects that were completed within the initial contract period. From the research findings, most of the respondents as shown by 40.0% indicated less than 25% percentage, 33.3% of the respondents indicated between 25 to 50% percentage, while 26.7% of the respondents indicated 50 to 75 percentages. This implies that only projects that less than 25 percent were completed within the initial contract period.

**Table 4. 15: Extent to which time influenced the performance of CDF Projects**

<b>Extent</b>	<b>Frequency</b>	<b>Percentage</b>
Very Great Extent	18	40.0
Great Extent	14	31.1
Moderate Extent	9	20.0
Minimal Extent	4	8.9
<b>Total</b>	<b>45</b>	<b>100.0</b>

The study sought to determine the extent to which time influenced the performance of CDF projects in Kajiado East Constituency, from the research findings, most of the respondents as shown by 40.0% were of the opinion that time influenced the performance of CDF projects to a very great extent, 31.1% of the respondents indicated to a great extent, 20.0% of the respondents indicated to a moderate extent whereas 8.9% of the respondents indicated to a minimal extent, this implies that time influenced the performance of CDF projects in Kajiado East constituency to a very great extent.

#### 4.8.5 Cost of projects

Respondents were asked to what extent does cost influence performance of CDF projects. Results are as shown in Table 4.16

**Table 4. 16: Extent to which cost influenced the performance of CDF Projects**

<b>Extent</b>	<b>Frequency</b>	<b>Percentage</b>
Very Great Extent	13	28.9
Great Extent	27	60.0
Minimal Extent	4	8.9
Not A Tall	1	2.2
<b>Total</b>	<b>45</b>	<b>100.0</b>

The study sought to determine the extent to which cost influenced the performance of CDF projects in Kajiado east constituency, from the research findings, most of the respondents as shown by 60.0% were of the opinion that time influenced the performance of CDF projects to a great extent, 28.9% of the respondents indicated to a very great extent 8.9% of the respondents indicated to a minimal extent whereas 2.2% of the respondents indicated not a tall. This implies that cost influenced the performance of CDF Projects in Kajiado East constituency to a great extent

#### 4.9 Multiple Regression Analysis

In this study, a multiple regression analysis was conducted to test the influence involvement of stakeholder in M&E, costs of M&E, timeliness of M&E and utilization of M&E results on performance of CDF projects. The research used statistical package for social sciences (SPSS) Version 21 to code, enter and compute the measurements of the multiple regressions. The model summary is presented in Table 4.18.

**Table 4. 17: Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.919	0.844	0.746	.223

Adjusted R squared is coefficient of determination which tells us the variation in the CDF project performance due to changes in the skakeholders involvement, costs of M&E, and



timeliness of M&E and utilization of M&E result. From the findings in the above table the value of adjusted R squared was 0.746 an indication that there was a variation of 74.6 percent on performance of CDF projects in Kajiado East Constituency due to changes in M&E involvement by stakeholders, M&E cost, timeliness of M&E, and utilization of M&E results at 95 percent confidence interval. This shows that 74.6 percent changes on performance of CDF projects in Kajiado East Constituency could be accounted to M&E involvement by stakeholders; M&E cost, timeliness of M&E, and utilization of M&E results.

**Table 4. 18: Analysis of Variance**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	6.588	4	1.647	7.732	.001 <sup>b</sup>
Residual	8.52	40	0.213		
Total	15.108	44			

Critical value = 2.49

From the ANOVA statistics, the study established the regression model had a significance level of 0.1% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value ( $7.732 > 2.49$ ) an indication that M&E involvement by stakeholders, M&E cost, timeliness of M&E, and utilization of M&E results all have a significant influence on performance of CDF projects in Kajiado East Constituency. The significance value was less than 0.05 indicating that the model was significant.

**Table 4. 19: Regression Coefficients**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.643	1.033		1.591	.001
M&E Involvement By Stakeholders	.481	.108	.203	4.454	.012
M&E Cost	.421	.097	.227	4.340	.003
Timeliness Of M&E	.416	.085	.216	4.894	.002
Utilization Of M&E Results	.408	.113	.251	3.607	.023

From the data in the above table the established regression equation was

$$Y = 1.643 + 0.481X_1 + 0.421X_2 + 0.416 X_3 + 0.408 X_4$$

From the above regression equation it was revealed that holding M&E involvement by stakeholders, M&E cost, timeliness of M&E and utilization of M&E results to a constant zero, the performance of CDF projects in Kajiado East Constituency would be at 1.643, a unit increase in M&E involvement by performance of CDF projects in Kajiado East Constituency stakeholders would lead to an increase on by a factors of 0.481, a unit increase in M&E cost would lead to increase on performance of CDF projects in Kajiado East Constituency by factors of 0.421, a unit increase in timeliness of M&E would lead to increase on performance of CDF projects in Kajiado East Constituency by a factor of 0.416, and a unit increase in utilization of M&E results would lead to an increase performance of CDF projects in Kajiado east constituency by factors of 0.408. All the variables were significant as their significant value was less than ( $p < 0.05$ ).

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of the findings, discussions, conclusion and recommendations of the study.

#### **5.2 Summary of the Findings**

The respondents of the study were committee members of CDF projects being implemented in Kajiado East Constituency. The response rate of 88.2% was considered more than adequate for the study. The outcome indicated that the CDF project committee had fair gender representation. The respondents were well educated with majority having attained secondary level of education and above, implying that the information obtained from them was very credible. The study investigated influence of monitoring and evaluation on performance of Constituency Development Funded Projects in Kajiado East Constituency, in particular influence of stakeholders' involvement, costs, timeliness and utilization of M&E results. From the findings of the research, the value of adjusted R squared was 0.746 an indication that there was a variation of 74.6 percent on performance CDF projects in Kajiado East Constituency due to changes in stakeholders involvement, costs, timeliness and utilization of M&E results at 95 percent confidence interval. This shows that 74.6 percent changes in performance CDF projects in Kajiado East Constituency could be accounted to stakeholders' involvement in M&E, costs of M&E, timeliness of M&E and utilization of M&E results. This implies that the four factors are very critical to the performance of CDF projects.

The study found that initiation of new projects is a collective responsibility that involves all. Stakeholders would help managers to identify problems and areas that need to be improved. The study also found that the respondents were fully aware of projects being undertaken and this provided immediate short-run feedback on whether quality improvement efforts are succeeding. The study also found that Constituency Development Fund Committee were analyzing the needs in measurable goals, carrying out stakeholder analysis including users and support personnel, doing financial analysis of

the costs and benefits including budgets and were reviewing current operations of the projects.

The study also revealed that project budget should provide a clear and adequate provision for monitoring and evaluation activities. A monitoring and evaluation budget should be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project management. Monitoring and evaluation budget should be about 5 to 10 percent of the total budget. Misappropriation and embezzlement of funds as one of the reasons the projects were never completed in time and within budget.

The study revealed that timeliness of M&E helped to reveal mistakes and offered paths for learning and improvements. Timeliness of M&E allowed the actors to learn from each other's experiences, building on expertise and knowledge. Timeliness of M&E provided the only consolidated source of information showcasing project progress; timeliness of M&E often generates (written) reports that contribute to transparency and accountability and allowed for lessons to be shared more easily. Timeliness of M&E provides a basis for questioning and testing assumptions and finally it provided a means for agencies seeking to learn from their experiences and to incorporate them into policy and practice.

The study revealed that Utilization of M&E results provided a way to assess the crucial link between implementers, beneficiaries on the ground and decision-makers. Utilization of M&E results added to the retention and development of institutional memory and that it provided a more robust basis for raising funds and influencing policy. The study revealed that no mechanism for information dissemination on ongoing projects including commencement and completion time, cost to those involved in the implementation and how.

### **5.3 Discussion of the Findings**

The discussion of the findings was guided by the four objectives of the study as discussed below;

#### **5.3.1 Involvement of Stakeholders and project performance**

The study established that a unit increase in M&E involvement by stakeholders would lead to an increase in performance of CDF projects in Kajiado East Constituency by a

factor of 0.481. It was clear that the locals of Kajiado East Constituency supplied labour needed for the projects, the committee includes local constituents, the community supplied locally available materials for the projects and there was a thorough need assessment based on community priority when identifying the projects. However, there wasn't fairness in selection of committee members and that tenders were not awarded to the local community suppliers.

The study also noted that initiation of new projects was collective responsibility that involves all Stakeholders. The study also found that the stakeholders in Kajiado East Constituency were fully aware of projects undertaken and this provided immediate short-run feedback on whether quality improvement efforts are succeeding. Respondents further revealed that there were defined criteria used in identifying CDF projects in Kajiado East Constituency although the criteria used were not effective.

### **5.3.2 Cost of monitoring and evaluation and Project Performance**

The study noted that a unit increase in M&E cost would increase the performance of CDF projects in Kajiado east constituency by factors of 0.421, M&E budget should be about 5 to 10 percent of the entire budget, others disagreed that M&E budgets are sufficient for implementation of projects, the supplies of materials for the project were paid in full, the study further noted that M&E staff wages are not paid promptly. The study also revealed that project budget should provide a clear and adequate provision for monitoring and evaluation activities. The findings are in line with the research Gyorkos, (2003) that project costing should provide a clear and adequate provision for monitoring and evaluation events

The study found out that most of the CDFCs were not aware of the monitoring and evaluation budget for their projects, a monitoring and evaluation budget can be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project management and that misappropriation and embezzlement of funds as one of the reasons the projects were never completed in time and within budget. The findings are in line with the research Bruijn (2007) that lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information.

### **5.3.3 Timeliness of monitoring and evaluation and Project Performance**

The study revealed that a unit increase in timeliness of M&E would lead to increase on performance of CDF projects in Kajiado east constituency by a factor of 0.416. Monitoring and evaluation of CDF projects in Kajiado East constituency was mostly conducted frequently during the implementation process, Some projects stalled because of costs and time overrun, Some project activities were delayed, the projects were started immediately as per the schedule and that most projects were not completed within the stipulated time period. The findings are in line with the research by Channah Sorah (2003) that timely evaluation of information throughout the life cycle is critical in measuring project performance.

The study also revealed that no mechanism for information dissemination on ongoing projects including commencement and completion time, cost, those involved in the implementation and how. The study found out that the respondents were not aware of the monitoring and evaluation budget for their projects. the study also revealed that Utilization of M&E results provided a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers, Utilization of M&E results added to the retention and development of institutional memory and that it provided a more robust basis for raising funds and influencing policy.

### **5.3.4 Utilization of monitoring and evaluation results and Project Performance**

The research revealed that the committee members were not aware of the monitoring and evaluation guidelines and use of baseline information improves the performance of projects, the local community can freely access the projects and the community has benefited from the projects. These findings agree with those of Kusek and Rist (2004) who argue that to good baseline data combined with ongoing consultation with beneficiaries provides a firm basis upon which to make Judgements about appropriate and timely interventions, and later about the achievement of major development objectives.

Further the research revealed that CDFC were not satisfied with how monitoring and evaluation information was presented through meetings which were not regular with the majority, The study revealed that no mechanism for information dissemination on ongoing projects including commencement and completion time, cost, those involved in the implementation and how. the study also revealed that Utilization of M&E results

provided a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers, Utilization of M&E results added to the retention and development of institutional memory and that it provided a more robust basis for raising funds and influencing policy. These findings agree with USAID (2002) that Baseline data should provide only the minimum information required to assess the key aspects of quality of the activity delivery and measure the development results (including the eventual impacts).

### **5.3.5 Project Performance**

Most of the CDF projects in Kajiado East Constituency were not completed within the initial contract period, only projects that less than 25 percent were completed within the initial contract period. Time and cost influenced the performance of CDF projects in Kajiado east constituency to a very great extent. The study also established that project team should plan time, cost and other resources adequately. In addition, the study found that failure to plan adequately reduces project's chances of effectively accomplishing its goals. Project planning Roadmap tackles processes providing tools needed to plan define tasks and activities considering requirements, issues and deliverables to produce successful results.

### **5.4 Conclusion of the study**

The study revealed that involvement of stakeholders in M&E process influenced performance of CDF projects. It directly and indirectly related to project success, there was unfairness in selection of committee members, tenders were not awarded to the local community suppliers and that majority of the stakeholders were not satisfied with project identification procedures. Therefore the study concludes low levels of involvement of stakeholders in M&E process impeded the performance of CDF projects in Kajiado East Constituency.

The research revealed that project budget should provide a clear and adequate provision for monitoring and evaluation activities. A monitoring and evaluation budget should be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project management, a monitoring and evaluation budget should be about 5 to 10 percent of the total project budget. Thus the study concludes that allocation of sufficient budget for M&E process had a positive influence on the performance of CDF projects in Kajiado East Constituency.

The research revealed that timeliness of M&E helps to identify errors and offered paths for learning and improvements and it allows the actors to learn from each other's experiences, building on expertise and knowledge, timeliness of M&E provided the only consolidated source enhanced the performance of CDF projects. The study therefore concludes that timeliness of M&E had a positive influence on the performance of CDF projects in Kajiado East Constituency.

Utilization of M&E results provided a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers, Utilization of M&E results added to the retention and development of institutional memory and that it provided a more robust basis for raising funds and influencing policy, therefore the study concludes that Utilization of M&E results had a positive influence on the performance of CDF projects in Kajiado East Sub-County.

### **5.5 Recommendations**

The research has the following recommendations to make with regards to influence of monitoring and evaluation on performance of CDF projects in Kenya

1. The CDF projects must clearly define what percentage of project cost would go to monitoring and evaluation. Capacity building costs should clearly be delineated from monitoring and evaluation for the sake of accountability and transparency.
2. The primary beneficiaries need to be included at every stage of project implementation. As of now they are confined to project conceptualization. After this the CDF office takes over all functions. They should play an active role since they are the consumers of the projects for the sake of sustainability
3. The study recommends that five to ten percent of the national program budget be used for M&E activities. The relevant costs included in the budget should be consistent with activities in the M&E plan. Counties should adequately budget for assessments of impact and outcome and identify any related technical assistance needed for conducting national program reviews and or evaluations
4. Monitoring and evaluation of CDF projects must be carried out after every phase of implementation. This will be essential in providing information that showcases project progress. The monitoring and evaluation team should present the M&E information periodically as this was found to influence decision making.



5. The study found that stakeholder involvement influence performance of CDF projects. The study therefore recommends that the constituents' should play a critical role in decision-making because they are the beneficiaries of the projects and know well projects are beneficial to them
6. Proper bidding of tenders should be encouraged and awarded to deserving persons. Transparency during awarding of tenders (avoidance of long bureaucratic tendering process) is key to the success of the CDF projects. The committee should encourage community participation, cooperation among committee members and auditing of complete project to access their worth.

### **5.6 Suggestions for Further Research**

The study variables (involvement of stakeholders in M&E, costs of M&E, timeliness of M&E and utilization of M&E result) accounted for 74.6% changes in performance of constituency development funded project in Kajiado East Constituency, the study recommends that the remaining variables accounting for 26.4 percent should be established and investigated as well. The study suggests further research to be carried on the following;

1. Ways of strengthening NGOs' role and capacity in monitoring the management of Constituency development funded projects to ensure that value for money is being attained in grassroots areas through these investments.
2. How to strengthen primary stakeholders' participation in CDF projects particularly on how to ensure they participate effectively in monitoring and evaluation.

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## APPENDICES

### Appendix 1: Letter of Transmittal

**Manei Elias,**  
**P.O. BOX 79 00204,**  
**Nairobi,**  
**Kenya.**

Dear Sir/Madam

#### **RE: Influence of Monitoring and Evaluation on Performance of Constituency**

##### **Development Funded Projects in Kenya: Case of Kajiado East Constituency**

I am pursuing a Master Degree in Project Planning and Management at the University of Nairobi, Extra Mural Centre. As part of this course, I am carrying out a research on

#### **Influence of Monitoring and Evaluation on Performance of Constituency**

##### **Development Funded Projects: Case of Kajiado East Constituency**

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.

Yours Faithfully

**MANEI ELIAS**

**L50/76078/2014**

## Appendix 2: Research Questionnaire

### Influence of Monitoring and Evaluation on Performance of CDF Funded Projects in Kenya: Case of Kajiado East Constituency.

I am undertaking a Master's Degree in Project Planning and Management program at the University of Nairobi and I have designed the following questions about the above topic. I am kindly and humbly requesting you to answer all the questions to the best of your knowledge. Indicate with a tick or filling in the space(s) provided. The information will be treated with confidentiality

#### SECTION A: RESPONDENTS' PROFILE

1. Gender of Committee Members                      Male       Female
2. Ages of Committee Members      below 30     31 to 49     50 and above
3. Educational level of committee members  
    Primary     secondary education  Diploma  Degree

#### SECTION B Stakeholders involvement and its influence on performance

4. In your own opinion what is the role of CDF fund in local development since its introduction in 2003.

.....  
 .....

5. To what extent do you agree with the following statements regarding the stakeholder's involvement in the CDF project? Using scale of 1-5 what is your response to these statement

1-strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly disagree

Stakeholders involvement	1	2	3	4	5
There was fairness in selection of committee members					
The committee includes local constituents					
There was a thorough need assessment based on community priority when identifying the projects					
Tenders were awarded to the local community suppliers					
The locals constituents supplied labor needed for the projects					
The community supplied locally available materials for project					

6. (a).Is there any criteria used in identifying CDF projects in Kajiado East Constituency?

Yes [ ] No [ ]

(b) If yes what is the criteria?

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

**SECTION C: Costs of Monitoring and Evaluation and its Influence on Performance**

7. Using a scale 1-5 provided below. Please tick all as appropriate.

1. Strongly agree. 2. Agree. 3. Neutral 4.disagree 5. Strongly disagree

Parameters	1	2	3	4	5
The M&E staff wages are normally paid promptly					
The supplies of materials for the project were paid in full					
M&E budget should be about 5 to 10 percent of the entire budget					
M&E budgets are sufficient for implementation of projects					

**SECTION D: Timelines of Monitoring and Evaluation and its Influence on Performance.**

8. How often do you monitor and evaluate projects? Tick as appropriate.

- a) At the beginning of the project      b) Frequently  
 c) Not at all                                      d) At the end of the project

9. Using the Likert scale of 1-5provided, give your response

1. Strongly agree. 2. Agree. 3. Neutral 4.Disagree 5. Strongly disagree

Parameters	1	2	3	4	5
The projects were started immediately as per the schedule					
The projects were completed within the stipulated time period					
Some project activities were delayed					
Some projects stalled because of costs and time overrun					

**SECTION E: Utilization of Monitoring and Evaluation Results and project performance**

10 (a) Does the evaluation team follow the laid down standard procedure while evaluating projects

Yes [ ] No [ ]

(b) If No what standards do they use?

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

11. Indicate the level of agreement to the following statement using Likert scale.

Parameters	1	2	3	4	5
The local community can freely access the projects					
Use of baseline information improves the performance of projects					
The community has benefited from the projects					

**SECTION F: Performance f CDF Projects**

12. To what extent are the following performance evaluation dimensions used to assess the performance of CDF Projects? Use a scale of 1-5 where 1=very great extent, 2= great extent, 3= moderate extent, 4= minimal extent and 5= Not a tall

	1	2	3	4	5
Time					
Cost					

13. In your opinion what should be done to improve CDF project performance within Kajiado East constituency?

.....  
 .....

**THANK YOU FOR YOUR TIME!**

### Appendix 3: Research Permit

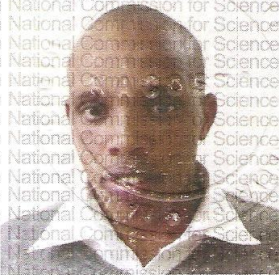
**THIS IS TO CERTIFY THAT:**  
**MR. ELIAS MANEI NTINIYA**  
**of UNIVERSITY OF NAIROBI, 0-204**  
**athi-river, has been permitted to**  
**conduct research in Kajiado County**

**on the topic: INFLUENCE OF**  
**MONITORING AND EVALUATION ON-**  
**PERFORMANCE OF CONSTITUENCY**  
**DEVELOPMENT PROJECTS IN KENYA. A**  
**CASE OF KAJIADO EAST CONSTITUENCY**

**for the period ending:**  
**9th August,2017**

  
.....  
**Applicant's**  
**Signature**

**Permit No : NACOSTI/P/16/11325/12016**  
**Date Of Issue : 9th August,2016**  
**Fee Recieved :ksh 1000**



  
.....  
**Director General**  
**National Commission for Science,**  
**Technology & Innovation**

#### CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.
2. Government Officer will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one (1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice



REPUBLIC OF KENYA



**National Commission for Science,**  
**Technology and Innovation**

**RESEACH CLEARANCE**  
**PERMIT**

Serial No.A **10546**

**CONDITIONS: see back page**