

**MONITORING AND EVALUATION FACTORS INFLUENCING  
SUCCESS OF DEVELOPMENT PROJECTS: A CASE OF STAREHE  
SUB-COUNTY, KENYA**

**BY**

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the Award of the degree of Master of Arts in Project Planning and management of the  
University of Nairobi**

**2016**

**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**

I wish to dedicate this work to my son Christian, my husband, Simon Mwaura, for his love and support and to my loving mother Rosemary Sheila and late father Charles Kibi.

## **ACKNOWLEDGEMENTS**

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## **ABBREVIATIONS AND ACRONYMS**

M&E	-	Monitoring and Evaluation
OECD	-	Organization for Economic Co-operation and Development
SPSS	-	Statistical Package for Social Sciences
CDF	-	Constituency Development Fund
UNDP	-	United Nations Development Programme
CIDP	-	County Integrated Development Plan

## ABSTRACT

This study was conducted to determine the monitoring and evaluation factors influencing success of development projects in Starehe Sub-county, Kenya. The objective of this study were to establish the extent to which the strength of monitoring team influence success of development projects in Starehe Sub-county, Kenya, Determine the influence of budgetary allocation on success of development projects in Starehe Sub-county, Kenya, Establish the influence of M&E plan on success of development projects in Starehe Sub-county, Kenya, and Evaluate the influence of selection of tools and techniques on success of development projects in Starehe Sub-county, Kenya. This study employed a descriptive survey research design and targeted 231 respondents and a sample of 144 respondents of the target population was considered. Stratified sampling technique method was used and primary data was collected through the use of questionnaires. A pilot study was conducted to pretest the validity and reliability of instruments for data collection. The research supervisor's opinion was obtained to ensure content validity of the research instrument. The test re-test technique was used to estimate the reliability of the instruments. Cronbach's Alpha Coefficient of values greater or equal to 0.7 will be an acceptable indicator of internal consistency. The data was analyzed using SPSS version 21 and presented using frequency tables to facilitate comparisons and conclusions. Data collected was analyzed and interpreted based on the identified independent and dependent variable. The data was analysed using Correlation regression where the study used Spearson's correlation to relate the variables, This was to establish if there was a correlation between dependent variable Project success against independent variable Strength of monitoring team and its influence to project success, Budgetary allocation and Project success, M&E plan and Project success and Selection of tools and techniques and Project Success. The study revealed that strength of monitoring team, budgetary allocation, M&E plan and selection of tools and techniques played an important role in determining the success of development projects. M & E is important for success of any project, yet in most development projects it has not been adopted effectively. The role of strength of monitoring team, budgetary allocation, M&E plan and selection of tools leaves only 24.8 percent unexplained. The P- value of 0.000 (Less than 0.05) implies that the model of M&E factors influencing project success is significant at the 95% confidence level. The researcher concluded that there is need to evaluate other factors which contribute to project success and also the M&E budget should be given its due recognition to the role it plays in ensuring success of development projects.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Monitoring and Evaluation (M & E) strategies are essential components of any project and are crucial to its success. The challenge is not the making of an M & E system or framework but to perform an effective monitoring and evaluation (Nyabuto, 2010). Several studies have been carried out with an aim of determining the critical success factors which contribute to project success (Charles K. and Humam M, 2015).

M & E is a tool in project management. Project management deals with the organization of project components to ensure successful completion of the project. Project management is the scientific application of modern tools and techniques in planning, financing, implementation, controlling and coordination of activities in order to achieve desired outputs according to the project objectives within the constraints of time, cost and quality. Project management is therefore about managing the processes of a project from the defining stage to planning, execution, control to the closure of the project. A project on the other hand is a specific activity to be carried out which consumes resources and has a beginning and an end. A project has four main resources which need to be managed in order to ensure that the project is successful. These resources are; people, time, money and scope. Projects vary in their size and complexity.

Project management is hence acknowledged as being the most successful approach of managing changes brought about by projects. This is because it has techniques and tools that enable control and delivery of the project activities within given deliveries, timeframe and budget (Shapiro, 2011). M & E is one of the tools that assist project managers track performance and also provide the management with information to make decisions in regard to the project.

The Organization of European Co-operation for Development (2002) defines monitoring and evaluation as; Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of progress and achievement of objectives and progress in the use of allocated funds. Evaluation, on the other hand is the systematic assessment of an ongoing or completed project, program or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability.

Globally, Australia is one of the leading countries in the world in embracing M&E systems in the development projects (UNDP, 2002). The government created a fully fledged government evaluation system, managed by the Department of Finance (DOF). This provided a spending baseline and freed up the budget process from a detailed, line item scrutiny of spending, to focus instead on changes in government policy and spending priorities in the development projects. The government of Australia advocated the principles of program management and budgeting, with a focus on the efficiency and effectiveness of government programs, through sound management practices, the collection of performance information, and the regular conduct of program evaluation (Mackay, 2011).

Government M&E systems in Africa operate in complex terrain. To some extent they are hostages to other forces in government, nevertheless given a results-driven reform agenda, incentives can be put in place for the evidence generated to support developments in delivery, budgeting, and monitoring and evaluation are consistently designed to support valued change in people's lives, particularly the underprivileged (Nabulu, 2015). In Kenya, the monitoring and evaluation systems has not been that effective due to several challenges especially in the government sector. In the year 2005, the then 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 Program. This proposed Monitoring and Evaluation framework has not been fully operational, for example in this

view, is supported by Wanjiru (2008) who indicated in her Social Audit of CDF that, monitoring and reporting should be strengthened and deepened in all CDF projects.

## **1.2 Statement of the Problem**

According to Fredrick and Makori (2016) monitoring and evaluation of projects in Kenya is very critical because a lot of government and donor funded resources are provided to organizations to implement various projects. Not only does best practices require that projects are monitored for control but also project stakeholders require transparency, accountability for resources use and impact, good project performance and organizational learning to benefit future projects.

Studies carried out in Kenya shows that quite a number of projects have been successful. For example the establishment of the Nairobi Metropolitan Mass rapid transit programme and construction of a new commuter light rail. This saw the construction of the Syokimau train station completed and commuter services commenced to ease congestion of traffic (First Annual Progress Report, 2015). On the other hand, several projects in Kenya have been informally cited as failed projects; meaning that they did not achieve the desired success. Examples of such projects include Modambogo health center in rain water harvesting Mwatate. In Africa including Kenya, project management is also complicated by some factors such as lack of skills in project management, political and community or societal demands.

A significant share of the failed projects was government funded or donor funded projects. These projects usually undergo the necessary monitoring and evaluation processes which are often a requirement of the law. The paradox is, despite a consensus among scholars that proper monitoring and evaluation leads to project success, there are still cases of project failure in Kenya. Further projects fail despite heavy presence of monitoring and evaluation activities. This therefore raises serious issues as to whether the monitoring and evaluation employed is effective enough to achieve project success. The monitoring team perhaps may be lacking the necessary capacity or strength to carry out their work effectively, or they may

be approaching their work using incorrect methodologies. The project monitoring team may also be lacking the necessary management support. It is upon this that this study sought to investigate the monitoring and evaluation factors influencing success of development in Starehe sub-county.

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

The purpose of this study was to determine the monitoring and evaluation factors influencing success development projects in Starehe sub county, Kenya.

### **1.4 Research Objectives**

The objectives of this study were:

- i). To establish the extent to which the strength of monitoring team influence success of development projects in Starehe Sub-county, Kenya.
- ii). To determine the influence of budgetary allocation on success of development projects in Starehe Sub-county, Kenya.
- iii). To establish the influence of M&E plan on success of development projects in Starehe Sub-county, Kenya.
- iv). To evaluate the influence of selection of tools and techniques on success of development projects in Starehe Sub-county, Kenya.

### **1.5 Research Questions**

The study sought to answer the following questions:

- i). To what extend does the strength of monitoring team influence success of development projects in Starehe Sub-county, Kenya?
- ii). How does the budget allocated influence success of development projects in Starehe Sub-county, Kenya?
- iii). How does an M&E plan influence success of development projects in Starehe Sub-county, Kenya?
- iv). How does the selection of tools and techniques influence success of development projects in Starehe Sub-county, Kenya?

## **1.6 Significance of the Study**

The study will be of significance to public institutions by contributing a better understanding and knowledge of strengthening monitoring and evaluation systems. Public institutions may use the study to provide a framework for strengthening existing monitoring and evaluation systems.

Also the study will be of great importance to the project management team in other organizations since they will get to understand the pillars of effective project monitoring and evaluation.

This study will also contribute to the body of knowledge. This is because it can be used as a reference material by researchers. The study will also identify areas related to M&E field that will require more research, hence a basis of further research.

## **1.7 Delimitation of the Study**

The study was conducted within Nairobi County. It involved both government and donor funded projects completed between 2010 and 2015, and had or were in the process of monitoring and evaluating using a defined M&E system. The Project managers, M&E staffs and project committee members of these projects were the respondents of this study.

Nairobi County is the second smallest county in Kenya with an area of 696.1 sq km (CIDP, 2014). Nairobi, the capital city of Kenya, is a cosmopolitan city with a population of 3,138,369 (Kenya Census, 2009). The entire county is urban. Nairobi County has eight sub-counties namely; Makadara, Kamukunji, Starehe, Langata, Dagoretti, Westlands, Kasarani and Embakasi. Whose residents are of diverse ethnic groups and nationalities – all referred to as ‘Nairobians’. While a good number of the wealthy Kenyans live in the up market areas of Nairobi, the largest numbers of the Nairobians are middle class living in the estates and the poor living in the slums. Nairobi is a host of many businesses, companies, government Ministries Departments and Agencies (MDAs), Non-governmental organizations (NGOs), international companies and organizations.



The Nairobi County Integrated Development Plan (2014) has at least 458 government funded development projects from the following sectors namely: Health services; Education, Youth affairs, Culture and Social services; Public works, Roads and Transport, Physical Planning, Housing and Land; Trade, Industry, Cooperative and Tourism; Water Energy and Sanitation and Environment and Forestry. This study will be limited to development projects in Starehe Sub-county drawn from Education, Road and transport, Health services and Water sectors. These sectors are believed to be representative in establishing the monitoring and evaluation factors influencing project success case of development projects in Starehe Sub-county. Also the Sub-county is urban and harbours citizens from all over Kenya. Therefore, it is interesting to study how people own the development project and how that translates to success.

### **1.8 Limitations of the Study**

The researcher faced two major limitations, that is time and finances. Sharing time between employment, family and research work to satisfaction was a challenge. Financial constraints applied since the researcher was required to use courier services to drop and pick the project documents from the supervisor due to time constraints. These two limitations influenced the selection of the sample size.

### **1.9 Assumptions of the Study**

The study was conducted under the assumption that the respondents were available and also that they gave honest responses. This study assumed that the respondents had a good understanding of the monitoring and evaluation factors influencing success of development projects in Starehe Sub-county, Kenya.

## 1.10 Definitions of Significant Terms

<b>Budgetary allocation</b>	Adequate funding set aside for the M&E function so as to achieve project success.
<b>Effectiveness</b>	Is a measure of the extent to which a development project achieves the specific objectives set.
<b>Evaluation</b>	Is the systematic and objective assessment of an on-going or completed project, program or policy, including its design, implementation and results
<b>Monitoring</b>	Is a continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.
<b>M&amp;E System</b>	This is a set of components which are related to each other within a structure and serve a common purpose of tracking the implementation and results of a project
<b>M&amp;E Plan</b>	Describes how the whole M&E system for the project works. This includes the indicators, who are responsible for collecting them, what forms and tools will be used, and how the data will flow through the organisation.
<b>Project success</b>	Project completion within scheduled time, completion within reasonable cost and within budget, quality achievement, meeting of technical requirement, project achieving user satisfaction and achievement of organizational objectives.
<b>Strength of monitoring team</b>	Includes sufficient personnel who are motivated and committed to the project, with the required skills and competencies for the job assigned.
<b>Tools and Techniques</b>	These are methods and procedures used to meet the project's M&E needs.

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

This study was organized into five chapters; chapter one dealt with introduction, giving a background of the study while putting the topic of study in perspective. It gave the statement of the problem and the purpose of study. This chapter outlined the objectives, limitations, delimitations and the assumptions of the study. Chapter two reviewed the literature based on the objectives of the study. The chapter looked at the conceptual framework and finally the knowledge gap. Chapter three covered the research methodology of the study. The chapter described the research design, target population, sampling procedure, tools and techniques of data collection, data analysis, ethical considerations and finally the operational definition of variables. Chapter four presented data analysis, presentation, interpretation of the study as set out in the research methodology. The study closed with chapter five which presented the summary of the findings, discussion, conclusion, and recommendations for action and further research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents the literature review on M & E in relation to factors influencing project success of development Projects in Kenya. It mainly focused on the effectiveness of monitoring and evaluation in relation to Strength of Monitoring Team, Budgetary Allocation, M&E Plan, Tools and Techniques, theoretical review, conceptual framework, summary and research gaps.

#### **2.2 Project Success**

In project management literature, the outcome of a project is frequently conceived of in terms of success or failure although identifying just what constitutes these can be problematic. In general there is lack of consensus on how to define success, lack of success and failure and despite their frequent use, such terms are perceived to be vague and difficult to measure (Fowler and Walsh, 1999). Wateridge (1998) further states that success or failure is not an absolute or black and white concept. Projects may be viewed as successful to varying degrees, depending on which success criteria are met (Baccarini, 1999).

There has been various attempts over the history of project management to define suitable criteria against which to define and measure project success. Perhaps the most well recognized of these is the long established and widely used “iron triangle” of time, cost and quality (Atkinson, 1999). Ika (2009) argues that although the definition of quality is potentially very broad in relation to the iron triangle, it is often restricted to meeting scope or functional and technical specifications.

However a number of commentators have pointed out the iron triangle dimensions are inherently limited in scope (Atkinson, 1999). Ika (2009) states that indeed a project that satisfies these criteria may still be considered a failure, conversely, a project that does not satisfy them may be considered successful. In particular, the iron triangle has been criticized

for its exclusive focus on the project management process and for not incorporating the views and objectives of both the internal and external stakeholders even if the focus is on the manner in which the project was conducted. Several authors have suggested that meeting time, cost and quality specifications are not only relevant criteria; for example project management efficiency and effective project team functioning are also important (Baccarini, 1999).

Time dimension of assessing project success is the most common aspect brought out in the literature review. Pretorius et al (2012) found out that project management organizations with mature time management practices produce more successful projects than project management organizations with less mature time management practices. Project time is the absolute time that is calculated as the number of days/weeks from start on site to practical completion of the project. Speed of project implementation is the relative time (Chan, 2001). Peterson & Fisher (2009) established that construction firms are usually interested in monitoring project time variance and verifying contractor progress payments requests. Kariungi (2014) expressed that energy sector projects were completed on time due to factors such as efficient procurement procedures, favorable climatic factors, timely availability of funds and proper utilization of project planning tools.

Completion of the project within the budget is another dimension that is used to measure project success. Chan (2001) states that cost can be computed in form of unit cost, percentage of net variation over final cost and so on. The project monitoring and evaluation team may control the costs using Program Evaluation and Review Technique (PERT) and Critical Path Method (CPM) techniques. Projects often face cost overruns during the implementation phase; hence a proactive approach is essential for monitoring project costs and detection of potential problems (Cheng et al, 2012). Related to cost aspect of measuring project success, is technical performance. Baker et al (2008) identified technical performance as one of the project success factors among others such as schedule performance and cost performance. Quality achievement by projects is also another dimension of assessing project success. The quality of projects and project information has a significant influence project success

(Raymond & Bergeron, 2008). Closely related to the quality and technical requirement dimensions is the scope. 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).

Another important dimension in project success includes customer satisfaction (Dvir, 2005). A project that in the final analysis leads to customer satisfaction would be said to be successful. Evaluating the performance of project is beneficial to both the stakeholders by enabling them to appraise the services received and to project manager by helping them to improve their services (Besner & Hobbs, 2008). Project success relates to the end product's goals in terms of performance and fulfilling the technical requirements, as well as customer satisfaction. Successful projects also contributes to company's success in long term in terms of gaining a competitive advantages; enhancing company's reputation; increasing the market share; and reaching specified revenue and profits (Al-Tmeemy, 2011).

In a nutshell project success can be assessed on the basis of completion within scheduled time, completion within reasonable cost and within budget, quality achievement, meeting of technical requirement, project achieving user satisfaction and finally achievement of organizational objectives.

### **2.3 Strength of Monitoring Team and Project Success**

Providing support and strengthening of M & E team is a sign of good governance. Providing support and strengthening of M&E team will also play a key role in ensuring that the M & E team adds value to the organizations operations (Naidoo, 2011). A motivated team usually achieves high performance (Zaccaro et' al, 2002). This implies that the more a team is strengthened, the better the performance and value addition to the organization. This also applies to the monitoring and evaluation teams in project management. Interestingly Pretorius et' al (2012) observed that there was no significant association between the maturity of quality management practices in project management organizations and the

results of the projects that they produce. Nevertheless it is the view of the researcher that managers should indeed aspire to achieve quality in all the aspects and processes, including quality monitoring team, so as to achieve project success.

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

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

On the other hand, human capital, with proper training and experience is vital for the production of M&E results. There is need to have an effective M&E human resource capacity in terms of quantity and quality, hence M&E human resource management is required in order to maintain and retain a stable M&E staff (World Bank, 2011). This is because competent employees are also a major constraint in selecting M&E systems (Koffi-Tessio, 2002). M&E being a new professional field, it faces challenges in effective delivery of results. There is therefore a great demand for skilled professionals, capacity building of M&E systems, and harmonization of training courses as well as technical advice (Gorgens and Kusek, 2009).

The UNDP (2009) handbook on planning, monitoring and evaluation for development results, emphasizes that human resource is vital for an effective monitoring and evaluation, by stating that staff working should possess the required technical expertise and skills in the area in order to ensure high-quality monitoring and evaluation. Implementing of an effective M&E demands for the staff to undergo training as well as possess skills in research and project management, hence capacity building is critical (Nabris, 2002). In-turn numerous training manuals, handbooks and toolkits have been developed for staffs working in development projects in the government sector and NGO world, in order to provide them with practical tools that will enhance result-based management by strengthening awareness in M&E (Hunter, 2009). They also give many practical examples and exercises, which are useful since they provide the staff with ways of becoming efficient, effective and have impact on the projects (Shapiro, 2011).

M&E practical training is important in capacity building of personnel because it helps with the interaction and management of the M&E systems. M&E training starts with the understanding of the M&E theory and ensuring that the team understands the linkages between the project theory of change and the results framework as well as associated indicators (CPWF, 2012). Training should therefore be practical focused to ensure the understanding (CPWF, 2012). Theory of change also known as the program theory/result chain/program logic model/ attribution logic (Perrin, 2012); it is a causal logic that links research activities to the desired changes in the actors that a project targets to change. It is therefore a model of how a project is supposed to work. The function of a theory of change is to provide a road map of where the project is heading while monitoring and evaluation tests and refines that road map (CPWF, 2012 and Perrin, 2012).

Stakeholder representation and participation is described as a social process in which groups with shared needs living in a “certain geographical area” actively identify needs, make decisions, and set up mechanisms to achieve solutions/goals (Adesina, 2010). Stakeholders may be involved to use and coordinate their resources of personnel, time, money, goods, and services in a broad range of structures and strategies. Additionally, people- and community-



based organizations often participate at different levels in implementation of development projects, thus can provide useful information for M&E of the project funds. It is best to involve key stakeholders such as volunteers, community members, local authorities, partners and donors, as much as possible in the monitoring and evaluation process since their participation helps to ensure different perspectives are considered so that the evaluation findings can be owned and act as a lesson (Gray & Larson, 2008).

Lack of stakeholders' participation at the onset of project activities lead to unclear project activities and adoption of poor projects which fail to benefit the community as a whole. These projects often lack support from the key and primary stakeholders and beneficiaries. Stakeholder involvement makes everyone feel part and parcel of the project, they own the project and take all necessary steps to safeguard the required standards (Kanua,2009).

The frequency or number of evaluations done on projects have an effect on the success or failure of a project. The level of project monitoring can be considered from the perspective of the regularity or time interval of these activities. Enshassi (1996) emphasizes the importance of monitoring projects at frequent intervals and on a timely basis. Stakeholders and relevant persons in charge of the project need to be aware of the importance of continuous assessing of the project from start to finish so as to track progress and make the required change in order to ensure project success.

#### **2.4 Budgetary Allocation and Project Success**

Most organizations are likely to have less budgetary allocation for monitoring and evaluation for projects. According to Gray and Larson (2008) a project is a complex non-routine, one life time effort limited by time, budget and resources to meet customers' needs. Mbothu (2014) states that due to their limited funds, organizations face notably greater challenges to obtain and run monitoring and evaluation activities effectively. It is important therefore that organizations need to be aware of the full range of finance options available in Kenya in order to help to identify key financial needs; understand the range of finance products available and how to access them; and identify suppliers of finance to meet the identified

needs for monitoring and evaluation (Thairu, 2004). Effective funds management in projects is determined by parameters which govern funds control such as auditing (Kogan, 2004). The Financial Act 2003, Section 25 (2) stipulates that funds for any project should be adequate and be disbursed in time for successful implementation of development projects.

Budgets are monetized expressions of target to be accomplished in a given year by an individual, organization or nation. It is a deliberate attempt to achieve superior targets over time with available and expected resources. Such targets are influenced by the experiences of the past and expectation of the future (Douglas, 2004). With a well formulated budget, project managers can effectively plan, coordinate, control and evaluates its activities.

A budget is a device intended to provide greater effectiveness in achieving organizational efficiency hence project success. To be effective, however, the functional aspects must outweigh the dysfunctional aspects. Because a budget plan exists, decisions are not merely spontaneous reactions to stimuli in an environment of unclassified goals. It is pertinent to note that management activities are the driving force behind every organization and of course necessarily unavoidable. These activities planning, organizing, directing and controlling of economic resources, are schematized to reflect the nature and objectives of the organization and must be tailored towards the attainment of the overall organization's predetermined objectives. This must be achieved effectively to ensure successful budget implementation (Donald, 2008).

Budgetary control and allocation involves the preparation of a budget, recording of actual achievements, ascertaining and investigating the differences between actual and budgeted performance and taking suitable remedial action so that budgeted performance may be achieved effectively (Controllers report, 2001). Budgetary control is the system of controlling costs through budgets. It involves comparison of actual performance with the budgeted with the view of ascertaining whether what was planned agrees with actual performance. If deviations occur reasons for the difference are ascertained and

recommendation of remedial action to match actual performance with plans is done (Coates, 2005).

From the literature reviewed it is clear that the requirement of a project to be successful is clear and absolute that is a project must deliver to cost, to quality, and on time; and it must deliver the benefits presented in the business case. However at times if key stakeholders agreed that a project had to exceed its initial budget, the project may still be considered a success. Likewise, if a project delivered everything that was in the detailed project designs, it may still be considered a failure if it did not include vital elements that the key stakeholders needed. All too often construction projects make the national headlines for exceeding their initial budget estimates. Examples of such projects in Kenya is the Thika Super Highway. Kagai (2012) comments that transforming the road from Nairobi to Thika town into a super highway was one of Kenya's first large-scale transportation infrastructure projects. Funded by loans from the African Development Bank and the Chinese government, the budget was initially Kenya Shillings 27 Billion but upon completion it had consumed Kenya shillings 31 Billion. The project overshot its budget by 4 billion due to inflation and additional features that changed the design work. Despite the budget overrun the project was termed a success.

Therefore, the project budget should provide a clear and adequate provision for monitoring and evaluation events. To build a realistic budget the following are suggested to be taken into consideration: List all M&E tasks and overall responsibilities, analyze the necessary items associated with each task, and determine their cost; Budget for staffing, including full-time staff, external consultants, capacity building/training, and other human resource expenses; Ensure that the budget includes all capital expenses, including facility costs, office equipment and supplies, travel and lodging, computer hardware and software, and other expenses; Determine whether all tasks are included in the overall project budget, such as support for an information management system, field transportation and vehicle maintenance, translation, and printing and publishing of M&E documents/tools and lastly allow for unexpected contingencies such as inflation, currency devaluation, equipment theft, or the need for additional data collection/analysis to verify findings (Chaplowe, 2008).

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 success, (Gyorkos, 2003 and McCoy, 2005). Kelly and Magongo (2004) argue that monitoring and evaluation budgets should be about five to ten percent of the total project budget.

## **2.5 Monitoring and Evaluation Plan and Project Success**

Cutting corners in project planning is a recipe for disaster, no matter what the reason is. The initiation phase is critical to the success of the project as it establishes its core foundations. Effective project planning takes into consideration all aspects of planning including stakeholder engagement, benefits mapping, risk assessment, as well as the actual plan (schedule) itself. The three most cited factors for project failure are: lack of stakeholder engagement, lack of communication, and lack of clear roles and responsibilities.

Developing an M&E plan requires a proper understanding of the project, inputs, processes, output and outcomes according to (Cooke, Bill, &Uma, 2001). The inputs required would include human resources with M&E technical capacity and resources, authority and mandate to develop the M&E plan and technology infrastructure as noted by (Kalali, Ali & Davod K, 2011). The process would involve advocating for the need for M&E, assessing strategic information needs (including planning for M&E utilization dissemination), achieving consensus and commitment among stakeholders, particularly on indicators and reporting structure & tools, developing mechanism for M&E plan review, and preparing document for final approval (Gusfield, 1975). Detailed M&E planning commences by breaking down the components into sub-components to produce a product (deliverables) breakdown structure as far as breakdown is feasible.

The next step is to produce further detail of the activities, tasks and dependencies required (the work breakdown structure), together with the sequencing of activities needed to produce the many sub-deliverables or component products. Finally, we achieve a level of granularity needed to manage the project on a day-to-day basis. This is typically represented as a schedule.

It should be noted that the M&E plan needs to be written during the initial stages of project development (Pfohl, 1986). The output would be an M&E plan that is a comprehensive document that describes the M&E system and includes the elements of an M&E plan as provided in the Introduction to M&E plan, has the approval of the governing authority and has the consensus of key stakeholders as argued by (Jody & Ray, 2004). Project changes can affect the M&E plan performance monitoring and impact evaluation. It is important to change the M&E plan as the project changes so that project performance and success can be accurately measured according to (World Bank, 1980). Having an internal M&E capacity facilitates adjustments to the M&E plan since flexibility and regular review of program results is necessary.

An important criticism of many development projects is that they are too inflexible in planning, and that once projects are initiated the initial project plan is adhered to even if significant motivation exists to change it. This undermines the learning ethos of development. Projects should therefore plan for adaptation, specifically by trying to do the following: Design the process, as well as objectives, at the higher levels. Identify the forums and processes that will be used to involve stakeholders in project review and adaptation, and build in flexibility to respond to unplanned opportunities; Focus on clear goals (impacts) and purposes (outcomes), rather than over specifying activities and outputs; Budget for experimentation and for the unexpected. If the project is testing a new approach, then the budget should reflect this and more money should be allocated to later years when there is more certainty about expanding the approach. Also leave a portion of the budget and staff time for activities that do not fit into established categories. The crucial thing to remember is that the development intervention is not about words in a plan, but changes in the lives of people, and in particular the intended beneficiaries. It is essential that development managers keep their focus on the intended impact, rather than on the rigidity of the planning format.

A key aspect worth including in the M&E plan is how the project's informational needs and how data will be collected, managed and analysed, then the next step is to plan how the data will be reported as information and put to good use. Reporting is the most visible part of the

M&E system, where collected and analysed data is presented as information for key stakeholders to use. Reporting is a critical part of M&E because no matter how well data may be collected and analysed, if it is not well presented it cannot be well used – which can be a considerable waste of valuable time, resources and personnel. Reporting project achievements and evaluation findings serves many important functions; Advance learning among project staff as well as the larger development community; Improve the quality of the services provided; Inform stakeholders on the project benefits and engage them in work that furthers project goals; Inform donors, policy makers and technical specialists of effective interventions (and those that did not work as hoped) and develop a project model that can be replicated and scaled-up.

As we can see, project planning sets the crucial foundation for project M&E, and these can significantly affect the success or failure of an M&E process. Unintentionally, M&E is often set up to fail during the initial project design. Initial project design fundamentally influences M&E through five key design weaknesses. First, during project implementation, the effectiveness of M&E will be greatly influenced by the attitude and commitment of local people and partners involved in the project and how they relate and communicate with each other. A poorly planned project will in most cases not generate positive relationships. The second design fault is when project lacks logic in its strategy or has unrealistic objectives, making good M&E almost impossible. This is because the evaluation questions and indicators often become quite meaningless and will not produce useful information. Furthermore if you don't know clearly where you are heading then you will not know how best to use any information that might be produced. The third is when the design team does not allocate enough resources to the M&E system. Critical resources include: funding for information management, participatory monitoring activities, field visits, etc time for a start-up phase that is long enough to establish the M&E and monitor and reflect, and expertise, such as a consultant to support M&E development. The fourth factor is critical if M&E systems are to generate the learning that helps a group of project partners continually improve implementation and strategy. The more rigid a project design is, the more difficult the project team will have in adjusting it as a result of change in the context and

understanding of interim impacts. Fifth, it is important that during design, the broad framework of the M&E is established. It is still unfortunately the case that most project plans do not pay sufficient attention to M&E planning, with the result that M&E is “tagged on” as an afterthought. Put simply, effective project planning is absolutely critical to the success of an M&E process, and an effective M&E process is a crucial component of successful projects.

Managing development projects require an operational M&E system. The M&E system is the set of planning, information gathering and synthesis, reflection, and reporting processes, along with the necessary supporting conditions and capacities required for the outputs of M&E to make a valuable contribution to decision making and learning.

## **2.6 Selection of Tools and Techniques and Project Success**

Projects require different M&E needs depending on the operating context, implementing agency capacity and donor requirements. It is therefore important, when preparing an M&E plan to identify methods, procedures, and tools to be used to meet the project’s M&E needs (Chaplowe, 2008). There are many tools and techniques used to aid project managers in planning and controlling project activities which include: project selection and risk management tools and techniques; project initiation tools and techniques; project management planning tools and techniques; project management executing tools and techniques; and project management monitoring and controlling tools and techniques.

Most projects mainly use two principal frameworks: result framework and logical framework (Jaszczolt et al., 2010). A framework is an essential guide to monitoring and evaluation as it explains how the project should work by laying the steps needed to achieve the desired results. A framework therefore increases the understanding of the project goals and objective by defining the relationships between factors key to implementation, as well as articulating the internal and external elements that could affect the project’s success. A good M&E framework can assist with ideas through the project strategies and objectives on whether they are ideal and most appropriate to implement (Ending Violence against Women and Girls

Programming Essentials 2, 2013). The M&E framework should also include details on budgeting and allocation of technical expertise, as well as inform donors and project management on the its implementation (Guijt et al., 2002).

The Logical framework (Log frame) identified internationally, is one of the most common tool and technique used in both planning and monitoring of projects. The Log frame also is a tool that is applicable for all organizations both government and nongovernmental that are engaged in development activities. It is a matrix that makes use of M&E indicators at each stage of the project as well as identifies possible risks. The logical framework hence shows the conceptual foundation on which the project M&E system is built (Chaplowe, 2008). It also works well with other M&E tools (Jaszczolt et al., 2010). The log-frame (logical framework) has four columns and rows that link the project goals and objectives to the inputs, process and outputs required to implement the project.

Hummelbrunner, R. (2010) further confirms the continued use of Log frame despite several criticisms. He asserts that Log Frame's Approach has not been fundamentally weakened by critics. Even though many donors acknowledge its limits and weaknesses; that logic models are technocentric with a cultural bias towards linear logic that can alienate rather than foster local understanding, participation, and ownership (therefore it is essential to consult and involve local partners, especially managers, to enhance their understanding of log frames) they still maintain its use as a planning and monitoring tool. Myrick (2013) states that a pragmatic approach to M&E is ideal however in the real world practitioners may be limited by constraints that will prevent their continued use of either a log frame or some overly pragmatic approach to M&E. He further adds that whatever the approach used, at least the basic principles for M&E which are measurable objective, performance indicator, target and periodic reporting should be used in a reporting tool. The advantages of a Log frame include simplicity and efficiency in data collection, recording and reporting.



**Table 2.1 General structure of the Log-frame**

<b>Narrative Summary</b>	<b>Objectively Verifiable Indicator</b>	<b>Information source</b>	<b>Risks and Assumptions</b>
<b>Wider objective</b>	How to measure wider objectives	How to check the measurement	What assumptions are made
<b>Project purpose</b>	how to measure immediate objectives	How to check the measurement	What assumptions are made
<b>outputs</b>	How to measure outputs produced	How to check the measurement	What assumptions are made
<b>Inputs / Activities</b>	How to measure inputs	How to check the measurement	What assumptions are made

Source: Chaplowe (2008)

M&E systems use different tools and approaches, some of which are either complementary or substitute to each other, while others are either broad or narrow (World Bank, 2002). An evaluator however may choose to use a combination of methods and sources of information in order to cross-validate data (Nabris, 2002). The M&E system tools include performance indicators, logical framework approach, theory-based evaluation, formal surveys, rapid appraisal methods, participatory methods, public expenditure tracking surveys, impact evaluation, cost benefit and cost effectiveness analysis. The selection of these tools however depend on the information needed, stakeholders and the cost involved (World Bank, 2002).

There are also two main methods of data collection which are formal and less formal methods (Nabris, 2002). Formal methods although expensive, they have a high degree of reliability and validity and include surveys, participatory observations, and direct measurements among others. Less formal methods which are as well rich in information are subjective and intuitive, hence less precise in conclusion. They include, among others, field visits and unstructured interviews. In order to increase the effectiveness of an M&E system, the monitoring and evaluation plan and design need to be prepared as an integral part of the project (Nabris, 2002).

## **2.7 Theoretical Review**

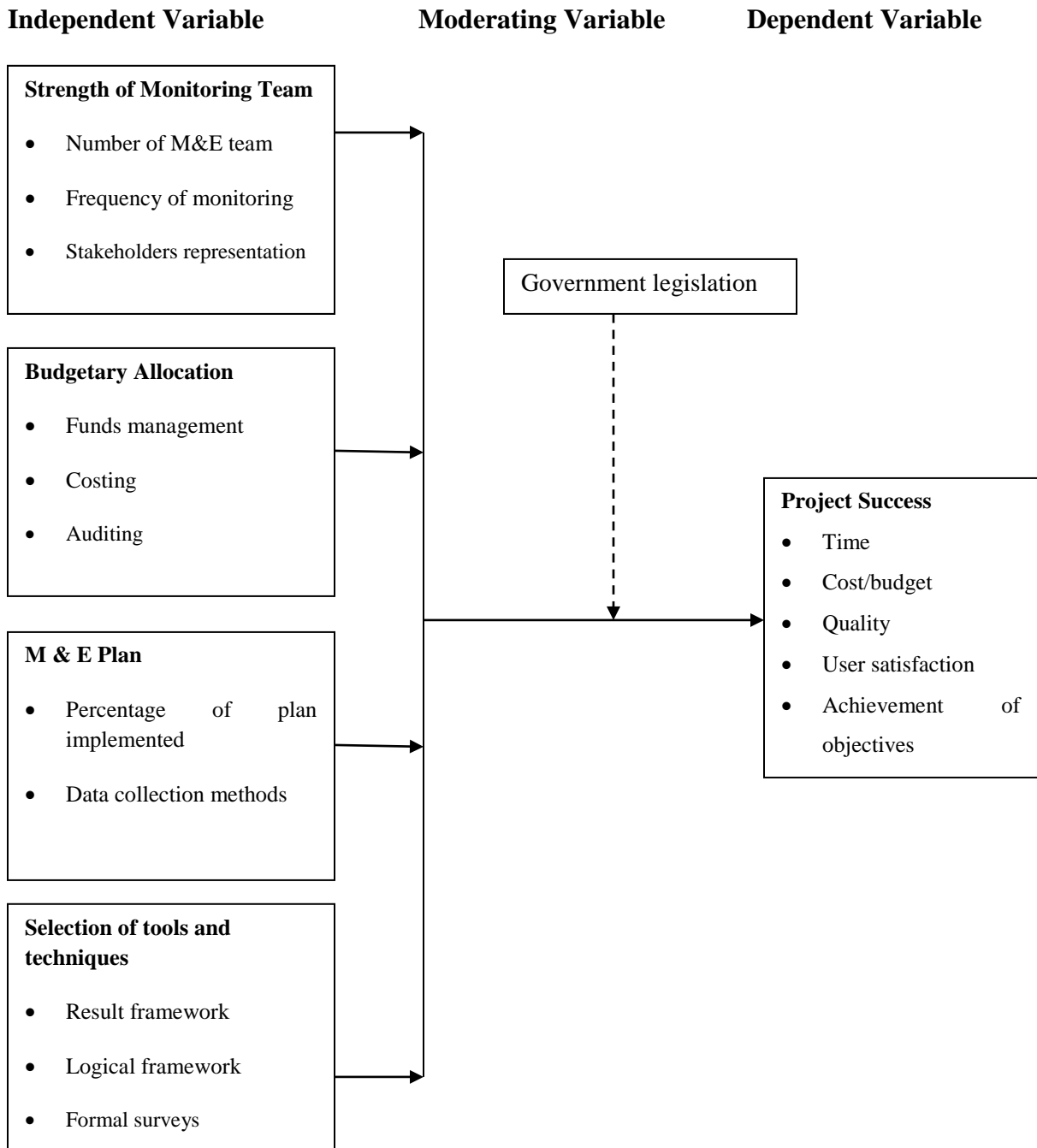
The program theory has been used to guide evaluation for many years; it shows the capability of the program to fix a problem by addressing the needs in the need assessment. It also gives tools to determine areas of impact in evaluation (Sethi and Philippines, 2012). Rossi (2004) argued that a program consist of an organizational plan on how to deploy resources and organize activities of the program to ensure that the intended target population receives the intended amount of intervention. The concept of a program theory is similar to the one used in logical models. The program theory hence uses logical framework approach as its methodology (J-Pal, 2003). The difference is that the program theory is a detailed version of the logic model. The program theory can also be represented graphically through the logical model. The logical model is used in guiding stakeholders' engagement, the management and evaluation of outcomes (Hosley, 2009).

Theory of change is part of the program theory that emerged in the 1990s as an improvement to the evaluation theory (Stein and Valters, 2012). A theory of change is a tool used for developing solutions to complex social problems. It provides a comprehensive picture of early and intermediate term changes that are needed to reach a long term set goal (Anderson, 2005). It therefore provides a model of how a project should work, which can be tested and refined through monitoring and evaluation. A theory of change is also a specific and measurable description of change that forms the basis for planning, implementation and evaluation. Most projects have a theory of change although they are usually assumed (CARE, 2013). The theory of changes helps in developing comprehensible frameworks for monitoring and evaluation. Therefore, the study is based on the program theory advanced by Suchman in the 1960's.

## **2.8 Conceptual Framework**

The independent variables in this study were strength of monitoring team, budgetary allocation, M&E plan and tools and techniques. Dependent variable is a factor which is observed and measured to determine the effect of the independent variable. The dependent variable is project success. The moderating variable is measured and manipulated to discover

whether or not it modifies the relationship between the independent variable and dependent. Thus government legislation is identified as a moderating variable.



**Figure 1: Conceptual Framework**

The framework depicted the relationships between monitoring and evaluation and project success as moderated by government legislation. It is conceptualized that Effectiveness

strength of monitoring team, budgetary allocation, M&E Plan and selected tools and techniques will influence project success. On the other hand project success is dependent on the level of management support given to project monitoring and evaluation activity.

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

There is a rich body of literature that examines project success, majority of which seems to agree that monitoring and evaluation is a major contributor to project success. A study by Waithera and Wanyoike (2015) on Influence of project monitoring and evaluation on performance of youth funded agribusiness projects in Bahati Sub-County, Nakuru found level of training of personnel, stakeholder participation and political influence play a pivotal role in determining the performance and success of youth funded projects. However, the mentioned study did not look at how selection of M&E tools and techniques and how an M&E plan will affect or contribute towards project success. A study by Cliff, (2013), How Monitoring and evaluation affects success of Projects in public sector, found that M & E has a great impact on the success of public funded project. In another study by Ogolla and Moronge (2016), Determinants of effective M&E of government funded water projects in Kenya: A case of Nairobi County found out that budgetary allocation, stakeholder involvement, managerial skills and project team influenced monitoring and evaluation of projects. This study by Ogolla and Moronge (2016) excluded the objective of M&E plan towards achieving project success. This study will be a step in the right direction since it will try to give an insight of Monitoring and Evaluation Factors Influencing Success of Development Projects in Starehe Sub-county, Kenya.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

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

#### **3.2 Research Design**

Cooper and Schindler (2003) summarizes the essentials of research design as an activity and time based plan; always based on the research question; guides the selection of sources and types of information; a framework for specifying the relationship among the study variables and outlines the procedures for every research activity. This study adopted a descriptive survey research. This design refers to a set of methods and procedures that describe variables. It involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data. The method was chosen because it is more precise and accurate since it involved description of events in a carefully planned way (Babbie, 2004). This research design also portrayed the characteristics of a population fully (Chandran, 2004).

#### **3.3 Target Population**

Target population refers to the entire group of individuals or objects from which the study seeks to generalize its findings (Cooper and Schindler, 2003). The population of this research was 458 projects within Nairobi County (CIDP, 2014). This study focused on projects in Starehe sub-county. The target population emanated from 26 projects in Starehe sub-county (CIDP, 2014) from health, education, water and roads sector comprising of project M&E members, project managers, 3 project committee members that is chairman, secretary and treasurer from each project in Starehe sub-county. The study therefore targeted a population of 231 respondents.

**Table 3.1: Target Population**

sector	Personnel	Target population	Percentage
Health	M&E committee members	12	5
	Project managers	2	1
	project committee members	6	3
Water	M&E committee members	18	8
	Project managers	3	1
	project committee members	9	4
Education	M&E committee members	77	33
	Project managers	17	7
	project committee members	51	22
Roads	M&E committee members	20	9
	Project managers	4	2
	project committee members	12	5
	<b>Total</b>	<b>231</b>	<b>100</b>

### 3.4 Sampling Procedures and Sample Size

A sample size is a subset of the population to which researcher intends to generalize the results. Any statements made about the sample should also be true of the population (Orodho, 2002). The sample of this research was selected using probability sampling – stratified random sampling technique, where the development projects within Starehe sub-county were put in strata according to their sector of operation, and then a sample size selected from each

stratum (Raval, 2009). This technique was selected because it assured the researcher of representation of the overall and key sub groups of the population, also stratified random sampling generally have statistical precision. Simple random sampling was used to pick the respondents from each stratum. The confidence level for this research was 95% confident with a margin of error of +/-5% (Smith, 2013). According to Mugenda and Mugenda (2003), from normal distribution the population proportion can be estimated to be

$$n = \frac{Z^2 PQ}{\alpha^2}$$

Where: Z is the Z – value = 1.96

P Population proportion 0.50 (Fisher, Laing and Stoeckel, (1983))

Q = 1-P

$\alpha$  = level of significance = 5%

$$n = \frac{1.96^2 \times 0.5 \times 0.5}{0.05^2}$$

n= 384

Adjusted sample size n.'= 384/ [1+ (384/231)]

Approx. = 144 respondents.

**Table 3.2: Sampling Frame**

	<b>Population</b>	<b>Ratio</b>	<b>Sample size</b>
Health	20	0.62	13
Water	30	0.62	19
Education	145	0.62	90
Roads	36	0.62	22
<b>Total</b>	<b>231</b>		<b>144</b>

### **3.5 Methods of Data Collection**

The main data collection instruments that was used in this study was the questionnaire. This was used for the purpose of collecting primary quantitative data. Additionally, the questionnaires was used for the following reasons: its potentials in reaching out to a large number of respondents within a short time; able to give the respondents adequate time to respond to the items; offers a sense of security (confidentiality) to the respondent and it is an objective method since no bias resulting from the personal characteristics during interviews. Every item on the questionnaire addressed an objective of the study. The questionnaire had close-ended questions.

#### **3.5.1 Pilot Testing**

A pilot study was conducted to examine the reliability and validity of the questionnaire. It was conducted 6 days prior to the research. Mugenda and Mugenda (2003) advise that a pretest sample should be 10% of the sample size. Taking 10% of the sample size 144 gave 14 respondents. Therefore a sample of 14 respondents was given questionnaires and the same people did not take part in the actual study.

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

According to Mugenda and Mugenda, (2003), validity is a measure of relevance and correctness. It is the accuracy and meaningfulness of inferences which are based on the research results. Validity was ensured by having objective questions included in the



questionnaire and by pre-testing the instrument used to identify and change any ambiguous, awkward, or offensive questions and technique as emphasized by Cooper and Schindler (2003). Expert opinion (for this study was the research supervisor) was requested to comment on the representativeness and suitability of questions and give suggestions of corrections to be made to the structure of the research tools. This assisted to improve the content validity of the data that was collected.

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

Reliability on the other hand refers to a measure of the degree to which research instruments yield consistent results (Mugenda & Mugenda, 2003). Reliability is concerned with consistency, dependability or stability of a test (Nachmias and Nachmias, 1996). The researcher measured the reliability of the questionnaire to determine its consistency in testing what they are intended to measure. The test re-test technique was used to estimate the reliability of the instruments. This involved administering the same test twice to the same group of respondents who had been identified for this purpose by: administering the test to the respondents for the first time, after six days administer the test a second time and then correlate the score from both testing periods. In this study the Cronbach's Alpha Coefficient was used to test the reliability of the measure used in the instrument. A test with reliability of values greater or equal to 0.7 will be acceptable indicator of internal consistency, that is, items correlate highly among themselves (Mugenda and Mugenda, 2003). This study accepted values greater or equal to 0.7.

### **3.6 Data Collection Procedures**

Prior to the commencement of data collection, the researcher obtained all the necessary documents, including an introduction letter from the University of Nairobi. Upon getting clearance, the researcher in person dropped and picked the questionnaire the same day to the sampled individuals.

### **3.7 Data Analysis Techniques**

The collected data was analyzed using both quantitative and qualitative data analysis methods. Quantitative method involved descriptive analysis. Descriptive analysis such as frequencies, percentages were used to present quantitative data in form of tables. Data from questionnaire was coded and logged in the computer using Statistical Package for Social Science (SPSS V 21.0). This involved coding closed ended items in order to run simple descriptive analysis to get reports on data status. Descriptive statistics involved the use of absolute and relative (percentages) frequencies, measures of central tendency and dispersion (mean and standard deviation respectively). Frequency tables were used to present the data for easy comparison. The study also conducted a Pearson's correlation analysis to establish the relationship between the variables.

### **3.8 Ethical Considerations**

Ethics as noted by Minja (2009) is referred to, as norms governing human conduct which have a significant impact on human welfare. In this study, confidentiality was of concern as the information relevant to the study was of strategic importance. In this regard, the names of the respondents were not disclosed. Voluntary participation: all who participated were not coerced into participating in the research. The researcher ensured that guarantees to the participants concerning confidentiality were given and strictly observed. Information was not made available to anyone who was not directly involved in the study. The strict standard of anonymity was employed which meant that the participant remained anonymous throughout the study even to the researcher. Other ethical issues put in check included; Honesty: The researcher strived to maintain truthfulness in reporting data results by ensuring that there is no fabrication, falsehood, or any misrepresentation of data. Objectivity: The researcher avoided bias in research design, data analysis, data interpretation and among others. Respect for Intellectual Property: The researcher honored patents, copyrights, and other forms of intellectual property by accrediting and acknowledging of contributions from various parties.

### 3.9 Operational definition of the Variables

This section analyzed the operational definition of variables on Monitoring and Evaluation Factors Influencing Project Success case of development projects on Starehe Sub-county.

**Table 3.3: Operationalization of variables**

Objectives	Variables	Indicators	Measurement Scale	Tools of Analysis	Type of Statistics
To establish the extent to which the strength of monitoring team influence success of development projects in Starehe Sub-county, Kenya.	Strength of monitoring team	Number of M&E team  Frequency of monitoring  Stakeholders representation	Ordinary/Ratio	Mean, Percentage, mode	Descriptive
To determine the influence of budgetary allocation on success of development projects in Starehe Sub-county, Kenya.	Budgetary allocation	Funds management  Costing  Auditing	Ordinary/Ratio	Mean, Percentage, mode, Standard deviation	Descriptive
To establish the influence of M&E plan on success of development projects in Starehe Sub-county, Kenya.	M&E plan	Percentage of plan implemented  Data collection methods	Ordinary/Ratio	Mean, Percentage, mode, Standard deviation	Descriptive
To evaluate the influence of	selection of	Result	Ordinary/Ratio	Mean, Percentage, mode, Standard	Descriptive

<p>selection of tools and techniques on success of development projects in Starehe Sub-county, Kenya.</p>	<p>tools and techniques</p>	<p>framework  Logical framework  Formal survey</p>		<p>deviation</p>	
<p>Dependent variable</p>	<p>Project Success</p>	<p>Time  Cost/budget  Quality  User satisfaction  Achievement of objectives</p>	<p>Ratio</p>	<p>Mean, Percentage, mode</p>	<p>Descriptive</p>

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

The current chapter present the results of the primary data which was collected through the use of closed ended questionnaires. Both descriptive and inferential statistics were used to analyse the data. The results were analysed from response rate, back ground information, to establish the extent to which the strength of monitoring team influence project success, to determine the influence of budgetary allocation on project success, to establish the influence of M & E plan on project success and to evaluate the influence of selection of tools and techniques on project success. Correlation analysis to show the strength of the relationship between project success and strength of monitoring team, budgetary allocation, M& E team, selection of tools and techniques and regression analysis was used to show the nature of the relationship between project success and the independent variables. Since the variables determining each independent variables were in ordinary scale an overall index for dependent and independent variables using SPSS compute command and those indexes were used for inferential analysis.

#### 4.2 Response Rate

Out of 144 questionnaires which were issued 140 were correctly filled and returned thus they formed a response rate of 97.2%. The response rate was appropriate since according to Kothari (2007) a response rate of more than 70% is appropriate for analysis.

**Table 4.1 Response Rate**

<b>Sample size</b>	<b>Number</b>	<b>Percent</b>
Correctly filled and returned	140	97.2
Not returned	4	2.3
<b>Total</b>	<b>144</b>	<b>100</b>

### 4.3 Demographic Information

The study sought the demographic characteristics of the respondents in the study, specifically the gender, age and highest level of education.

#### 4.3.1 Gender of the respondents

The study sought to assess the gender of the respondents. The information collected is as shown in table below. The findings in table 4.2 show that majority 51% of the respondents were female and 49% were male, this implies that there was almost an equal gender representation among those who took part in M&E of development projects in Starehe Sub-county.

**Table 4.2 Gender of respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	69	49
Female	71	51
<b>Total</b>	<b>140</b>	<b>100</b>

#### 4.3.2 Age

The respondents were further asked to indicate their ages with the aim of establishing the age bracket. Table 4.3 shows the age distribution of the respondents.

**Table 4.3 Age of the respondents**

<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>
Below 30	28	20
31 – 49	51	36.4
50 and above	61	43.6
<b>Total</b>	<b>140</b>	<b>100</b>

The findings reveal that 43.6% of the respondents aged above 50 years, followed by 36.4% who aged between 31-49 years and 20% aged below 30 years. This implies that most of the employees serving in project implementation are experienced since they are aged more than 30 years.

#### 4.3.3 Level of education

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

**Table 4.4 Respondents' Education Level**

	<b>Frequency</b>	<b>Percent</b>
Primary	5	3.6
Secondary	24	17.1
Diploma	65	46.4
Undergraduate	37	26.4
Post graduate	9	6.4
<b>Total</b>	<b>140</b>	<b>100</b>

Regarding the level of education, majority 46.4% had attained diploma qualification, followed by 26.4% who had undergraduate qualification. In addition, 17.1% had secondary qualification while 6.4% had post graduate qualification. This implies that there were heterogeneous skills in Starehe constituency project implementation committee.

#### 4.4.1 Strength of monitoring team and Project Success

The first objective of the study sought to establish the extent to which the strength of monitoring team influence success of development projects in Starehe Sub-county, Kenya. To achieve this, the respondents were requested to indicate their levels of agreement on several parameters of the strength of monitoring team and project success. The responses ranged from very low extent, low extent, moderately extent, high extent and very high extent. Mean, standard deviation and percentage were used to summarize the study findings as shown in Table 4.5.

**Table 4.5 Strength of Monitoring Team and Project Success**

	<b>Mean</b>	<b>Std. Deviation</b>
Providing support and strengthening of M & E team is a sign of good governance.	3.8	1
Providing support and strengthening of M & E team will also play a key role in ensuring that the M & E team adds value to the organizations operations	3.6	1.1
A motivated team usually achieves high performance	3.6	1.2
Nevertheless it is the view of the researcher that managers should indeed aspire to achieve quality in all the aspects and processes, including quality monitoring team, so as to achieve project success	4.2	1
Various aspects which are used in assessing the strength of monitoring team which is perceived to be one of the factors influencing project success. These aspects include: number of monitoring staff, monitoring staff skills, frequency of monitoring, stake	3.8	1.3

Firstly, majority of the respondents (3.8) argued that provision of support and strength to monitoring and evaluation team is a sign of good governance had high extent on project success; this was followed by a mean score of 3.6 who perceived it to have moderately high effect. Standard deviation of 1 showed that the respondents differed less on the need to provide support. Secondly, majority 30% (mean of 3.6) reported there was a high extent that supports provision and strengthening of M& E has a key role in ensuring that there is value addition in organization operations.

Thirdly, 30.7% (mean of 3.6) of the respondents argued that there is a high extent of achieving project success if there is a highly motivated project team, this was followed by 27.1% who perceived it to have a very high extent. 46.4% (mean of 4.2) of the respondents argued that “nevertheless it is the view of the researcher that managers should indeed aspire to achieve quality in all the aspects and processes, including quality monitoring team, so as to achieve project success”, similarly 36.4% perceived it to have a high extent. Finally, 42.1% (mean of 3.8) of the respondents argued that various aspects which are used in assessing the strength of monitoring



team which is perceived to be one of the factors influencing project success. These aspects include: number of monitoring staff, monitoring staff skills, frequency of monitoring, stake had a very high extent on project success.

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

#### **4.4.2 Budgetary allocation and Project Success**

The second objective of the study sought to determine the influence of budgetary allocation on success of development projects in Starehe sub county, Kenya. Mean, standard deviation and frequencies were used to summarize the data as in Table 4.6.

**Table 4.6 Budgetary Allocation and Project Success**

	Mean	Std. Deviation	Percentage (n=140)				
			VLE.	LE	MHE	HE	VHE
Challenges of performance monitoring in government include the lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information.	4.0	1.1	5	6.4	10	40	38.6
Monitoring and evaluation budget should be about 5 to 10 percent of the entire budget,	3.6	1.5	14.3	12.9	10	22.9	40
The project budget should provide a clear and adequate provision for monitoring and evaluation events.	3.7	1.0	2.9	10	22.9	38.6	25.7
Monitoring and evaluation budget can be obviously delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project running.	3.5	1.1	5.7	15.7	22.1	37.1	19.3

*\*VLE-Very low extent LE – Low extent MHE-Moderately high extent HE-High extent VHE-Very high extent*

Result show that majority 40% (mean of 4.0) reported that there was a high extent on challenges of performance monitoring in government include the lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information. An average of 4 shows that these challenges had high extent on project success.

Secondly, 40% (mean of 3.6) of the respondents argued that monitoring and evaluation budget should be about 5 to 10 percent of the entire budget had a very high extent on project success. 38.6% of the respondents argued that the project budget should provide a clear and adequate provision for monitoring and evaluation events since it had a high extent on project success. 37.1% (mean of 3.5) of the respondents reported that there was a high extent on project success if monitoring and evaluation budget can be obviously delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project running.

The study noted that improved control of activity costs, better management of budgets, improved planning of activities, better monitoring of activities, more efficient resource allocation, and better monitoring of the project schedule contribute towards project success. Project success is defined by various scholars on the basis of delivery of all or most of what it said it would (the scope); delivery of scope on schedule and/or within the agreed budget; delivery to the expected quality standards; achievement of project objectives; and most importantly the creation of significant net value for the organization after the project completion. The project costing should provide a clear and adequate provision for monitoring and evaluation events. Monitoring and evaluation budget can be obviously delineated within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running, (Gyorkos, 2003 and McCoy, 2005).

#### **4.4.3 M&E Plan and Project Success**

The third objective of the study sought to establish the influence of M& E plan on success of development projects in Starehe Sub-County, Kenya. To achieve this descriptive statistics such as mean, standard deviation and frequency were used to summarize as shown in Table 4.7.

**Table 4.7 M&E Plan and Project Success**

	Mean	Std. Deviation	Percentage (n=140)				
			VLE.	LE	MHE	HE	VHE
Speed in deployment of project resources	3.7	1.3	9.3	11.4	13.6	34.3	31.4
Effect on ease of project staffing	4.0	1.0	5	4.3	14.3	43.6	32.9
Effect on adequacy of scheduling	3.8	1.1	5	7.9	23.6	34.3	29.3
Impact on project stakeholders' understanding of project timelines	3.8	1.1	3.6	10	21.4	33.6	31.4
Appropriate data collection methods specified.	3.3	1.3	9.4	21.6	20.9	28.1	20.1

*\*VLE-Very low extent LE – Low extent MHE-Moderately high extent HE-High extent VHE-Very high extent*

Majority of the respondents 34.3% reported that speed in deployment of project resources has high extent on project success followed by 31.4% who reported that it had very high extent. Secondly, 43.6% reported that effect in ease of project staffing have high extent on project success, 32.9% had very high extent on project. Thirdly, 34.3% reported that effect on adequacy of scheduling has high extent on project success; in addition 29.3% had very high extent on project success. 33.6% reported that impact on project stakeholders understanding of project timelines had high extent on project, moreover, 31.4% reported that it had very high extent. 20.9% reported that appropriate data collection methods specified had moderately effect on project success.

#### **4.4.4 Selection of Tools and Techniques and Project success**

The fourth objective of the study sought to evaluate the influence of selection of tools and techniques on success of development projects in Starehe sub-county, Kenya. Descriptive statistics such as percentage, mean and standard deviation were used to summarize the data as shown in Table 4.8.

**Table 4.8 Selection of Tools and Techniques and Project success**

	Mean	Std. Deviation	Percentage (n=140)				
			VLE.	LE	MHE	HE	VHE
Applicability of result framework to M&E processes	3.7	1.2	5.7	12.1	17.9	37.9	26.4
Applicability of logical framework to M&E processes	3.2	1.2	7.9	19.4	31.7	23	18
Applicability of formal survey to M&E processes	3.9	1.2	5.8	7.9	12.2	35.3	38.8

*\*VLE-Very low extent LE – Low extent MHE-Moderately high extent HE-High extent VHE-Very high extent*

Result in Table 4.8 shows that majority 37.9% reported that applicability of result framework to M& E processes have high extent on project success, this was followed by 26.4% who perceived to have very high extent. Secondly, 31.7% reported that applicability of logical framework to M& E process had moderately high extent on project success, and 23% reported that it has high extent. Finally, 35.3% reported that applicability of formal survey to M& E process had high extent and 38.8% perceived it to have very high extent.

#### **4.4.5 Project Success**

Project success was operationalized to be measured by completion time, cost or budget, project quality, user satisfaction and achievement of objectives. The respondents were required to indicate on the level of agreement in regard to each attribute as associated with independent variables. Descriptive statistics such as mean, standard deviation and frequency were used to summarize the data.

**Table 4.9 Project Success**

	<b>Percentage (n=140)</b>						
	<b>Mean</b>	<b>Std. Deviation</b>	<b>VLE.</b>	<b>LE</b>	<b>MHE</b>	<b>HE</b>	<b>VHE</b>
Time	3.1	1.3	12.3	15.9	19.6	26.8	25.4
Cost / Budget	3.9	1.0	3.6	7.9	15	46.4	27.1
Project quality	4.3	0.9	0.7	6.4	7.9	34.3	50.7
User satisfaction	4.0	1.1	4.3	5.7	15	35	40
Achievement of objectives	3.7	1.2	5.7	7.1	30.7	25	31.4

*\*VLE-Very low extent LE – Low extent MHE-Moderately high extent HE-High extent VHE-Very high extent*

Result in Table 4.9 shows that 26.8% of the respondents reported project completion time was influenced to a high extent by strength of monitoring team, budgetary allocation, M& E plan and selection of tools and techniques. Secondly, 46.4% reported that it had high extent on the same. 50.7% reported that project quality was influenced to a very high extent by the attributes and 30.7% was influenced with moderately high extent.

#### **4.5 Inferential Statistics**

Further the study carried out inferential statistics to examine the model as conceptualised in chapter two. Correlation analysis was used to show the strength of the relationship between dependent and independent variables while regression analysis was used to show the nature of the relationship between dependent and independent variable. In addition, correlation analysis was used as a multicollinearity test whereby if two independent variables had correlation coefficient of + or – 0.7, then multicollinearity was a problem.

### 4.5.1 Correlation Analysis

**Table 4.10 Summary of Correlation**

Pearson correlation	1	2	3	4	5
Project success	1				
Strength of monitoring team	.392** 0.000	1			
Budgetary allocation	.358** 0.000	.207* 0.04	1		
M&E Plan	0.562** 0.00	-0.056 0.579	.393** 0.00	1	
Selection tools	.223* 0.000	.385** 0.000	.437** 0.000	0.194 0.054	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

***Key 1- Project success 2- Strength of monitoring team 3- Budgetary allocation 4- M&E Plan and 5- Selection tools***

Results in Table 4.10 revealed that there was a positive and significant relationship between strength of monitoring and evaluation team and project success ( $\rho=0.392$ ,  $p$  value $<0.05$ ). This implies that a unit increase in the strength of monitoring and evaluation team increases project success by 39.2%. Secondly, there was a positive significant relationship between budgetary allocation and project success ( $\rho =0.358$ ,  $p$  value  $<0.05$ ). This implies a unit increase in budgetary allocation increases project success by 35.8%.

Thirdly, there was a positive and significant relationship between M& E plan and project success ( $\rho =0.562$ ,  $p$  value  $<0.05$ ). This implies a unit increase in budgetary allocation increases project success by 56.2%. Finally, there is a positive and significant relationship between selection tools and project success ( $\rho =0.223$ ,  $p$  value  $<0.05$ ). This implies a unit increase in selection of tools and techniques increases project success by 22.3%.

### 4.5.2 Regression Analysis

Regression analysis was utilized to investigate the relationship between the variables. These included an error term, whereby the dependent variable was expressed with a combination of independent variables. The regression model was therefore used to describe how the mean of the dependent variable changes with the changing conditions.

$$Y_i = \alpha + \beta_1(X_1) + \beta_2(X_2) + \beta_3(X_3) + \beta_4(X_4) + \epsilon. \text{ When } \beta_5=0$$

Where;

$Y_i$ = Project success

$\beta$  = regression coefficient (parameter of the function)

$X_1$ = Strength of monitoring team

$X_2$ = Budgetary allocation

$X_3$ = M&E plan

$X_4$ = Selection of tools and techniques

$\epsilon$  representing the error term

### 4.5.3 Strength of the model

**Table 4.11 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867a	0.752	0.748	0.857561

a Predictors: (Constant), Strength of monitoring team Budgetary allocation M&E Plan Selection tools

The model summary Table 4.11 shows the coefficient of determination which shows the model explanatory power. An R squared of 0.752 shows that 75.2% of the changes in project success can be jointly explained by strength of monitoring and evaluation team, budgetary allocation, M&E plan and selection of tools and techniques. The remaining percentage of project success can be explained by other factors excluded from the model.



**Table 4.12 ANOVA**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	21.942	4	5.485	7.459	.000b
	Residual	99.225	135	0.735		
<b>Total</b>		<b>121.167</b>	<b>139</b>			

a Dependent Variable: Project success

b Predictors: (Constant), Strength of monitoring team Budgetary allocation M&E Plan Selection tools

Results in Table 4.12 shows that strength of monitoring and evaluation team, budgetary allocation and selection of tools and techniques. (F=7.459, p value =0.000) shows that there is a significant relationship between p strength of monitoring and evaluation team, budgetary allocation and selection of tools and techniques and at least one of the slope is not zero.

#### 4.5.4 Coefficient of determination

The coefficient was obtained as shown in table 4.13:

**Table 4.13 Regression Coefficient**

<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	0.004	0.088		0.047	0.963
	Strength of monitoring team	0.357	0.098	0.36	3.639	0.000
	Budgetary allocation	0.282	0.111	0.273	2.543	0.013
	M&E Plan Selection tools	0.1	0.026	0.085	3.856	0.000
		0.058	0.023	0.051	2.481	0.015

a Dependent Variable: Project success

The established multiple linear regression equation becomes:

$$Y_i = 0.004 + 0.357(X_1) + 0.282(X_2) + 0.1(X_3) + 0.058(X_4) + \epsilon$$

The first research question sought to find out to what extent does the strength of monitoring team influence success of development projects in Starehe Sub-county, Kenya? To answer this regression analysis was carried out. Results in Table 4.13 shows that there is a positive and significant relationship between strength of monitoring team and project success ( $\beta = 0.357$ ,  $t= 3.639$ , P value  $<0.05$ ). This implies that a unit change in strength of monitoring increases project success by 0.357 units.

The second research question sought to find out how does the budget allocated influence success of development projects in Starehe Sub-county, Kenya? Regression analysis shows that there is a positive and significant relationship between budgetary allocation and project success ( $\beta = 0.282$ ,  $t= 2.543$ , P value  $<0.05$ ). This implies that a unit change in budgetary allocation increases project success by 0.282 units.

The third research question sought to find out how does an M&E plan influence success of development projects in Starehe Sub-county, Kenya? To achieve this regression analysis was carried and the results showed that there is a positive and significant relationship between M& E and project success ( $\beta = 0.1$ ,  $t= 3.856$ , P value  $<0.05$ ). This implies that a unit change in M&E increases project success by 0.1 units.

The fourth research question sought to find out how does the selection of tools and techniques influence success of development projects in Starehe Sub-county, Kenya? To achieve this regression analysis was carried out. Results of the study showed that there was a positive and significant relationship between selection tools and project success ( $\beta = 0.058$ ,  $t= 2.481$ , P value  $<0.05$ ). This implies that a unit change in selection tools increases project success by 0.058 units.

**CHAPTER FIVE**  
**SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSIONS AND**  
**RECOMMENDATION**

**5.1 Introduction**

This chapter presents a summary of the study findings, conclusions and recommendations. It also makes suggestions for further research. The findings are summarized in line with the objectives of the study which was to examine monitoring and evaluation factors influencing the success of development projects in Starehe Sub County, Kenya.

**5.2 Summary of findings**

For the first objective which was to establish the extent to which the strength of monitoring team influence success of development projects in Starehe Sub-county, Kenya. Results of the study revealed that there is a positive and significant relationship between strength of monitoring and evaluation team and project success. Correlation analysis revealed that a unit change in selection and monitoring team increased project success 0.392 units.

For the second objective that was to determine the influence of budgetary allocation on success of development projects in Starehe Sub-county, Kenya, correlation analysis showed that there was a positive and significant relationship between budgetary allocation and project success. Regression analysis revealed that a unit change in budgetary allocation increases project success by 0.282 units.

The third objective which was to establish the influence of M&E plan on success case of development projects in Starehe Sub-county, Kenya, the study showed that there is a positive and significant relationship between M& E plan and project success. Specifically, correlation analysis showed that a unit change in M&E plan increased project success by 56.2%. Regression analysis showed that a unit change in M& E plan increased project success by 0.1 units.

Finally, the fourth objective which was to evaluate the influence of selection of tools and techniques on success of development projects in Starehe Sub-county, Kenya, the study revealed that there was a positive and significant relationship between selection tools and techniques and project success. Correlation analysis showed that a unit change in selection tools and techniques increased project success by 22.3%. Regression analysis showed that a unit change in selection of tools and techniques increased project success by 0.058 units.

### **5.3 Discussions of the findings**

This study focused on M&E factors influencing success of development projects in Starehe Sub-county, Kenya. A project is commonly acknowledged as successful when it is completed on time, within budget, and in accordance with specifications and to stakeholders' satisfactions. The findings of this study emphasized that completion factors vary across various projects. This section therefore focuses on a detailed discussion of the major findings of the study which also entails comparing the study findings to the literature in order to come up with comprehensive conclusion.

#### **5.3.1 Strength of monitoring team and project success**

The findings of the study found that majority of the respondents agreed that providing support and strengthening of M & E team is a sign of good governance that influence performance of monitoring and evaluation which in turn leads to project success of development projects in Starehe sub-county. the study therefore infer that providing support and strengthening of M & E team will also play a key role in ensuring that the M & E team adds value to the organization operations (Naidoo, 2011). In assessing the strength of monitoring team which is perceived to be one of the factors influencing project success, the aspects include: Number of monitoring staff, monitoring staff skills, frequency of monitoring and stakeholder's representation. A motivated team usually achieves high performance (Zaccaro et' al, 2002). This implies that the more a team is strengthened, the better the performance and value addition to the organization. This also applies to the monitoring and evaluation teams in project management. Interestingly Pretorius et' al (2012) observed that there was no

significant association between the maturity of quality management practices in project management organizations and the results of the projects that they produce.

### **5.3.2 Budgetary allocation and project success**

The study findings revealed that there was a positive and significant relationship between budgetary allocation and project success. Also the project budget should provide a clear and adequate provision for monitoring and evaluation events since it had a high extent on project success. Monitoring and evaluation budget should also be delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project running. These findings agree with (Gyorks, 2003). Mugo and Oleche (2015) in a study on M&E of development projects and economic growth in Kenya agreed with the findings where the amount of budgetary allocation for monitoring and evaluation was also found to be a positively significant determinant of M&E system implementation in development projects. An additional amount of budgetary allocation on monitoring and evaluation in development project was likely to increase the probability of M&E system implementation significantly.

For the financial year 2015 / 2016 it was found out that the Starehe Sub county CDF had allocated 3.46% of its total budget to monitoring, evaluation and capacity building; above the 2% guideline from the CDF Act of 2013 (CDF office, Starehe Sub-county). However this is below the suggested five to ten percent of the total project budget (Kelly and Magongo, 2004). Kelly and Magongo (2004) further added that the CDF Act allows for a 5% allocation for emergencies like drought and famine which rarely occur in some places yet monitoring and evaluation is a crucial project function that should take place frequently as long as CDF projects exist.

### **5.3.3 M&E plan and project success**

The study revealed that monitoring and evaluation plan contributes to project success to a high extent. There was a significant and positive relationship between M&E plan and project success. The findings of Lecomber (2013) show that effective project planning takes into

consideration all aspects of planning including stakeholder engagement, monitoring and evaluation, benefits mapping, risk assessment, as well as the actual plan (schedule) itself. The three most cited factors for project failure are: lack of stakeholder engagement, lack of communication, and lack of clear roles and responsibilities. Findings by Ashley et al (2007) also found that planning effort; project team motivation; project manager goal commitment; project manager technical capabilities; control system; and scope and work definition as important factors contributing to project success.

#### **5.3.4 Selection of tools and techniques and project success**

The study revealed that there was a positive and significant relationship between selection of tools and techniques and project success. Applicability of formal surveys to M&E processes influenced project success to a very high extent against the overly mentioned Logical framework. This contradicts Chaplowe's (2008) work where he asserted that the Logical framework (Log frame) identified internationally, is one of the most common tool and technique used in both planning and monitoring of projects. The Log frame also is a tool that is applicable for all organizations both government and nongovernmental that are engaged in development activities. There has been a lot of argument over the value of the Logical Framework as a planning and monitoring tool (Bakewell and Garbutt, 2005). Logical Frameworks have been useful in the identification of indicators at the planning stage, but not so successful in ensuring their actual utilization during project monitoring and evaluation (Kenya social protection sector review, 2012). In the some cases the advocates of Logical Frameworks have promoted a very narrow view of indicators that is only that which is measurable can be managed (Bakewell and Garbutt, 2005). This could be attributed to some of the disadvantages of a log frame such that if managed rigidly it stifles creativity and innovation; if not updated during implementation, it can be a static tool that does not reflect changing conditions and training and follow-up are often required (World Bank, 2002).

## **5.4 Conclusion**

Since the four factors combined all influenced 75.2% of project success there is need for evaluation of other factors which could be explaining the remaining 24.8% of project success. From the foregoing results, the strength of monitoring and evaluation team enhances project success therefore there is need to evaluate the specific attributes of monitoring and evaluation team. More so monitoring and evaluation ought to be enhanced as such to attain all the benefits associated with monitoring and evaluation in relation to project success. Secondly, there are positive benefits associated with budgetary allocation there is need to have optimal budgetary allocation as such to attain all benefits associated with efficient use of cash flows.

Thirdly, there is need for clearly articulated M& E plan which will ensure the project timing is clearly illustrated with specific time frames. Those steps with chances of crashed they should be crashed as such to achieve to save the resources and more so the completion time. Finally, there is need to select the specific tools which are to be used in every stage of project implementation. These tools and techniques ought to be in a position to meet the specific needs of an organisation.

## **5.5 Recommendations**

From the findings and conclusion, the study recommends the following with regard to M&E factors influencing project success case of development projects in Starehe Sub County.

1. From the current findings the management should maximize on the four factors since they are positively influencing project success. More so, the specific attributes which are geared towards achieving effective and efficient project success in the Sub County should be fully adapted. Economists and cost accountant in the project implementation should ensure the government or any project implementer benefits fully.
2. The M&E factors influencing project success of development projects in Kenya have numerous weaknesses, which if not redressed will seriously affect the success of the development projects. These include funds required in carrying out running costs of traversing Starehe Sub County and payments like allowances for M & E committee are

inadequate leading to poor execution of M & E activities. Due to inadequate financial resources and expenditure restrictions by treasury, team charged for M & E is therefore unable to carry out continuous M&E and develop a proper M&E system

3. The teams charged in carrying out M & E of Projects should consider adopting a modern information and communications technology in carrying out monitoring and evaluations to capture real time data.
4. There is need to examine the role of budgetary allocation since it had a positive influence on project success. More so project implementation teams should continuously evaluate the cost benefits analysis associated with specific projects and ensure there is optimal benefit.
5. The M& E plan should be continuously evaluated through workshops and seminars. All project implementers ought to attend benchmarking seminars which will ultimately improve their skills on project planning and implementation.
6. There is need to include all stakeholders in project M & E in each stage as they play an active role since they are the consumers of the project for the sake of sustainability. Cooperation of stakeholders should also be encouraged.

### **5.6 Suggestions for Further Study**

Similarly, the study was also limited in terms of the number of factors that were examined. The study examined the influence of only four factors (strength of monitoring team, budgetary allocation, M&E plan and selection of tools and techniques) on the monitoring and evaluation factors influencing project success of development projects. There are other numerous factors that have the potential to affect M&E performance of projects including political influence, technology, and projects' policy frameworks among others. Future studies should examine other factors that have the potential of affecting monitoring and evaluation of development projects in Kenya.



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## **APPENDICES**

### **Appendix I: Questionnaire Consent Form**

#### **Re: Participation in Research**

I am a postgraduate student pursuing a Master Degree in Project Planning and Management at the University of Nairobi. As part of this course, I am carrying out a research on the Factors Influencing the Effectiveness of Monitoring and Evaluation Function in achieving Project Success of Development Projects in Nairobi County, Kenya 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. Your participation is important for the success of this project and your responses will be treated with utmost confidentiality.

Thanking you in advance.

Yours Faithfully,

**Victoria Wachaiyu.**

## **Appendix II: Questionnaire**

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

### **Section A: General Information**

1. What is your gender?

Male [ ]

Female [ ]

2. What is your age bracket?

Below 30 [ ]

31 to 49 [ ]

50 and above [ ]

3. What is your highest level of educational?

Primary [ ]

Secondary education [ ]

Diploma [ ]

Undergraduate Degree [ ]

Postgraduate Degree [ ]

### **Section B: Strength of monitoring team and project success**

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

Moderately high extent **4.** Low extent. **5.** Very low extent.

4. To what extend does the strength of monitoring team influence success of development projects in Starehe Sub-county, Kenya?

Statement	1	2	3	4	5
Providing support and strengthening of M & E team is a sign of good governance.					
Providing support and strengthening of M & E team will also play a key role in ensuring that the M & E team adds value to the organizations operations					
A motivated team usually achieves high performance					
Nevertheless it is the view of the researcher that managers should indeed aspire to achieve quality in all the aspects and processes, including quality monitoring team, so as to achieve project success					
Various aspects which are used in assessing the strength of monitoring team which is perceived to be one of the factors influencing project success.  These aspects include: number of monitoring staff, monitoring staff skills, frequency of monitoring, stakeholders representation,					

### Section C: Budgetary allocation and project success

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

5. How does the budget allocated influence the success of development projects in Starehe Sub-county, Kenya?



Statement	1	2	3	4	5
Challenges of performance monitoring in government include the lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information.					
Monitoring and evaluation budget should be about 5 to 10 percent of the entire budget,					
The project budget should provide a clear and adequate provision for monitoring and evaluation events.					
Monitoring and evaluation budget can be obviously delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project running,					

#### Section D: M&E Plan and Project success

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

6. How does an M&E plan influence the success of development projects in Starehe Sub-county, Kenya?

Statement	1	2	3	4	5
Speed in deployment of project resources					
Effect on ease of project staffing					
Effect on adequacy of scheduling					
Impact on project stakeholders' understanding of project timelines					
Appropriate data collection methods specified.					

**Section E: Selection of tools and techniques and project success**

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

Moderately high extent **4.** Low extent. **5.** Very low extent.

7. How does the selection of tools and techniques influence success of development projects in Starehe Sub-county, Kenya?

Statement	1	2	3	4	5
Applicability of result framework to M&E processes					
applicability of logical framework to M&E processes					
Applicability of formal survey to M&E processes					

**Section F: Project Success**

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

Moderately high extent **4.** Low extent **5.** Very low extent.



8. To what extent do the below factors indicate that a given project has been successfully implemented?

Statement	1	2	3	4	5
Time					
Cost / Budget					
Project quality					
User satisfaction					
Achievement of objectives					

**End**

**Thank you for your response**

## Appendix III: Research Permit

<b>THIS IS TO CERTIFY THAT:</b>	
<b>MS. VICTORIA WANJALA WACHAIYU</b>	<b>Permit No : NACOSTI/P/16/12457/12838</b>
<b>of UNIVERSITY OF NAIROBI, 60540-200</b>	<b>Date Of Issue : 1st August, 2016</b>
<b>nairobi, has been permitted to conduct</b>	<b>Fee Received : ksh 1000</b>
<b>research in Nairobi County</b>	
<b>on the topic: <b>MONITORING AND</b></b>	
<b>EVALUATION FACTORS INFLUENCING</b>	
<b>PROJECT SUCCESS: A CASE OF</b>	
<b>DEVELOPMENT PROJECTS IN STAREHE</b>	
<b>SUB-COUNTY KENYA</b>	
<b>for the period ending:</b>	
<b>30th July, 2017</b>	
<b>Applicant's</b>	
<b>Signature</b>	<b>&amp; Director General</b>
	<b>National Commission for Science,</b>
	<b>Technology &amp; Innovation</b>

<b>CONDITIONS</b>	
<b>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.</b>	<b>REPUBLIC OF KENYA</b>
<b>2. Government Officers will not be interviewed without prior appointment.</b>	
<b>3. No questionnaire will be used unless it has been approved.</b>	<b>NACOSTI</b>
<b>4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.</b>	<b>National Commission for Science,</b>
<b>5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.</b>	<b>Technology and Innovation</b>
<b>6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.</b>	<b>RESEARCH CLEARANCE</b>
	<b>PERMIT</b>
	<b>Serial No. A 10749</b>
	<b>CONDITIONS: see back page</b>

## Appendix IV: Authorization letter



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,  
2241349, 3310571, 2219420  
Fax: +254-20-318245, 318249  
Email: dg@nacosti.go.ke  
Website: www.nacosti.go.ke  
when replying please quote

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No.

Date:

NACOSTI/P/16/12457/12838

1<sup>st</sup> August, 2016

Victoria Wanjala Wachaiyu  
University of Nairobi  
P.O. Box 30197-00100  
NAIROBI.

#### RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Monitoring and Evaluation factors influencing project success: A case of development projects in Starehe Sub-County, Kenya,*" I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **30<sup>th</sup> July, 2017**.

You are advised to report to the **County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

  
BONIFACE WANYAMA  
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner  
Nairobi County.

The County Director of Education  
Nairobi County.