

**INFLUENCE OF MONITORING AND EVALUATION ON PERFORMANCE OF
CONSTITUENCY DEVELOPMENT FUND PROJECTS: A CASE OF
MARAkwET WEST SUB-COUNTY OF ELGEYO MARAKWET COUNTY,
KENYA.**

BY

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

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DECLARATION

This research project report is my original work and has not been presented for an award in any other university.

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DEDICATION

I dedicate this research project to my mother Shokwei, my father Kirias; my brothers; Daniel, Kim, and Timo and my cousin Concepta.

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LIST OF ABBREVIATIONS

CDF	Constituency Development Funds
CIDA	Canadian International Development Agency
DFTD	District-Focus for Rural Development strategy
IFRC	International Federation of Red Cross and Red Crescent Societies
IT	Information Technology
M&E	Monitoring and Evaluation
MPs	Members of Parliaments
NIMES	National Integrated Monitoring and Evaluation System
NPEP	National Poverty Eradication Plan
NPMF	National Performance Management Framework
PRS	Poverty Reduction Strategy
RBM	Result Based Monitoring
RBM&E	Result Based Monitoring and Evaluation
UNDP	United Nation Development Program

ABSTRACT

The increased need of performance involves new challenges in ensuring that targets are met. Marakwet West Sub-County like many other parts of Kenya has been experiencing the lack of proper utilization of CDF funds. Monitoring and evaluation identify problems and their causes. From the literature review, it was established that one of the challenges facing CDF projects was the lack of sufficient approaches to monitoring and evaluation. This study, therefore, investigated the influence of monitoring and evaluation on the performance of Constituency Development Fund projects in Marakwet West-Sub County of Elgeyo Marakwet County, Kenya. The specific objectives of the study were; to investigate how monitoring and evaluation data influenced the performance of CDF projects in Marakwet West Sub County, to investigate how information reporting and utilization influenced the performance of CDF projects in Marakwet West Sub-County, to determine how capacity building and human resources influenced the performance of CDF projects in Marakwet West Sub County and to assess the extent to which the budget allocation influenced the performance of CDF projects in Marakwet West Sub County. Descriptive survey research design targeting 148 PMC chairpersons in Marakwet West Sub-County was employed. A sample size of 59 was stratified random sampled. Questionnaires were used as instruments of data collection. Descriptive statistics was used to analyze data while Correlation analysis checked the relationship among the variables. The analysis of correlation results between the dependent and independent all gave a positive coefficient greater than one implying that if monitoring and evaluation practice is increased then, it impacts positively on project performance. The study found out that the adoption of M&E in Marakwet West Sub-County was very low. Only (54.2%) collected monitoring and evaluation data. The fact that M&E was not one hundred percent explains the existence of insufficiency. An inadequacy in M&E was characterized by inadequate means of data storage, poor data processing, poor means of dissemination of M&E information. In this view, the study recommended that different line ministries should involve it stakeholders in formulating policies that would ensure that effective monitoring and evaluation process are encouraged to engage in continuous data collection, data analysis, and effective data utilization to enhance the project results. Also, new information reporting and use system are to be put in place, with proper data processing, presentation, and dissemination to capture real-time data and monitoring and evaluation budget should be delineated within the overall project budget.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

With the increased demand for transparency and accountability on public funded organizations, monitoring and evaluation have become important in projects to ensure deliverance of programs that emphasize on result. Results, in this case, are used to direct policy decisions, improve accountability and inform budget provision. (Gebremedhin, Getachew & Amha, 2010). M&E system has globally been adopted by states and NGOs to augment transparency, effectiveness, and sustainability (Zhang & Vos, 2014).

In Canada, the monitoring and evaluation system are anticipated to provide information outcome that serves a range of requirements and users all through the system at different stages. At the operational level, M & E should be used as an educational tool to support program improvement and quality management practices. While at an individual department, the deputy's head is responsible for good governance and production of a unit, M&E serves key management accountability mechanisms (Lahey, 2010).

In China, the lack of capacity is a severe limitation to efficient systems; staffing levels are extremely low, with staff lacking the experiences needed to tackle performance evaluation. For instance, few have training in economics and other social science research and assessment methods affiliated with the lack of capacity. Current, audits are relatively strictly focused on financial compliance and have not diverted into economic evaluations, performance or value-for-money audits. To put in place effective M&E systems, Wong suggested that organizational reforms should begin to reorient the intergovernmental budget system and repair responsibility relations at the central and local levels (Wong, 2012).

In Ethiopia, there is a growing focus on public agricultural organization to intensify production and prove outcomes. Nevertheless, the utilization of M&E awareness to evaluate the execution of project is severally limited in the county. To perform better Learning from past experiences has been extensively utilized by private and public organizations. The primary reasons being the low level of traditional M&E systems and inadequate capacity to carry out M&E (Gebremedhin, Getachew & Amha, 2010).

The Kenyan government first comprehensive monitoring and evaluation systems' proposal was prepared in 1983 when the District-Focus for Rural Development Strategy (DFTD) was introduced then continued under the National Poverty Eradication Plan (NPEP) when the participatory system of monitoring progress was used. Interest to integrate monitoring and evaluation into planning process re-emerged in the year 2000 through the Poverty Reduction Strategy (PRS). In the year 2004, a National Integrated Monitoring and Evaluation System (NIMES) were established. The primary objective of NIMES is to build a culture of results at all levels of government in Kenya; by producing data to facilitate monitoring and implementation of programs and project by ministries and other stakeholders; and creates a comprehensive database on developing results upon which to design other projects (Serem, 2011).

1.1.1 Concept of Monitoring and Evaluation

Given the importance placed on project performance which is an important aspect of a result, it is required to prove whether or not projects fulfill its original objectives. Osborne & Gaebler (1992) in their work. *The Power of Measuring Results* argues that "if you do not measure result, you cannot tell success and failure." According to Singal, Singal & Rishi (2011), a project is considered unsuccessful if it is not completed on time and within budget. The primary objective of monitoring as a continuous function is to offer the management and the key players of a continuing project the first signs of progress or the lack of results in the outcomes obtained (Merten, 2010). Evaluation denotes an orderly and objective appraisal of an ongoing or finished project to; determine the relevance and fulfillment of targets, impacts, and sustainability.

M&E systems assist projects in attaining project goals, by providing information to management, on projects implementation; as a result, structured management decisions can be taken when necessary. Its chief purpose is to improve organizational reporting on growth and outcome, by generating overall statistics and extracting relevant information on the performance of projects from monitoring and evaluation reports to articulate project goals and demonstrate how activities lead to desired outcome (Metaxiotis, Papakonstantinou, & Psarras, 1999 :UNWOMEN, 2012).

1.1.2 Constituency Development Fund

The Constituency Development Fund (CDF) was promulgated in 2003 by the National Assembly; it compels the allocation of 2.5% of all government revenues collected annually to constituency development programs. It was created by the CDF Act (2003) and revised in 2007 and followed by CDF Act 2013 under the new constitution of Kenya 2010. The fund strives to manage inequalities in regional development caused by partisan and sectarian politics Hassan, 2012 Gachie, 2013, Government of Kenya, 2013).

According to the 2013 Elgeyo Marakwet County Development Profile, the population living below the poverty line is 57 percent with poverty level as high as 67 percent in Marakwet West and East. The government, initially at a regional capacity level committed to the provision of CDF funds. However, changes have taken place from centralization to devolution of funds at the county level; counties are now expected to run their development.

The introduction of CDF in Kenya raised the expectation of a bottom-up approach to improved public service and poverty reduction. According to the (CDF Act, 2013), the primary objective of the fund is to alleviate poverty by funding projects with direct social and economic impacts. However, the majority of the population has benefited little from the funds in recent years. The funds do not automatically ensure high performance or improve the quality of service or poverty reduction.

There is a growing body of literature seeking to promote CDF: see, for example, (Karanja (2013); Munyori (2012) and Odhiambo (2011). Indeed, in recent times, CDF has been advocated in unusually high profile. Odhiambo (2011) found that interpersonal skills were a significant competence required for, managing CDF projects especially maintaining

project standards, planning and integrating. Munyori (2012) in his study found out that there was an unbalanced distribution of CDF projects upon all public primary schools in Starehe Constituency. Karanja (2013) learned that lack of coordination in supplies negatively affected project performance due to increased complexity and disagreement between supply chains. The study does not tell us how M&E influence performance of CDF projects in Marakwet. This study is set to fill this gap by investigating the M&E influence on project performance in Marakwet West Sub County.

1.2 Statement of the Problem

According to Kimani, Nekesa & Ndungu (2009) criticism exist, of how CDF is implemented and managed from various quarters. Recent empirical evidence by Owuor (2013), points out to arrays of challenges faced by CDF among them management, organization structure and Project identification criteria. Effective M&E is supposed to enable project managers make corrective action and inform future project initiation and implementation (African Monitoring and Evaluation Systems, 2012).

On the contrary, most projects taking a longer time to be completed end up not achieving their intended objectives and most of them not able to sustain themselves all because M&E practices were not observed, during the implementation and execution of these projects and after the donor has pulled out (Robert, 2010). It is evident that for many years, CDF provided essential services to communities that were non-existent. However, concerns on optimal exploitation of CDF, reveals that the funds are not optimally used. Projects remain incomplete; those complete are poorly done, others were never initiated or are non-existent yet money is allocated to them and even appear in CDF records to have been done and are functional. To make matters worse, they cannot account for massive sums of money (Awiti, 2008). A report by the National Tax Association (NTA), found out that CDF funds were mismanaged between financial year 2003/2004 to 2007/2008, Kshs 600,000 (US\$7,792) on unfinished and neglected projects and wastage of Kshs 5,950, 000 (US\$77,273) on poor project implementation (National Tax Association, 2010).

According to a report by the National Anti-corruption Steering Committee CDF, on-going projects lack serious monitoring and evaluation. Inadequate M&E have led to abuse of

resources. (KIPPRA, 2007). The government has endeavored to enhance devolution of funds through CDF in Kenya. However, lack of M&E of CDF projects has continued to persist and especially in Marakwet West Sub-County. Marakwet West Sub County like many other parts of Kenya has been experiencing a lack of proper utilization of the CDF funds. However, the causes have not been investigated. There is little done especially to study performance critically especially when it is clear that funding has come along with technical factors, such as monitoring and evaluation that many project personnel may not be versed with.

It is in this context that the researcher hoped to establish the influence of monitoring and evaluation of CDF projects in Marakwet West sub-county. Since when achieved M&E process is important in enforcing project objectives and goals are met, the study examined the influence of monitoring and evaluation on the performance of CDF projects with particular reference to Marakwet West Sub-County.

1.3 Purpose of the Study

The purpose of this study was to investigate the influence of monitoring and evaluation on the performance of Constituency Development Fund projects in Marakwet West-Sub County of Elgeyo Marakwet County, Kenya.

1.4 Research Objectives

Research Objectives (The study was guided by the following objectives),

- (i) To investigate how monitoring and evaluation data influence the performance of CDF projects in Marakwet West Sub-County,
- (ii) To investigate how information reporting and utilization influence the performance of CDF projects in Marakwet West Sub-County,
- (iii) To determine how capacity building and human resources influence the performance of CDF projects in Marakwet West Sub-County,
- (iv) To assess the extent to which budget allocation influence the performance of CDF projects in Marakwet West Sub-County

1.5 Research Questions

- (i) To what extent do monitoring and evaluation data influence the performance of CDF projects in Marakwet West-Sub County?
- (ii) To what extent do information reporting and utilization influence the performance of CDF projects in Marakwet West Sub-County?
- (iii) To what extent do capacity building and human resources in M&E influence the performance of CDF projects in Marakwet West Sub-County?
- (iv) To what extent does budgetary allocation in monitoring and evaluation influence the performance of CDF projects in Marakwet West Sub-County?

1.6 Significance of the Report

The study is significant in some ways. For a long time, the question of tracking performance and having an effective and reliable way of monitoring and evaluation at the sub-county level in Kenya has not been addressed. It is hoped that the study will achieve the following goals:

- (i) Assist relevant authorities to review their monitoring and evaluation strategies so that in turn inform policy making and adjustments in planning to improve performance.
- (ii) Supplement the existing literature on monitoring and evaluation of CDF funds in Marakwet West Sub-County. Given the sparse literature on monitoring and evaluation in Kenya.
- (iii) Stimulate further research on monitoring and evaluation in Kenya. At present, the literature is very scanty and focuses on non-governmental organizations.

1.7 Limitation of the Study

The field of study was sensitive regarding honesty and integrity on status of project performance. This was attributed to some of the respondents not wanting to create an impression of not having satisfied the objectives of their work hence, giving overrated information. The researcher overcame this challenge by using a checklist to confirm the expected results and sought to interrogate secondary data in the name of quotable reports

1.8 Delimitation of the Study

The study focused on the influence of M&E of constituency development fund projects in all the 47 counties. The study focused on CDF funded projects in Marakwet West Sub-County, Kenya only. Some projects were already devolved to the county governments and the researcher studied educational and community poling development.

1.9 Basic Assumption of the Study

The study premised on the assumption that respondents were available and provided genuine response on the influence of monitoring and evaluation on the performance of CDF projects in Marakwet West Sub-County, Kenya.

1.10 Definition of Significant Terms Used in the Study

Budget allocation: The total amount of money allocated for a specific purpose during a specified period.

Capacity Building: Increased knowledge, production rate, organization ability and other competence of a project by attainment, inducement, expertise and learning

CDF Projects: These are projects funded by CDF Board within Marakwet West-Sub County.

Monitoring: Supervision actions in progress to make sure projects are as per plan in meeting set goals and performance intentions

Performance: This is the accomplishment of a given project measured against set standards, predetermined indicators.

Performance of CDF Funded Projects: Extent of progress: Achievements of objectives, progress in the use of allocated funds, goal attainment and project completion

1.11 Organization of the Study

The study is organized into five chapters. Chapter One dealt with the background of the study, statement of the problem, the purpose of the study, objectives, research questions of

the study, significance of the study, delimitations of the study, limitations of the study, and assumptions of the study and operational definition of key terms. Chapter Two dealt with literature review organized into subtitle preview of the influence of monitoring and evaluation on performance, theoretical framework, and conceptual framework. Chapter Three dealt with the introduction, research design, target population, sample size and sampling technique, research instruments, validity and reliability of the instruments, data collection procedure, and data analysis. Chapter Four contains data analysis, presentation, and interpretation while Chapter five entails summary of findings, discussions, conclusions, recommendations and suggestion on areas for further research

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter seeks to review and critically analyze the existing body of literature on some facets that characterize monitoring and evaluation of both funds and projects, in general, narrowing down to the Kenyan constituency devolved development funds; the

Constituency Development Fund (CDF) which forms the basis of this study. The review begins by looking at the literature on M&E data, M&E information reporting, M&E capacity building, monitoring and evaluation budget allocation. Also, the need for M&E of projects, CDF funds, CDF projects, the performance of projects in general and CDF projects in particular as well as related projects. The chapter also sought to outline the study's theoretical framework upon whose lens it employs.

2.2 Performance of Constituency Development Funds Projects

The measure of how CDF projects perform has been a subject of intellectual discourse as well as a subject of debate within the body politic. In its decade of existence, one of the most progressive approaches taken has been contained in one primary document; the CDF social audit project titled, Towards Improved Accountability and Transparency in Constituency Development Fund through Social Audit. This report sought to entrench a democratic culture in the management of the Constituency Development Fund projects (CDF) to improve its efficacy and effectuate its service delivery to the people (Hassan, 2012).

Performance measurement is not an end in itself (Obiajunwa, 2012). Project performance is frequently estimated and assessed with a vast number of performance indicators are associated with multiple measurements. These included; time, cost and quality, customer satisfaction, project production. A different way to evaluate the performance of a project is to establish two standard sets of indicators, the first being that of individuals, who will look at the performance of the project from the macro perspective and second set those who will measure from the micro perspective (Hassan, 2012). Performance is measured because it helps to appraise, direct, account, inspire, advance, discover and progress projects; if a project begins to exceed budget or delays it delivers it quickly en route (Kemuma, 2012).

Details of development projects that are instituted under the auspices of the constituency development funds (CDF) are hazy largely because of the opaque manner with which they are initiated, implemented, and monitored. As Nyaguthii and Oyugi (2013) argue, close to seventy percent of the constituencies projects are of a political nature. Further, they have

been found that they have no particular improvement program; consequently, it stands out as a political tool. Quoting the Defunct Electoral Commission of Kenya, Nyaguthii and Oyugi argues that around sixty percent of Members of Parliament have held billions of Constituency Development Funds unspent (Nyaguthii & Oyugi, 2013).

There is an indication that CDF is improving services to areas that have not profited greatly from state services for many years. In precise, the poor have in the past encountered severe difficulties with access to essential services that are presently accessible through CDF. It is significant to strengthening the monitoring and evaluation features of CDF. This is influential in enhancing results and improving performance. Since inception, the Constituency Development Fund (CDF) finances have largely been used to fund many projects at the grassroots level (Zyl, 2010). For example, with regard to infrastructure, various roads that were in the past abandoned and impenetrable were improved. This has helped to decrease transport expenses in the market for local products (Hassan, 2012; Kariuki, 2013).

Kariuki argues that the accessibility of water in most counties has reduced the distance traveled by women to fetch water due to the many boreholes sunk in many constituencies in the country. Additionally, the Constituency Development Fund has helped communities living in crime prone areas to construct police posts as well as police stations. In turn, the national government has been swift in bringing these police posts and stations into operation thus reaffirming its commitment to public safety (Kariuki, 2013). However, Kariuki cautions that some grassroots programs have unsuccessfully achieved their indented objectives owing to poor planning and execution of policies. Quoting Kerote (2007), she postulates that the appropriate field methods that require efficient management of funds have been insufficient to enable the highest resource utilization such as the Constituency Development Fund. Various notions of project development have surfaced over time, particularly in matters linked to success, difficulties, and strategies. For her, the primary objective of the project development process is individual development. To this effect, the M&E is robustly focusing on individual project development involving progress, observation and what translates to outcome (Kariuki, 2013).

In a rejoinder, David Oloo argues that the lack of an effective monitoring and evaluative component of CDF project lies in a number of factors that affect successful monitoring and evaluation of CDF funds. These included; first, the deficiency of training for those responsible for monitoring and evaluation; second, a fuzzy institutional framework to lead the same; third, not incorporating M & E budget into project budgets; And finally, limited stakeholder involvement and political interference (Oloo, 2011).

2.2.3 Data in Monitoring and Evaluation

Data is a hard fact or figures (IFRC, 2002). Monitoring system to involve establishing "what data to gather; how, when, and who to gather data; data analysis; and reporting recent process." M & E activities require an inclusive data needs since they complement each other; thus design and provisions ought to be regarded together(Larson & Gray, 2011). According to UNDP data accessibility and quality necessary for analysis in developing a new project point out the scope and potential utilization of available resources for monitoring. Also, it points out any critical gaps to be tackled to ensure stable control outlook (UNDP, 2009).

Data collection for an intended evaluation is to be planned before policy activities begin, to avoid data duplication or missed opportunities, by collecting relevant and quality data prior. An early identification will ensure maximum resources utilization and effort by making sure that critical data are collected, be it of any existing data, or other ongoing data, necessary for evaluation (Magenta, 2011).

Data collection task are in two sets of necessities baseline data and ongoing data. Baseline data is done earlier before any critical operational activities. So that to have an insight or gain information on beneficiaries, while continuous data is for monitoring of progress during project implementation. Both sets of data are accordingly used for M&E. Baseline data can be updated using case studies and surveys to identify the grounds for occurred changes. M&E uses the same indicators and data sets; however, unavailability of relevant baseline and monitoring data makes evaluation difficult. Evaluation requires more information on how the process has impacted on people's lives, and thus evaluation must tackle system design (IFRC, 2002).

Baseline studies through indicators benchmarking and context analysis avail the required information to comprehend operation planning. Baseline data collection center on the situation before a project begin. By providing a snapshot of the situation before start-up, it forms a foundation for effective monitoring and evaluation. In particular, it assists in outcomes and impact measurement of a project through a follow-up study. Baseline data collection must be undertaken before the start of a project phase, while follow-up studies must be incorporated in M&E plan as a major component, and is to be budgeted and resourced for; baseline survey results are to be scrutinized and presented in a clear (IFRC, 2002).

Data can be used to evaluate ongoing projects. Projects are typically followed up based on regular reporting. Data provides an opportunity to analyze ongoing projects using new types of data. However, in analyzing ongoing projects data from different planning and information systems can also be utilized. These means that one can draw a scale from unstructured data, through registrations and data in data systems to structured data and reports. Data from IT systems include planned, updated, and original schedule and cost. Registrations, on the other hand, refer to metadata in IT systems and include when plans have been established and updated, when and how great drawings have been accessed and similar information (Olsson & Bull-Berg, 2015).

Data management in a project are those methods that systematically and reliably store, manipulate and access monitoring and evaluation data. This is an essential part of an M & E system, which links data collection to its interpretation and application. Poorly managed data constrain resources; Missing or poorly taped data influence data worth, the reliability of data, schedule and funds entrusted in analysis and implementation. Data managing must be suitable and protected, in a convenient and user-friendly arrangement. It must be tailored to the requirements, scope and complexity of the project. Project data management is a component of the data management system of a project and must comply with all instituted methods and obligations (IFRC, 2011).

Data analysis, involve finding and analyzing information on the progress of projects, then validating, to confirm the accuracy of reported growth. Also, it requires participation to give project stakeholders feedback on project progress and proposed measures (UNDP, 2009). Analysis of monitoring data assists project managers to check if project implementation is as per plan. Monitoring data supports evaluation; evaluation is used to check the extent of a project problem (Magenta, 2011).

According to Quinlan (2013), data analysis is in four stages; data description, data stage interpretation stage, conclusion stage, and theorization stage. The first phase data report the M&E is engaged in descriptive analysis of data. In the reading stage, M&E specialist derives meaning from data. At the conclusion stage, the M&E specialist draws conclusions from data. In drawing conclusions, the M&E Specialist reason along the findings which makes an extensive contribution to the closure of a project. And finally, theorization forms the final stages of data analysis in academia theorization of the analysis contribute to theory formation. It is important to note that it is not achievable to capture each data elements thus M&E specialist should state just the most important aspects of analysis through a process of data reduction (Quinlan, 2013).

Data acquisition and analytics is an area of very rapid development, and apparently with a tremendous potential to move project monitoring and evaluation towards a new dimension (Olsson & Bull-Berg, 2015). In a nutshell, monitoring systems need to cater to the social spaces and interactions necessary to enable information sharing and interpretation that leads to collective insights about action-sense-making (Guijt, 2008).

M&E improves the success of projects by setting up a connection between past, present and future interventions and outcome. It also assists organizations to extort pertinent information from past continuous activities from lessons learned and how future efforts may upgrade planning. Devoid of M&E judging the project right direction becomes hard (UNDP, 2002) Based on this M&E remain the pillar of the strategic framework.

2.2.4 Information Reporting and Utilization in Monitoring and Evaluation

Information is usefully processed data that has relevance and meaning (IFRC, 2002). If information from analysis of collected data is not acted on monitoring become void. From the findings, conclusion and recommendation a project manager are to report to stakeholders, learn from all process, make changes on the way forward if need be (IFRC, 2011). The primary goal in investing in M&E system is to produce results and utilize information that maintains organizational plan, M&E must notify stakeholders on design accountability and delivery of programs, policies, and services and the utilization of public funds (Lahey, 2010).

Collected monitoring data should be of high quality. Partial or incomplete data affect the scope and the contribution of monitoring data to evaluation. Monitoring data can be used to measure project success, against a pre-specified set of targets. Monitoring gives project information at any time about respective targets and outcomes while evaluation addresses causality issues (Channah Sorah, 2003).

The success and effectiveness of information reporting depend on the type of correspondent, the information they are reporting on and the amount of information vital for the report (Lederman, 2010). Good information is utilizable and creates significance. The data itself should be relevant, adequately, precise, comprehensive for the problem and includes the exact point of aspect. Data should be communicated in time to the right person, by a suitable communication guide. The user, on the other hand, should trust the source and know how to use data. Systemic and regular collection of data from projects will assist the project team to learn from experience and improve practices, allow for both external and internal accountability of the resources invested and the results realized as well as ensure planned activities are adhered to (O'Sullivan, 2004).

To optimize results, a conventional monitoring format is to be adopted by an organization to minimize workload while the form and arrangement for reporting results need to be agreed on early to meet shareholder's needs (United Nations Development Programme, 2009). Written reports are the basic reporting system for projects, and they involve regular field reports, quarterly project report, and annual report. In regular field reports activities

are implemented at the project level, quarterly project report, on the other hand, includes information on outputs as per particular plan and are prepared every three months while yearly for the annual report (IFRC, 2002).

Reports assist project management measure progress against the project (IFRC, 2002). A working M&E system supplies internally and externally useful information. Internally, it acts as a managerial tool that assists project management achieve results and finish set targets by providing information on the project milestone which is crucial for results. Externally it is important to those outside the project and is expecting results to measure project impact (Kusek, Rist, & White, 2011).

M&E information system in projects should improve the management, plan and future planning of projects (Metaxiotis, Papakonstantinou, & Psarras, 1999). It should measure the effects of a project results by looking at the indicators before and after a project (Olsson & Bull-Berg, 2015). Feedback should be provided to the evaluation stakeholders and the findings used to inform policy and assist in the appraisal. If information is not clear and not used correctly, the research objectives will not be met. Notwithstanding activities necessary for finding dissemination is a fundamental output that depends on the clearness of key conclusion and information communication. Throughout a project, the aim of reporting process is to ensure evaluators and stakeholders are in agreement with the project results and shun problems (Magenta, 2011).

Monitoring and evaluation systems assist projects in accomplishing objectives, via information provision to management, on implementation; as a result, structured control arrangements are made when necessary. Its chief purpose is to improve organizational reporting on growth and outcome, by generating overall statistics and extracting valuable information about project performance from monitoring and evaluation records (Metaxiotis, Papakonstantinou, & Psarras, 1999).

2.2.5 Capacity Building and Human Resources

Human resource is vital in every stage of a project life cycle (UNDP, 2009). The organizational ability to manage human capital depends on its capacity to handle its human capital knowledge, skills, capacity and another attribute that have economic value to a project. Even though the significance of human resource may not reflect on a project's balance sheet, it nevertheless has an incredible impact on the success (Snell, Morris, & Bohlander, 2015).

Chelimsky (2006) argues that capacity building providers should be candid enough to monitor and evaluate their processes critically. In a project human resources are supposed to be given specified job provision and relevant to their expertise, if insufficient training for the necessary skills should be given (Vanessa & Gala, 2011).

According to World Bank (2008) to support the capacity development of an associate, a capacity building provider can carry out mentoring or training activities. Capacity building requires a deep analysis of existing capacity, identifying capacity needed and designing of appropriate measure to fill the capacity gap. Capacity building can take various dimensions including human resources, social resources and financial capability (Temali, 2012).

For successful M&E, staff should be devoted to the function and should possess in the area critical technical expertise. Organizations practices of employing monitoring personnel differ among groups. For example, with the case of UNDP which has country offices instituted with M&E units with explicit terms of references (ToRs), committed experienced staff, work plans and additional resources. Apart from having an enthusiastic country M&E Specialist, UNDP ensures that skill levels are improved to gather the requirements of

ongoing projects in increasing capacity inside the projects when required (UNDP, 2009). M&E team ought to M&E projects, on-the-ground to progress project performance, by convenient giving a relevant report and suggestions to the programs' services. A possible role for project management professionals is to contribute to the initiation of pilot projects by identifying appropriate measures, appropriate types of data, help in interpreting the data and putting them into an evaluation context (Psarras et al., 1999).

Lings (2004) emphasizes the importance of human resource management in the supervision of development projects. The competence and capacities of the project committees at the project implementation sites influenced the success of the projects. The project team and the project manager should recognize and consent on the training required to improve performance in a project. This medium comprises an action plan to ensure skills development and information meeting knowledge needs (Armstrong, 2006). Regardless, of the fact that, there is a high rate increase in CDF disbursement, only 3% of its budget is allocated for capacity building which is inclusive of M&E of projects. If the capacity building is of a broad nature, it makes tracking several results impossible (Reichardt & Rallis, 2004).

2.2.6 Budgetary Allocation in Monitoring and Evaluation

In the recent past, donors have put emphasis on ensuring that monitoring and evaluation are budgeted for before approving any proposals for funding. Budgeting in organizations act has a decision-making process, regarding project cost and production by aiding in establishing performance goals for a unit (Little et al., 2002).

Loise, (2006) defines a budget as a statement which indicates a coordinated plan of activities. According to Lennie & Tacchi (2011) one needs to consider budget constraints and the costs involved in tasks such as organizing activities, data collection, and analysis, gathering feedback and reflections on the evaluation, and reporting to various audiences. A project budget must present a lucid and sufficient condition for monitoring and evaluation actions. Thus a fruitful and proficient scarce resources allocation in development phases and actions within phases outline a realistic management prospect for enhancing project schedule performance (John, 2007).

According to Kohli & Chitkara, (2007) the value of the work is done analysis involves budgeted cost for work scheduled which includes budgeted cost for monitoring and evaluation actions, the cost of work in process and estimated overhead cost. Also, it involves the cost budgeted for work executed, the actual cost of work completed, estimated cost for total activities of the project and the additional charge of the execution of the budget.

The core items to be included in a budget are: contracts fees, travel expenses, physical on- contractual investment costs, regular labor charge, focused labour input, training, capacity building, and non-operational costs, for instance, stationery, stipend for key stakeholders and project implementers and meetings (Nyakundi, 2014). The Program Evaluation Standards also indicates that evaluation planning budget could certainly be more carefully estimated and actual expenditure on the evaluation more closely monitored (James, 2001). In contrast, implementing agencies put little or no emphasis at all towards M&E and most of them try to resist having structures that can support M&E in their organizations.

In Kenya, the CDF act creates 3% of the allocated funds for capacity building activities of the stockholders and monitoring and evaluation of continuing projects (G.O.K, 2010). In contrast to what was planned in the 2007 Monitoring and Evaluation Master Plan the Kenya's M&E is still questioning. It is has a challenge in providing human capital to provide leadership, run and generate information necessary for result measurement of national policies impact (AMES, 2012).

2.8 Theoretical Framework

Theory of Change

Devoid of a provisional theory, on performance procedures project managers, are unable to decide what should be measured (Behn, 2003). A theoretical framework comprises of ideas, along with their description, and the theory applied the study. The theoretical framework ought to express rational principles and conception significant to the research problem. This study seeks to employ the theory of change in attempting to explain the influence of results based monitoring and evaluation on the performance of Constituency Development Funds.

To Gertler et al. (2011), a theory of change describes how a project is hypothetical to convey preferred outcome. The Theory of change is an outcomes-based approach that employs final judgment in the plan, execution, and assessment of objectives anticipated to make changes in their framework. The theory's prominence stems from the fact that it is increasingly used in project development to maintain progress outcomes (Vogel, 2012).

According to Robert & Khattri (2012), performance framework should have an understandable perceptive and order of how any designed projects are projected to meet outcomes. The theory of change model allows stakeholders to envisage the judgment of a project and categorize the expected connecting between efforts, actions, productivity. The use of the theory of change hinged upon the fact that it satisfactorily depicts measures, ideal amendment, and the original theory; all of which are essential components for M&E projects. In practical terms, the change theory aids project staff and evaluators recognize project goals. The knowledge of these important results enables stakeholders to measure and monitor outcome in comparison with the theory of change formulated earlier using, for example, variants of the theory of change like result chain or the logical framework. Additionally, the usages of the theory of change during the supervision stage of project execution helps to critic a project, and ensure it is on track to complete the preferred change and if it is functioning as per the project design (Corlazzoli & White, 2013).

Functionalist Theory

Functionalist theory guides this study. The theory originates in the works of Emile Durkheim (De Zurko, 1957). From the standpoint of functionalist analysis, a project is an operational unit, with each part related to the whole. Whenever examining a smaller part, a project manager needs to assess its function and dysfunction to ascertain its relevance to the larger entity. When running well; every part contributes to the constancy of the whole, balancing the system's equilibrium (Kornblum, 2011). The coordination of monitoring and evaluation requires coordinating between functional areas and levels. At any level, a general planning problem may exist. Such problems will be variously formulated depending on the level and function being considered (Holborn, Langley & Burrage, 2009).

Functionalism is concerned with how a project is structured and how projects structures work together as a system to perform the primary functions of a project. Functionalists tend to see the relationship between different projects as one of cooperation and interdependence (Baert, & Da Silva, 2010). Particular in CDF projects, various projects stages specialize in different activities. As no one activity is self-sufficient, it cannot meet the needs or rather it cannot perform. It must. Therefore, exchange services and relationships between different has one of reciprocity. This relationship extends to monitoring and evaluation in CDF projects systems. For effective monitoring and evaluation, a project monitoring and evaluation data, budgetary allocation and monitoring and evaluation information report and utilization and capacity building must each cooperate with each other for performance to be attained. The relation among the parts (monitoring and evaluation data, budgetary allocation and monitoring and evaluation information report and utilization and capacity building): how these parts are functional positive or negative impacts on projects (Van Krieken, Habibis, Smith, Hutchins, Martin & Maton, 2013).

In précis, when monitoring and evaluation lose functions, it becomes more fragile, making an increase in, stalled and incomplete projects. And the changes in a project illustrate how a project can lose function. A CDF project system is depicted by the associations among

its components (information, capacity building, and budget allocation) and the connection this classification have with its setting (Frick, 2004). When changes are formed in a CDF project system, one or more of these relationships can be affected. This can be related to the effect of monitoring and evaluation in CDF projects. Systemic change, nevertheless, is an inclusive process where "a fundamental shift in one aspect of a system requires significant changes in other aspects for it to be successful" (Reigeluth, 1992).

2.9 Conceptual Framework

A conceptual framework is a mirror, that reflects the major study objectives; it is in a graphically or in a narrative outline (Miles, Huberman, & Saldaña, 2014). The ultimate aim of monitoring and evaluation is to prepare deliverance of programs that emphasis on results. This study was founded on the assumption that the use of M&E influence the performance of projects and with appropriate application of monitoring and evaluation CDF projects can improve their performances.

The four principals issues that form the basis of this study include; monitoring and evaluation data, monitoring and evaluation information report and utilization, capacity building and human resources and budgetary allocation in monitoring and evaluation. This investigation was underpinned by the functionalist theory which states that a project is a functioning division, with each project cycle part interconnected to the whole. The theory of change theory, on the other hand, perceives an outcome-based approach which is a logical pathway to ensure interventions support and deliver desired results. (Corlazzoli & White, 2013).

This study seeks to assess the influence of monitoring and evolution on the performance of constituency development project in Marakwet West Sub County, on the basis that performances of projects were low despite the existence of funds. Hence, the need for this research, to establish the influence of monitoring and evaluation on CDF projects.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter seeks to review and critically analyze the existing body of literature on some facets that characterize monitoring and evaluation of both funds and projects, in general, narrowing down to the Kenyan constituency devolved development funds; the Constituency Development Fund (CDF) which forms the basis of this study. The review begins by looking at the literature on monitoring and evaluation data, monitoring and evaluation information reporting, monitoring and evaluation capacity building, monitoring and evaluation budget allocation. Also, the need for monitoring and evaluation of projects, CDF funds, CDF projects, the performance of projects in general and CDF projects in particular as well as related projects. The chapter also sought to outline the study's theoretical framework upon whose lens it employs.

2.2 Performance of Constituency Development Funds Projects

Project performance remains a prominent issue in project delivery all over the world. This is so because projects involve defined objectives which must be achieved and numerous resources which need to be efficiently utilized (Obiajunwa, 2012). A primary concern by shareholders in a project is its value in return for its investment. To this effect, therefore, as a measure of progress and deliverables, performance measurement supplies the project manager with visibility to ensure projects operate within schedule and plan to avoid budget overran (Kemuma, 2012).

Details of development projects that are instituted under the auspices of the constituency development funds (CDF) are hazy largely because of the opaque manner with which they are initiated, implemented, and monitored. As Nyaguthii and Oyugi (2013) propounds, close to 70 percent of CDF distribution are political. In most of the electorate CDF resources have been mismanaged. Furthermore, it has been found out that the fund has no specific development agenda; hence, it stands out as a political tool. Quoting the defunct Electoral Commission of Kenya, Nyaguthii and Oyugi found out that around sixty percent

of MPs with unspent money in the Constituency Development Fund reserves or those who had unfinished projects were not re-elected (Nyaguthii & Oyugi, 2013).

In a rejoinder, David Oloo argues that the lack of an effective monitoring and evaluative component of CDF projects lies in a number of factors that affect successful M&E of CDF funds. These include; first, deficient in of training for evaluators; secondly, existence of vague institutional structure; thirdly, not integrating M&E budget into project budgets; and finally, non-participation by major stakeholders and political obstruction (Oloo, 2011).

However, Kariuki cautions that several projects have failed to meet the needs of stakeholders due to lack of an effective implementation structure and policies. Quoting Kerote (2007), she postulates that proper field methods for resourceful utilization are inadequate (Kariuki, 2013). Understanding the causes of non-performance is imperative to improving the running of projects. Monitoring and evaluation provide valuable information about the performance of projects. Without an effective monitoring and evaluation, it's hard to establish if improvement and growth are being achieved (Friberg, 2010).

2.3 Data in Monitoring and Evaluation

Data is a hard fact or figures (IFRC, 2002). Monitoring system to involve establishing "what data to collect; how, when, and who to collect data; data analysis; and reporting recent process." M & E activities require an inclusive data needs since they complement each other; thus design and provisions ought to be regarded together(Larson & Gray, 2011). According to UNDP data accessibility and quality necessary for analysis in developing a new project point out the scope and potential utilization of available resources for monitoring. Also, it points out any critical gaps to be tackled to ensure stable control outlook (UNDP, 2009).

Data collection for an intended evaluation is to be planned before policy activities begin, to avoid data duplication or missed opportunities, by collecting relevant and quality data prior. An early identification will ensure maximum resources utilization and effort by

making sure that critical data are collected, be it of any existing data, or other ongoing data, necessary for evaluation (Magenta, 2011).

Data collection tasks are in two sets of necessities: baseline data and ongoing data. Baseline data is done earlier before any critical operational activities. So that to have an insight or gain information on beneficiaries, while continuous data is for monitoring of progress during project implementation. Both sets of data are accordingly used for M&E. Baseline data can be updated using case studies and surveys to identify the grounds for occurred changes. M&E uses the same indicators and data sets; however, unavailability of relevant baseline and monitoring data makes evaluation difficult. Evaluation requires more information on how the process has impacted on people's lives, and thus evaluation must tackle system design (IFRC, 2002).

Baseline studies through indicators benchmarking and context analysis avail the required information to comprehend operation planning. Baseline data collection centers on the situation before a project begins. By providing a snapshot of the situation before start-up, it forms a foundation for effective monitoring and evaluation. In particular, it assists in outcomes and impact measurement of a project through a follow-up study. Baseline data collection must be undertaken before the start of a project phase, while follow-up studies must be incorporated in M&E plan as a major component, and is to be budgeted and resourced for; baseline survey results are to be scrutinized and presented in a clear (IFRC, 2002).

Data can be used to evaluate ongoing projects. Projects are typically followed up based on regular reporting. Data provides an opportunity to analyze ongoing projects using new types of data. However, in analyzing ongoing projects data from different planning and information systems can also be utilized. These means that one can draw a scale from unstructured data, through registrations and data in data systems to structured data and reports. Data from IT systems include planned, updated, and original schedule and cost. Registrations, on the other hand, refer to metadata in IT systems and include when plans have been established and updated, when and how great drawings have been accessed and similar information (Olsson & Bull-Berg, 2015).

Data management entails how a plan regularly and dependably store, control, and administer data. This is an essential part of the system, which links data collection to its analysis and utilization. Inadequately run data is time, funds and resources consuming, while misplaced or poorly documented data influence data reliability. Data management must be convenient and protected, in a useful and user-friendly format. It must be structured the wants, size and complexity of the project. Project data management is component of the data management system of an institution and must comply with all established procedures and specifications (IFRC, 2011).

Data analysis, involve finding and analyzing information on the progress of projects, then validating, to confirm the accuracy of reported growth. Also, it requires participation to give project stakeholders feedback on project progress and proposed measures (UNDP, 2009). Analysis of monitoring data assists project managers to check if project implementation is as per plan. Monitoring data supports evaluation; evaluation is used to check the extent of a project problem (Magenta, 2011).

According to Quinlan (2013), data analysis is in four stages; data description, data stage interpretation stage, conclusion stage, and theorization stage. The first phase data report the M&E is engaged in descriptive analysis of data. In the reading stage, M&E specialist derives meaning from data. At the conclusion stage, the M&E specialist draws conclusions from data. In drawing conclusions, the M&E Specialist reason along the findings which makes an extensive contribution to the closure of a project. And finally, theorization forms the final stages of data analysis in academia theorization of the analysis contribute to theory formation. It is important to note that it is not achievable to capture each data elements thus M&E specialist should state just the most important aspects of analysis through a process of data reduction (Quinlan, 2013).

2.4 Information Reporting and Utilization in Monitoring and Evaluation

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the findings, conclusion and recommendation a project manager are to report to stakeholders, learn from all process, make changes on the way forward if need be (IFRC, 2011).

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The success and effectiveness of information reporting depend on the type of correspondent, the information they are reporting on and the amount of information vital for the report (Lederman, 2010). Good information is utilizable and creates significance. The data itself should be relevant, adequately, precise, comprehensive for the problem and includes the exact point of aspect. Data should be communicated in time to the right person, by a suitable communication guide. The user, on the other hand, should trust the source and know how to use data. Systemic and regular collection of data from projects will assist the project team to learn from experience and improve practices, allow for both external and internal accountability of the resources invested and the results realized as well as ensure planned activities are adhered to (O'Sullivan, 2004).

To optimize results, a conventional monitoring format is to be adopted by an organization to minimize workload while the form and arrangement for reporting results need to be agreed on early to meet shareholder's needs (United Nations Development Programme, 2009). Written reports are the basic reporting system for projects, and they involve regular field reports, quarterly project report, and annual report. In regular field reports activities are implemented at the project level, quarterly project report, on the other hand, includes information on outputs as per particular plan and are prepared every three months while yearly for the annual report (IFRC, 2002).

Reports assist project management measure progress against the project (IFRC, 2002). A working M&E system supplies internally and externally useful information. Internally, it acts as a managerial tool that assists project management achieve results and finish set

targets by providing information on the project milestone which is crucial for results. Externally it is important to those outside the project and is expecting results to measure project impact (Kusek, Rist, & White, 2011).

M&E information system in projects should improve the management, plan and future planning of projects (**Psarras, Papakonsti1999**).It should measure the effects of a project results by looking at the indicators before and after a project (Olsson & Bull-Berg, 2015). Feedback should be provided to the evaluation stakeholders and the findings used to inform policy and assist in the appraisal. If information is not clear and not used correctly, the research objectives will not be met. Notwithstanding activities necessary for finding dissemination is a fundamental output that depends on the clearness of key conclusion and information communication. Throughout a project, the aim of reporting process is to ensure evaluators and stakeholders are in agreement with the project results and shun problems (Magenta, 2011).

2.5 Capacity Building and Human Resources

Human resource is vital in every stage of a project life cycle (UNDP, 2009). The organizational ability to manage human capital depends on its capacity to handle its human capital knowledge, skills, capacity and another attribute that have economic value to a project. Even though the significance of human resource may not reflect on a project's balance sheet, it nevertheless has an incredible impact on the success (Snell, Morris, & Bohlander, 2015).

Chelimsky (2006) argues that capacity building providers should be candid enough to monitor and evaluate their processes critically. In a project human resources are supposed to be given specified job provision and relevant to their expertise, if insufficient training for the necessary skills should be given (Vanessa & Gala, 2011).

According to World Bank (2008) to support the capacity development of an associate, a capacity building provider can carry out mentoring or training activities. Capacity building requires a deep analysis of existing capacity, identifying capacity needed and designing of

appropriate measure to fill the capacity gap. Capacity building can take various dimensions including human resources, social resources and financial capability (Temali, 2012).

For successful M&E, staff should be devoted to the function and should possess in the area critical technical expertise. Organizations practices of employing monitoring personnel differ among groups. For example, with the case of UNDP which has country offices instituted with M&E units with explicit terms of references (ToRs), committed experienced staff, work plans and additional resources. Apart from having an enthusiastic country M&E Specialist, UNDP ensures that skill levels are improved to gather the requirements of ongoing projects in increasing capacity inside the projects when required (UNDP, 2009).

Lings (2004) emphasizes the importance of human resource management in the supervision of development projects. The competence and capacities of the project committees at the project implementation sites influenced the success of the projects. The project team and the project manager should recognize and consent on the training required to improve performance in a project. This medium comprises an action plan to ensure skills development and information meeting knowledge needs (Armstrong, 2006). Regardless, of the fact that, there is a high rate increase in CDF disbursement, only 3% of its budget is allocated for capacity building which is inclusive of M&E of projects. If the capacity building is of a broad nature, it makes tracking several results impossible (Reichardt & Rallis, 2004).

2.6 Budgetary Allocation in Monitoring and Evaluation

In the recent past, donors have put emphasis on ensuring that monitoring and evaluation are budgeted for before approving any proposals for funding. Budgeting in organizations act has a decision-making process, regarding project cost and production by aiding in establishing performance goals for a unit (Little et al., 2002).

Loise, (2006) defines a budget as a statement which indicates a coordinated plan of activities. According to Lennie & Tacchi (2011) one needs to consider budget constraints and the costs involved in tasks such as organizing activities, data collection, and analysis, gathering feedback and reflections on the evaluation, and reporting to various audiences.

A project budget must present a lucid and sufficient condition for M&E actions. Thus a fruitful and proficient scarce resources allocation in development phases and actions within phases outline a realistic management prospect for enhancing project schedule performance (John, 2007).

According to Kohli & Chitkara, (2007) the value of the work is done analysis involves budgeted cost for work scheduled which includes budgeted cost for monitoring and evaluation activities, the cost of work in process and estimated overhead cost. Also, it involves the cost budgeted for work executed, the actual cost of work completed, estimated cost for total activities of the project and the additional charge of the execution of the budget.

The core items to be included in a budget are: contracts fees, travel expenses, physical on- contractual investment costs, regular labor charge, focused labour input, training, capacity building, and non-operational costs, for instance, stationery, stipend for key stakeholders and project implementers and meetings (Nyakundi, 2014). The Program Evaluation Standards also indicates that evaluation planning budget could certainly be more carefully estimated and actual expenditure on the evaluation more closely monitored (James, 2001). In contrast, implementing agencies put little or no emphasis at all towards M&E and most of them try to resist having structures that can support M&E in their organizations.

In Kenya, the CDF act creates 3% of the allocated funds for capacity building activities of the stockholders and monitoring and evaluation of continuing projects (G.O.K, 2010). In contrast to what was planned in the 2007 Monitoring and Evaluation Master Plan the Kenya's M&E is still questioning. It is has a challenge in providing human capital to provide leadership, run and generate information necessary for result measurement of national policies impact (AMES, 2012).

2.8 Theoretical Framework

Theory of Change

A theoretical framework consists of thoughts, descriptions, and the actual theory that are applied to the study in question. The theoretical framework must display knowledge of principles and ideas about a study. This study seeks to employ the theory of change in attempting to explain the influence monitoring and evaluation on the performance of CDF projects.

According to Gertler et al. (2011), a theory of change is a representation of how a project is estimated to fulfill the wanted results. According to Isabel Vogel, the theory of change is a performance-based approach that employs critical thinking to the plan, implementation, and evaluation of project actions and programs to promote change in their setting. The importance of this theory lies in the basis that it is increasingly used in global development by a broad array of organizations both private and public to promote development results (Vogel, 2012).

Results framework must have an explicit recognition and blueprint of how any designed projects are anticipated to achieve wanted outcomes. The theory of change enables shareholders to envision the judgment of project and recognize the projected underlying connections between efforts, actions, productivity, and results (Robert & Khattri, 2012). Performance measurement is not an end in itself, with no provisional theory on how performance models can be applied; stakeholders will be unable to measure (Behn, 2003).

The use of the theory of change hinged upon the fact that it sufficiently illustrates the actions, the wanted change, and the underlying goals or approach; all of which are essential components for M&E programs and systems. In practical terms, the theory of change guides program staff and evaluators to know what a project is working to produce, how, and why. The knowledge of this crucial erudition enables stakeholders to measure and monitor wanted outcomes and weigh them on the fundamental theory of change using, for example, variants of the theory of change like result chain or the logical framework. In addition, the use of this theory during the project implementation monitoring phase helps to provide feedback as to whether a project, program or strategy is in the process of accomplishing change and if the situation evolves as planned in the project design (Corlazzoli & White, 2013).

Functionalist Theory

Functionalist theory guides this study. The theory originates in the works of Emile Durkheim (De Zurko, 1957). From the functionalist analysis, a project is a functional unit, each part being linked to the whole. Each time a smaller part is examined, a project manager should to check the function and malfunction to ascertain how relevant it is for the larger unit. When it is operating correctly; all parts throw in, to balance the system's equilibrium (Kornblum, 2011). The coordination of monitoring and evaluation requires coordinating between functional areas and levels. At any level, a general planning problem may exist. Such problems will be variously formulated depending on the level and function being considered (Holborn, Langley & Burrage, 2009).

Functionalism is concerned with how a project is structured and how projects structures work together as a system to perform the primary functions of a project. Functionalists tend to see the relationship between different projects as one of cooperation and interdependence (Baert, & Da Silva, 2010). Particular in CDF projects, various projects stages specialize in unique activities. As no one activity is self-sufficient, it cannot meet the needs or rather it cannot perform. It must. Therefore, exchange services and relationships between different has one of reciprocity. This relationship extends to monitoring and evaluation in CDF projects systems. For effective M&E, a project M&E data, budgetary allocation and M&E information report and utilization and capacity building must each cooperate with each other for performance to be attained. The relation among the parts (monitoring and evaluation data, budgetary allocation and monitoring and evaluation information report and utilization and capacity building): how these parts are functional, have an adverse impact on the projects performance (Van Krieken, Habibis, Smith, Hutchins, Martin & Maton, 2013).

In précis, when monitoring and evaluation lose functions, it becomes more fragile, making an increase in, stalled and incomplete projects. And the changes in a project illustrate how a project can lose function. A CDF project system describes the links between its parts (data, information, capacity building and budget allocation) and its relation to its

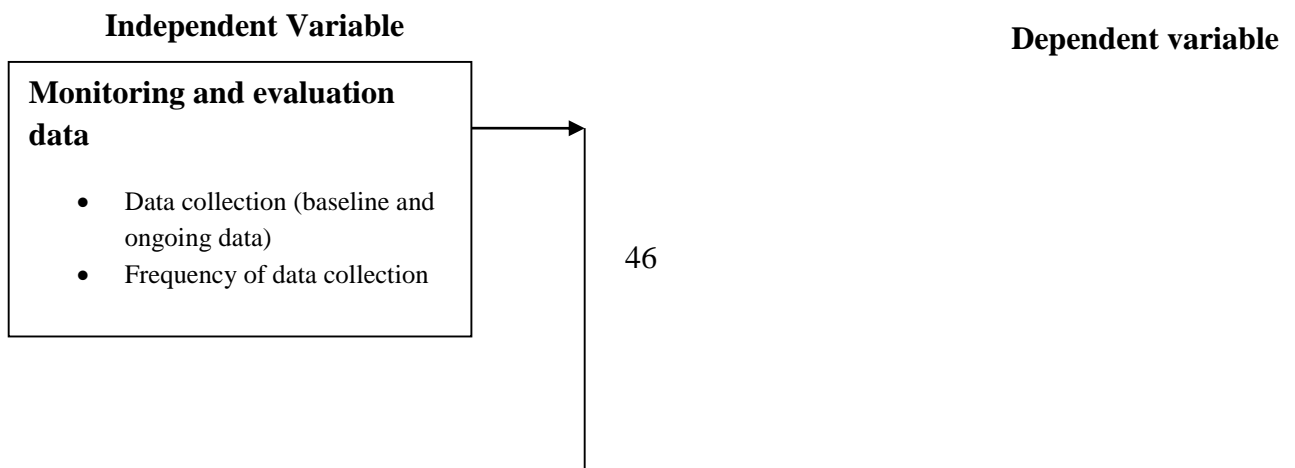
environment (Frick, 2004). When changes occur in a CDF project system, units of these relationships can be altered. This can be related to the effect of monitoring and evaluation in CDF projects systemic change. Nonetheless, it is a whole process that wherever a major shift occur in one feature of a system it calls for significant changes in other features for the whole system to function (Reigeluth, 1992).

2.9 Conceptual Framework

A conceptual framework is a mirror reflection of the studies major variables illustrated, in graphic or narrative form (Huberman, & Saldaña, 2014). The ultimate aim of monitoring and evaluation is to prepare deliverance of programs that emphasis on results. This study was found on the assumption that the use of M&E influence the performance of projects and with appropriate application of monitoring and evaluation CDF projects can improve their performances.

The four principals issues that form the basis of this study include; monitoring and evaluation data, monitoring and evaluation information report and utilization, capacity building and human resources and budgetary allocation in monitoring and evaluation. This investigation was underpinned by the functionalist theory which states that a project is a functioning unit, with every part being interconnected to the whole. The theory of change theory, on the other hand, perceives an outcome-based approach which is a logical pathway to ensure interventions support and deliver desired results (Corlazzoli & White, 2013).

This study attempted to assess the influence of monitoring and evolution on the performance of constituency development project in Marakwet West Sub County, Elgeyo Marakwet County, Kenya. Based on the basis, that performance of projects were low despite the existence of funds. Hence, the need for this study, to establish the influence of monitoring and evaluation of CDF projects on performance.



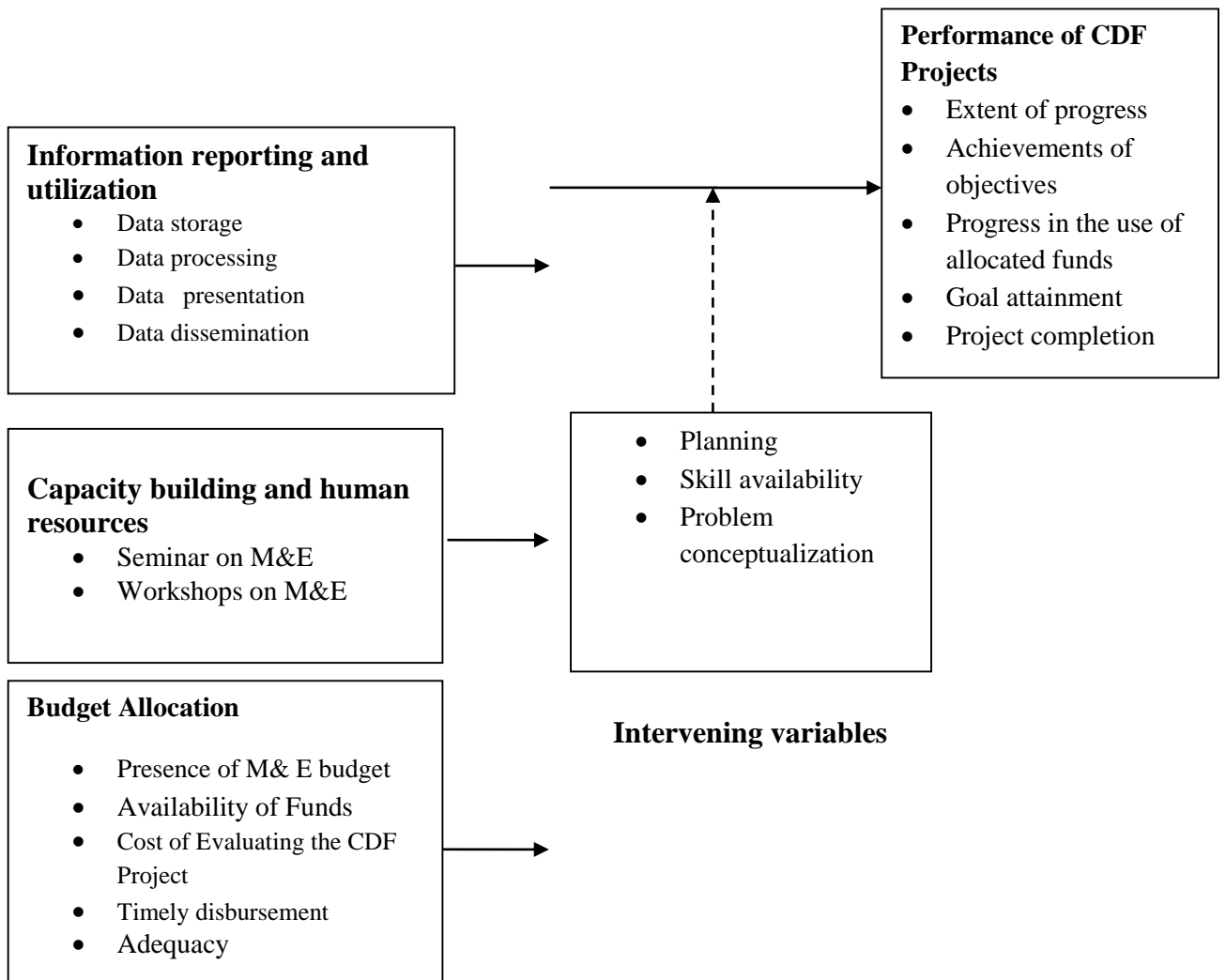


Figure 1: Conceptual Framework

2.10 Gaps in Literature Review

There are several types of research conducted in Kenya regarding CDF projects, but none of them dealt with the influence of monitoring and evaluation of CDF projects on the performance of CDF projects in Marakwet West Sub County. Previous studies e.g. by Muhidin (2011) dealt with Moyale District, Kenya, Hassan (2012) dealt with a case of Isiolo North Constituency, and another one by Laboso (2013) dealt with Gatundu South Constituency. Based on this, therefore, there is existing contextual gap on the influence of monitoring and evaluation of CDF projects Marakwet West Sub County. This study thus anticipates in filling this gap by looking into the influence of monitoring and evaluation on the performance of constituency development fund projects in Marakwet West Sub County.

2.11 Summary of Literature Review

Understanding the causes of reduced performance is critical to improving the supervision of projects. Monitoring and evaluation provide valuable information about the performance of projects. Without, an effective monitoring and evaluation structure. it's hard to conclude whether the performance of a project is on track or not, or if it achieving benefits (Friberg, 2010).

The above literature was mainly concerned with the influence of monitoring and evaluation on the performance of constituency development fund projects. A case of Marakwet West Sub-County of Elgeyo Marakwet, Kenya. The study accurately sorts to bring out monitoring and evaluation employed in projects to ensure the performance of CDF projects in Marakwet West Sub-County and provide best practices for the rest of the world. Global forum reports, journals, and research findings were presented in line with the variable of this study. It also discussed the advantages of monitoring and evaluation and showed what other researchers have done and related them to this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the research methodology is presented in the following order, research design, target population, sampling design, data collection, and analysis procedures.

3.2 Research Design

The research design employed in the study is descriptive survey. The aim of the study was to gather information from respondents on their views on Constituency Development Funds funded projects for the Marakwet West Sub-County in Elgeyo Marakwet County, Kenya. The use of both quantitative and qualitative design was appropriate to obtain an in-depth comprehension of the problem under study. This design was fitting since it provided a quantitative and qualitative data collection method of picking representations to examine and determine events (Oso & Onen, 2009). It helped to provide in-depth information about the characteristics of subjects under study (Houser, 2011).

3.3 Target Population

In this study, the target population was one representative from each of the one hundred and forty-eight ongoing CDF projects (148) in Marakwet West Sub-County. Data was collected from Marakwet West project management committees involved in the implementation of CDF projects. These involved 148 active Project Management Committees where each project is headed by a chairperson who was targeted forming 148 PMC chairpersons per the existing Audited CDF projects. The study, therefore, focused on 148 Project Management Committee members in total.

Table 3.1: Target Population

Sector	Ongoing	Population	Percentage
Education	113	113	76.4
Community policing	35	35	23.6
Total	148	148	100

Source: Marakwet West CDF Office (2016)

3.4 Sample Size and Sampling Procedures

3.4.1 Sample Size

A sample is a segment of a part that expresses the massive total (Saunders et al. 2009). Gill & Johnson, (2010) argues that what is important in sampling is the total size of the sample picked about the population density. A sample size of 59 project management committee was used for the study.

Table 3.2: Sampling Frame

Stratum	Frequency	Percentage	Sample Size
Education	113	0.4	45
Community policing	35	0.4	14
Total	148		59

3.4.2 Sampling Procedures

Dooley (2007) states, that a sample size of between 10% and 40% is sufficient for a comprehensive investigation. A stratified random sampling technique was adopted to pick a sample from the project representatives. Stratified random sampling to Kombo and Tromp consists of segmenting the population into analogous subgroups and then selecting a simple random sample in each subgroup. (Kombo & Tromp, 2006). Hence, this study

sampled 40% of the Marakwet West Sub-County CDF projects to determine the number of projects that was sampled for the study coming up with a sample size of 59 respondents from the projects.

3.5 Data Collection Instrument

Open and a close-ended questionnaire were utilized in this study. A questionnaire is a broad term that includes all data collection methods in which each person is asked to answer a related set of written questions in a predetermined sequence (Saunders et al., 2009). Self-administered questionnaires were filled in by the project committee members. For them to express their opinions freely, ensured anonymity of their names was ensured.

3.5.1 Pilot Testing of the Instrument

To ensure the validity of the research instruments, a pre-test was carried out in Chesoi Ward, Marakwet East Sub-County. This process involves trying out a questionnaire on a small group of people to get an idea of how they respond before the final questionnaire is developed (Stangor, 2010). The pre-test was conducted from June 6 to June 10th, 2016 in Chesoi Ward. Ten CDF project management committees were recruited to answer the questionnaire. During the pre-test data collection, CDF projects within Chesoi Ward were surveyed to test and refine the instrument. After the pre-test, the questionnaires were then finalized for the main data assessment applied in this study.

3.5.2 Validity of the Instrument

Criterion validity was used to assure that the measured is truly what is expected to measure and no other variable. Thus, the validity of the instrument was checked by my supervisor an expert in the field to establish whether they adhered to the study objectives and if the questions reflected the desired response. The validity was improved before distribution for the actual collection of data.

3.5.3 Reliability of the Instrument

Andres (2012) defines reliability, as the degree to which study findings can be replicated with related samples and in equal conditions to generate similar outcomes. The reliability of the research instruments was established by the researcher before application and subsequent analysis and consequent presentation by way of testing and retesting. The researcher piloted the instrument in a sample of eligible participants qualified to be participants for this study but however, they were not sampled. Emerging issues that were understood differently was addressed by correcting them. This ensured standardization of the instrument through correcting areas that were otherwise ambiguous and not easily understood.

3.6 Data Collection Procedures

The collection of data was by the use of a questionnaire. The researcher used self-administered questionnaires, with both closed and open-ended questions. The researcher requested for a permit through, the National Council for Science and Technology through the school of Distance and Continuing Education of University of Nairobi to allow her to conduct the research in Marakwet West Sub-county before issuing out the questionnaires. The questionnaires were administered through drop and pick method to the offices of the selected respondent.

3.7 Data Analysis Techniques

Data analysis is a procedure of scrutinizing data and putting statistical proof on research question (Marsh & Elliot, 2009). Complete questionnaires were edited to check completeness and consistency before processing the responses; the data was then compiled, organized, edited, classified and coded into a coding sheet and interpreted then presented. The Statistical Package for Social Science (SPSS) computer software was used for the purpose of analyzing the data. Data collected was analyzed and presented through tables of numbers and percentages whereas the qualitative data through description arising from the themes derived from the research objectives. To check the relationship correlational analysis measuring the degree of association connecting the dependent and independent

variables was conducted; the absolute value range between 0 to 1. A positive value (+1) indicates a positive while a negative value (-1) indicates a negative association.

3.8 Ethical Considerations

Ethical deliberations defend the essential rights of participants embracing privacy respect while securing the highest level of confidentiality (Wiid & Diggins 2009). A letter was sought from the University of Nairobi to facilitate the application for a research permit from the National Council for Science and Technology. And approval sought from the Elgeyo Marakwet Sub-County for permission to undertake the research. Respondents were informed about the objectives and benefits of the research and assured that the findings were for academic purpose only.

The researcher ensured a non-disclosure of the study respondents and assured of the confidentiality of the information they provided. Knowledge of the essence and purpose of the research was done to respondents as a means of giving adequate information before deciding to participate. The study also accepted omission errors while compiling the report.

3.9 Operational Definition of Variables

Table 3.3: Operationalisation Table

Research Objectives	Type of variable	Indicator	Measure	Level of scale
To investigate how monitoring and evaluation data influences the performance of CDF projects in Marakwet West Sub-County	monitoring and evaluation data	Data collection (baseline and ongoing data) Frequency of data collection	Presence of findings	Ratio
	DV is performance of CDF projects	Goal attainment. Satisfaction Project completed	Number of CDF project goals attained, level of satisfaction, projects completed Relevance of the project	Ratio
To investigate how information reporting and utilization influences the performance of CDF projects in Marakwet West Sub-County	Information reporting and utilization	Data storage Data processing Data presentation Data dissemination	Presence of findings	Ratio
	DV is performance of CDF projects	Goal attainment. Satisfaction Project completed	Number of CDF project goals attained, level of satisfaction, projects completed Relevance of the project	Ratio

<p>To investigate how capacity building and human resources influences the performance of CDF projects in Marakwet West Sub-County</p>	<p>capacity building and human resources</p> <p>DV is performance of CDF projects</p>	<p>Seminar on M&E Workshops on M&E</p> <p>Goal attainment. Satisfaction Project completed</p>	<p>Presence of findings</p> <p>Number of CDF project goals attained, level of satisfaction, projects completed</p>	<p>Ratio</p>
<p>To investigate the extent to which the Budget allocation influences the performance of CDF projects in Marakwet West Sub-County</p>	<p>Budget allocation</p>	<p>Presence of M& E budget Availability of Funds Cost of Evaluating the CDF Project Timely disbursement Adequacy</p>	<p>Presence of findings</p>	<p>Ratio</p>
	<p>DV is performance of CDF projects</p>	<p>Goal attainment. Satisfaction Project completed</p>	<p>Number of CDF project goals attained, level of satisfaction, projects completed Relevance of the project</p>	<p>Ratio</p>

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

This chapter displays outcomes from data analysis from collected questionnaires responses. The data gathered were analyzed using descriptive and inferential statistical methods for respective variables and the results shown in tabular reports and their assumptions presented

4.1.1 Response Rate

Table 4.1 shows the response rate of the questionnaires.

Table 4.1: Response Rate

	Frequency	Response Rate (%)
Respondent	51	86.4
Not Respondent	8	13.6
Total	59	100

The high response rate to the questionnaire (86.4%) shown in Table 4.1 results from the method of administering the instrument, which was in this case conducted by the researcher. This was method was satisfactory (Mugenda & Mugenda, 2003), as it responded to respondents' questions about accuracy at the time of data collection; However, caution was applied not to add prejudice into the process; it also reduced the effects of language barrier, hence, ensuring a high instrument response and scoring rate.

4.2 General Views of Monitoring and Evaluation

This section discusses the general view of monitoring and evaluation in the study. These include, type of CDF project, project completion, role involved in the project, and what monitoring & evaluation is.

4.2.1 Type of CDF Project

The study sought to find out the type of CDF project in order to give insight about the projects. The projects considered for the studies were; education and community policing. The findings on these are summarized in Table 4.2.

Table 4.2: Type of CDF Project Respondents Were Involved

	Frequency	Response Rate (%)
Education	45	88.2
Community policing	6	11.8
Total	51	100

Table 4.2 reveals that, out of 51 respondents whose copies of questionnaire were received 45(88%) engaged in educational projects, and 6(12%) engaged in community. This Implied that majority of the projects were being implemented in education sector, given that education was considered a service to other sectors of the economy.

4.2.2 Project Completion

This dimension of the project s completion of CDF Funded projects being implemented was considered important to the study, for it disclosed when the projects began and the projects that were either successful or not. The findings were that the entire ongoing project began in the financial year 2014/2015. This is because most of the initial projects had been devolved to the county governments.

4.2.3 Role in Project Management Committee

The respondents were further asked to indicate their role in project management committee with the aim of establishing their scope of work. Since most of the projects were dealing with construction, some respondent saw the role of monitoring and evaluation was to ensure correct materials and workmanship were used as per the specification and schedule, taking measurement on site and familiarization with architectural drawing.

4.2.4 Monitoring and Evaluation

The respondents fully understood the meaning of monitoring and Evaluation. However, majority of the respondent understood monitoring and evaluation to involve either supervision or inspection.

4.2.5 Monitoring and Evaluation and its Influence to the Success of CDF Projects

Table 4.3 illustrates findings on influence of Monitoring and Evaluation on the Success of CDF Projects.

Table 4.3: Monitoring and Evaluation and its Influence to Success of CDF Projects

	Frequency	Response Rate (%)
Yes	41	80.4
No	10	19.6
Total	51	100

The respondents were asked to indicate if monitoring and evaluation improved the success of CDF projects as shown in Table 4.3, 41(80%) of the respondents said yes while 10 (20%) of the respondents said No. Monitoring and evaluation systems are intended to review the success of a project, program, or policy (Focus International, 2009). These results show that the respondents understood the influence that M&E had on CDF projects and thus made them good subjects for the study.

4.2.6 To investigate how Monitoring and Evaluation Data Influence the performance of CDF Projects in Marakwet West Sub-County

The first objective of this study was to investigate how monitoring and evaluation data influence the performance of CDF projects in Marakwet West Sub County. Monitoring and evaluation form an indispensable part of every program, by providing a method to appraise the advancement of program objectives, goals and to notify key stakeholders and program designers about the project outcome (Wanja, 2007). To contribute significantly to monitoring and evaluation process, data collection is crucial to provide data to answer questions about the status of the project. According to Larson & Gray (2011) data give the project manager and stakeholders with data to respond to questions such as; status of a project regarding schedule and cost, project completion, potential tribulations that require attention immediately and cost overrun midway or occupied at the end. This objective was accomplished by requesting the respondents to answer questions depicting the extent data influenced the performance of CDF projects in Marakwet West Sub County, Kenya. The respondents were asked to indicate if they collected monitoring and evaluation data, their source of data, frequency of data collection and the extent of data utilization.

4.2.7 Monitoring and Evaluation Data

The study first sought to establish if the respondent collected monitoring and evaluation data. The status of this variable was measured with a yes or no. The outcome on this are summarized in Table 4.4.

Table 4.4: Monitoring and Evaluation Data

	Frequency	Response Rate (%)
Yes	26	54.2
No	22	45.8
Total	48	100

The respondents were asked whether they collected monitoring and evaluation data and their results were as shown in Table 4.4. The table illustrates that 26 of the respondents (54.2%) indicated that they collected monitoring and evaluation data while 22 of the respondents (45.8%) did not collect monitoring and evaluation data. These results show that majority of the project management committee collected monitoring and evaluation data and thus understood the monitoring and evaluation system very well making them suitable for the study.

4.2.8 Sources of Data

The study sought to establish the sources of data. The status of this variable was measured with asking the respondent source of data. The results of this are reviewed in Table 4.5.

Table 4.5: Sources of Data

	Frequency	Response Rate (%)
Existing Statistics or records	32	62.7
Project accounts	15	29.4
Survey	4	7.8
Total	51	100

The respondents were requested to indicate their source of data. Since in Table 4.4 26(54.2%) had shown that they collected monitoring and evaluation data. Table 4.5 shows that the primary source of data was derived from existing statistics or records with 32(62.7%) followed by project accounts with 15(29.4%) and surveys with 4(7.8%). These results indicate that the subjects were viable for the study.

4.2.9 Data Utilized in Improving CDF Project Information

To ensure efficient M&E, data utilization is core to inform decision necessary for change. Table 4.6 presents information on the extent of data been utilized in improving CDF project information.

Table 4.6: Data Utilized in Improving CDF Project Information

Statement	Very large extent	Large extent	Neutral	Small extent	No extent at all
Baseline data	0%	0%	0 %	11%	89%
Ongoing data	0%	0%	0%	20%	80%
M&E Data analysis	0	0	0%	3%	97%
M&E Data validation	0%	0%	2%	0%	98%

The results according to the Table 4.6, the respondent indicated that (89%) of the aspects of baseline data utilization in improving CDF project information did not exist at all. While (11%) agreed that a small extent existed.

From the Table 4.6, utilization of ongoing data according to the respondent did not exist at all with a response of (80%). The rest (20%) argued that utilization of aspects of continuous data was to a small extent.

From Table 4.6, (97%) respondents indicate that they did not analyze data at all, while only (3%) analyzed a small extent. For data validation according to Table 4.6, (98%) did not validate data with only (2%) validating utilizing aspects of data validation in projects at a small extent.

4.2.10 To investigate how Information Reporting and Utilization Influence the Performance of CDF Projects in Marakwet West Sub-County, Kenya.

The second study objective was to determine how information reporting and utilization influence the performance of CDF projects in Marakwet West Sub County. A good monitoring and evaluation system is vital to sustaining successful M&E. The extent, at which M&E are performed, depends on systems consistency put in place for collecting and communicating information (Lahey, 2010). Accessibility to information was held as key

in determining the performance M&E so much that the presence of an information system in a project environment would indicate efficiency and effectiveness of projects process. This would enhance continuous monitoring of the project environment for strengths and weakness on the one hand and threats and opportunities on the contrary. Information obtained from extensive background scanning is significant in making decisions geared towards improving project status by factoring in new changes. In determining this objective, the respondents were asked to answer to various observations regarding the information reporting and utilization on performance.

4.2.11 Data Storage

Respondents were first asked to indicate how they stored data to establish the influence of data storage on the performance of monitoring and evaluation. The findings are as presented in Table 4.7.

Table 4.7: Data Storage

Data Storage	Frequency	Response Rate (%)
Compact disc CD/DVD	2	3.9
Computer Hard disk	43	84.3
Flash disk	6	11.8
Servers	0	0
Online storage e.g. Email	0	0
Total	51	100

From Table 4.7, 2(3.9%) indicated they used compact disc while,43(84.3%) of respondents used computer (hard disk) for data storage, further,40(78.4%) of those who used computers indicated that the hard drive was readily available while the rest 11(21.6%) indicated that the hard disk was not easily available. whereas 6(11.8%) of the total respondents used flash disks for data storage. However, they all indicated that flash drives were not readily accessible in their work. None of the respondents used, servers or online storage to store monitoring and evaluation data.

4.2.12 Data Processing

Table 4.8 summarizes findings on data processing.

Table 4.8: Data Processing

	Frequency	Response Rate (%)
Excel (spread sheets)	48	94
Access	0	0
SPSS	3	6
Quick books	0	0
Total	51	100

The results from Table 4.8, shows that 48(94%) of the respondents used Excel (spreadsheets) for data processing, further, they all indicated that the Excel program was readily available while a few 3(6%) indicated that they used SPSS. None of the respondents used either access or quick books in processing monitoring and evaluation data.

4.2.13 Data Presentation

Respondents were asked to indicate how they presented data to find out the influence of data presentation on the performance of monitoring and evaluation. The study findings are as presented in Table 4.9.

Table 4.9: Data Presentation

Data Presentation	Frequency	Response Rate (%)
Power point	0	0
Excel	5	9.8
Word documents	46	90.2
Web based (online)	0	0
Video conferencing	0	0
Total	51	100

Table 4.9 reveal that majority of the respondents 46(90.2) indicated that they used word documents in paper for their data presentation. Only 5(9.8%) of the respondents used Excel in their data presentation and all of whom stated the easy availability of the excel program in monitoring and evaluation. None of the respondents used either, web-based means or video conferencing in data presentation.

4.2.14 M&E Data Dissemination of M&E Information

From further research M&E data dissemination of M&E, information was poor. The results were tabulated in Table 4.10 shown below.

Table 4.10: M&E Data Dissemination of M&E Information

Means of communication	Frequency	Response Rate (%)
Phone calling	35	68.6
Emailing	0	0
Web based (online)	0	0
On the notice board	16	31.4
Teleconferencing/Website(Online)	0	0
Total	51	100

From Table 4.10, majority 35 (68.6%) of the respondents used phone calling as their means of dissemination of M&E information while 16(31.4%) of respondents used the notice board in dissemination of M&E information. None of the respondents used emailing, web based and teleconferencing, website to disseminate monitoring or evaluation information.

4.2.15 M&E Information Reporting and Utilization Challenges to Monitoring and Evaluation

Table 4.11, indicates the response given to the main challenges relating to incorporating M&E information reporting and utilization of CDF projects in Marakwet West Sub County, Kenya.

Table 4.11: M&E Information Reporting and Utilization Challenges to Monitoring and Evaluation

Challenges	Frequency	Response Rate (%)
Lack of an effective communication strategy to convey information on M&E,	43	84.3
lack of funding	50	98
Outdated facilities (eg internet),	48	94
M&E technology/ system to collect information easily and systematically not in place,	46	90.2

The respondents were asked the main challenges relating to the incorporation of monitoring and evolution information reporting and utilization in M&E of CDF projects. From 4.11, 43(84.3%) of the respondents indicated that it was lack of an effective communication strategy to convey information on M&E reports, 50(98%) lack of funding for M&E Information reporting and utilization, 48(94%) of the respondents indicated that outdated facilities was a challenge this is because internet connectivity was poor in the region, and 46(90.2%) of the respondents indicated that monitoring and evaluation technology, that is system to collect information systematically without difficulty are not in place, some of the respondents indicated that poor planning for management information system in M&E was the major challenge.

4.2.16 Level of Satisfaction in Information Reporting and Utilization Statements

The researcher further sought to ascertain the level of satisfaction in information reporting and utilization statements in monitoring and evaluation leads to the performance of Constituency Development Funds' project, the findings indicate that majority disagreed to the issue. Table 4.12 below gives detailed results.

Table 4.12: Level of Satisfaction in Information Reporting and Utilization Statements

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Decisions are made purely based on the collected information,	0%	36.8	0 %	63.2%	0%
M&E information has been valuable for learning purposes,	0%	0%	13.7%	25.6%	64.7%
The department finds M&E information reporting and utilization essential for project performance,	0	0	29.4%	70.6%	0%
As a manager, involved in management processes I can contribute to the promotion of information in monitoring of CDF projects,	98%	2%	0%	0%	0%

Table 4.12 presents information on respondent’s satisfaction. The results suggested that only a minority (36.8%) of the project management committee agreed that decisions were based on collected data. While, 63.2% disagreed. However, concerning M&E information has to be valuable for learning purposes. Table 4.12, indicates that (13.7%) of the respondents were neutral, while (25.6%) disagreed and (64.7%) strongly disagreed that information reporting and utilization was valuable for learning purposes.

From Table 4.12, the respondents (29.4%) were neutral on how the department saw M&E information reporting and utilization as being essential for project performance. While (70.6%) disagreed that the department saw M&E information reporting and use as being important for project performance. Lastly, according to Table 4.12, (98%) strongly agreed on having the feeling of being part of the management processes and they could contribute to the promotion of information in the monitoring of CDF projects.

4.2.17 To determine how Capacity Building and Human Resources influence the Performance of CDF Projects in Marakwet West Sub-County

Objective three of this study was to find out how capacity building and human resources influenced the performance of CDF projects in Marakwet West Sub-County. In determining this Objective, the respondents were requested to respond to a number of statements regarding training, type of training, facilities for monitoring and evaluation team and the extent of availability of M&E facilities and equipment affecting M&E process.

4.2.18 Number of Trainings within the Past Year

Respondents were asked to indicate the number of training for monitoring and evolution to ascertain the influence of the capacity building on the performance of monitoring and evaluation. The results are as presented in Table 4.13.

Table 4.13: Number of Trainings within the Past Year

Frequency	Response Rate (%)
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Trained once	42	82.4
Trained twice	9	17.6
More than twice	0	0
Total	51	100

From Table 4.13 only 42(82.4%) of the respondents had training once in a year. Bearing in mind that project function in a cycle, knowing the targeted cycles that were trained in monitoring and evaluation is not feasible. Only 9(17.6%) of the trained respondents had been trained twice. None of the interviewees was trained more than two times.

4.2.19 If Training Improved the Quality of M&E Project in Ward

The study sought to establish if training enhanced the quality of M&E project in the ward. The status of this variable was measured with a yes or no. The results are summed up in Table 4.15.

Table 4.14: If Training Improved the Quality of M&E Project in Ward

	Frequency	Response Rate (%)
Yes	30	58.8
No	21	41.2
Total	51	100

From Table 4.14 above, the study revealed that 30(58.8%) of the respondents acknowledged that training improved the quality of M&E project in their ward. While 21(41.2%) responded that training did not improve the quality of M&E project in the ward. This is attributed to the low number of training offered to the project management committee.

4.2.20 If Monitoring and Evaluation Team are Equipped with Necessary

Table 4.15 presents information whether the monitoring and evaluation Team were equipped with necessary facilities.

Table 4.15: If Monitoring and Evaluation Team are Equipped with Necessary Facilities

	Frequency	Response Rate (%)
Yes	7	13.7
No	44	86.3
Total	51	100

Table 4.15 shows that only 7(13.7 %) of the respondents were equipped with the necessary arrangements for monitoring and evaluation, while 44(86.3%) were not equipped. This may be attributed to the low percentage of the total budget allocated to M&E. According to CDF (2016), only 2% of the overall budget is allocated for monitoring and evaluation.

4.2.21 To Assess the Extent to which Budget Allocation Influence the Performance of CDF Projects in Marakwet West Sub-County.Kenya

The fourth objective of this study was to assess the extent to which budget allocation influence the performance of CDF projects in Marakwet West Sub-County. In determining this purpose, the respondents were to respond to several statements regarding M&E budget allocation.

The respondent's knowledge of the project budget, M&E budget amount and if the project were completed within budget. This was in line with the second objective which is "To examine the extent to which M&E budgetary allocation factor influences the performance of road projects."

4.2.22 Level of Awareness of M&E Funding

To begin with, in Table 4.16 the study sought to find out whether the project committee members were aware of the project budget.

Table 4.16: level of Awareness of M&E Funding

	Frequency	Response Rate (%)
Yes	49	96.1
No	2	3.9
Total	51	100

From the Table 4.16 above, 49(96.1%) of the total respondents agreed that knew the existence of funding for implementation of monitoring and evaluation for projects. Only 2(3.9%) out of the total respondents indicated (NO). This means that they did not know the funding for monitoring and evaluation implementation.

4.2.23 Level of Awareness of the Total Budget Allocated to M&E:

Table 4.17 provides data on the level of awareness with the proportion of the total budget allocated for M&E.

Table 4.17: level of Awareness of the Total Budget Allocated to M&E

	Frequency	Response Rate (%)
Yes	41	80.4
No	10	19.6
Total	51	100

In Table 4.17, the respondents were asked if they were familiar with the proportion of the total budget allocated for M&E. From the Table above, 41 out of the total 51 respondents which represent 80.4% indicated YES, which means that they knew the total budgets for the CDF projects within that current financial year. On the other hand, 10 (19.6%) of the

total respondents indicated a NO which shows that they are not aware of the total budgets for the road projects within that current financial year. From the statistics in Table 4.16 above, it shows that many project management committees are aware of the total budgets allocated for CDF project in Marakwet Sub-County. This awareness is necessary as it enhances a shared vision in monitoring and evaluation and in the identification of parameter against which to measure the project performance.

4.2.24 Percentages of the total budget allocated for M&E

Table 4.18 presents the percentages of the total budget allocated for M&E

Table 4.18 Percentage of the Total Budget Allocated for M&E

Percentage	Frequency	Response Rate (%)
5%	2	3.9
10%	0	0
20%	0	0
25%	0	0
Less than 5%	49	96.1
Total	51	100

Table 4.18 shows that the respondents were asked on the percentage of the total budget allocated for M&E opinions. Only 2 out of the 49 respondent indicated that the budget was 5% while 49(96.1%) showed the budget being less than 5%.

4.2.25 Level of Satisfaction with Amount of Money Budgeted for M&E

Table 4.19 presents the level of satisfaction with amount of money budgeted for M&E.

Table 4.21: Level of Satisfaction with Amount of Money Budgeted for M&E

	Frequency	Response Rate (%)
Extremely dissatisfied	16	31.4
Dissatisfied	12	23.5
Neutral	4	7.8
Satisfied	19	37.3
Extremely satisfied	0	0
Total	51	100

The respondent's views on the level of satisfaction with the amount of money budgeted for M&E of CDF were inquired. A total of 28(54.9%) of them were not satisfied with the level of satisfaction with the amount of money budgeted for M&E of projects 16(31.4%) were extremely dissatisfied. Respondents who were neutral were 4(7.8%).

4.2.26 Awareness of M&E Activities in M&E Budget

Table 4.20 presents the awareness of M&E activities in M&E budget.

Table 4.20: Awareness of M&E Activities in M&E Budget

	Frequency	Response Rate (%)
Yes	41	80.4
No	10	19.6
Total	51	100

Table 4.20, exemplify that a greater part of the committee members 41(88.4%) was aware of M&E activities involved in M&E budget within the project budget. A chairman from one of the project management committee had this to say concerning the various activities included in monitoring and evaluation," the activities we are involved in include filling vehicles with fuel and giving allowance to members plus their lunch." This was in response to how M&E funds were used.

4.2.27 Level of Satisfaction with Timely Disbursement for Money Allocated for M&E Process

Table 4.21 presents the level of satisfaction with the timely disbursement of money allocated for M&E process.

Table 4.21: Level of Satisfaction with Timely Disbursement for Money Allocated for M&E Process

	Frequency	Response Rate (%)
Extremely dissatisfied	9	17.6
Dissatisfied	6	11.8
Neutral	14	27.5
Satisfied	20	39.2
Extremely satisfied	2	3.9
Total	51	100

The respondents' opinions on their satisfaction with the timely disbursement of money allocated for M&E process. A total of 15 (29.4%) in Table 4.20 were dissatisfied with the time money were disbursed. 9(17.6%) were extremely dissatisfied, 14(27.5%) neutral and those satisfied were 22(43.1%) with 2(3.9%) being extremely satisfied. In total 15(29.4%) of the respondents were not satisfied with the timely disbursement of money allocated for M&E process.

4.2.28 Adequacy of Resources for Implementing M&E

Table 4.22 presents the adequacy of resources for implementation of M&E according to the respondent.

Table 4.22: Adequacy of Resources for Implementing M&E

	Frequency	Response Rate (%)
Yes	19	37.3
No	32	62.7
Total	51	100

Majority 32(62.7%) of the committee members in Table 4.22, indicated that resources for implementing monitoring and evaluation were not adequate, while 19(37.3%) of the committee members said that the resources were adequate. Table 4.23 presents the awareness of the provision for M&E activities in the project plan.

Table 4.23: Provision for Monitoring and Evaluation Activities in the Project Budget

	Frequency	Response Rate (%)
Very large extent	41	80.4
Large extent	10	19.6
Neutral	0	0
Small extent	0	0
No extent at all	0	0
Total	51	100

In Table 4.23 the project management committee opinions were sought on their extent of agreement on project budget adequacy on the provision of monitoring and evaluation activities. 41(80%) agreed to a very large extent while 10(19.6) agreed to a large extent. It is visible that the guiding principle was well-known to the respondents, they agreed to the extent of provision of a project budget having adequate monitoring and evaluation activities. Table 4.24 presents the emphasis on ensuring that monitoring and appraisal are budgeted for before approving any proposals for funding.

Table 4.24: Emphasis on Ensuring that Monitoring and Evaluation is Budgeted for before approving any Proposals for Funding

	Frequency	Response Rate (%)
Very large extent	19	37.3
Large extent	30	58.8
Neutral	2	3.9
Small extent	0	0
No extent at all	0	0
Total	51	100

From Table 4.24, none of the respondents, strongly agreed on the notion that monitoring and evaluation were budgeted for before proposals were approved for funding. 19 (37.3%) of the respondents agreed to a very large extent. 30(58.8%) agreed to a large extent while 2(3.9) of the total respondents were neutral to the statement. However, the respondents did not agree to a small extent or didn't agree at all.

4.2.29 Evaluation Planning Budget should certainly be More Carefully Estimated and Actual Expenditure on the Evaluation More Carefully Monitored

Table 4.25 presents the extent that evaluation planning budget should be more carefully estimated and actual expenditure on the evaluation more closely monitored.

Table 4.25: Evaluation Planning Budget should certainly be More Carefully Estimated and Actual Expenditure on the Evaluation More Carefully Monitored

	Frequency	Response Rate (%)
Very large extent	43	84.3
Large extent	8	15.7
Neutral	0	0
Small extent	0	0
No extent at all	0	0
Total	51	100

From the Table 4.25 above, 43 (84.3%) majority of the respondent from Marakwet West committee agreed to a very great extent on evaluation planning budget being more carefully estimated and actual expenditure on the evaluation more closely monitored. While only 8(15.7%) agreed to a large extent. The high score for the great extent as reported by some respondents was linked to the fact the respondents were project management committees and must have familiarized with M&E.

4.2.30 M&E Budget Allocation Affect Project Performance

The respondent's opinion whether M&E budget allocation affects project performance are presented in Table 4.26.

Table 4.26: M&E Budget Allocation Affect Project Performance

	Frequency	Response Rate (%)
Yes	46	90.2
No	5	9.8
Total	51	100

From the Table 4.26 above 46 (90.2%) of the total respondents gave a positive response (Yes) that they agreed that the M&E budget allocation affected the performance of CDF projects in Marakwet Sub County. On the other hand, 5(9.8%) of the total respondents gave a negative answer, as a show that they did not agree that M&E budget allocation affected project performance of CDF projects in Marakwet West Sub County. From Table 4.26, above M&E budget allocation has a great impact on the project performance. Those who gave a positive answer indicated that if M&E budget allocation were inadequate, it would be difficult to carry out M&E scheduled activities efficiently hence may be difficult to determine the project performance regarding the cost, quality as well as the timing of various.

4.2.31 Performance of CDF Projects

Project performance prevails as a major issue in the delivery of projects worldwide. This is because projects have defined objectives that must be met and many resources that must be used effectively (Obiajunwa, 2012).

4.2.32 Project is Half Way and about to be Complete

The researcher sought to establish the completion status of the project Table 4.27 presents the results.

Table 4.27: The Project is Half Way and about to be Complete

	Frequency	Response Rate (%)
Strongly agree	0	0
Agree	39	76.5
Neutral	10	19.6
Disagree	2	3.9
Strongly disagree	0	0
Total	51	100

Table 4.27, shows the findings on the level of agreement, on the extent to which Project management committee agreed with the statements that the project was half way and was about to be completed in Marakwet West Sub County. The study found out that 39(76.5) agreed that the project was half way and about to be finished while 10 (19.6) of the respondents were neutral and 2(3.9%) of the respondents disagreed that the project was halfway.

4.2.33 CDF Project Objectives Achieved

Table 4.28 presents the respondent level of agreement on whether CDF project objectives were being achieved.

Table 4.28: CDF Project Objectives are Being Achieved

	Frequency	Response Rate (%)
Strongly agree	3	5.9
Agree	36	70.6
Neutral	8	15.7
Disagree	4	7.8
Strongly disagree	0	0
Total	51	100

The respondents were then asked whether the CDF project objectives were being achieved in Table 4.28. A total of 39(76.5%) agreed with 3((5.9%) strongly agreeing .8(15.7%) were neutral, and 4(7.8%) disagreed that the projects objectives were not being met during that time.

4.2.34 To the Extent that the Project is been Implemented I Realize its Benefits

The respondents were then asked their opinion on the extent that the project was implemented and if they realized its benefits Table, 4.29 presents the findings.

Table 4.29: To the Extent that the Project is been Implemented I Realize its Benefits

	Frequency	Response Rate (%)
Strongly agree	9	17.6
Agree	42	82.4
Neutral	0	0
Disagree	0	0
Strongly disagree	0	0
Total	51	100

Table 4.29 shows the findings on the level of agreement on the extent that project implemented did not realize its benefits, 9(17.6%) of the respondents agreed that the projects implemented realized its benefits, while none was neutral, disagreed or strongly disagree.

4.2.35 Performance of this Project is Goal Attainment

Table 4.30 provides information on the extent that goals were met in the projects.

Table 4.30: Performance of this Project is Goal Attainment

	Frequency	Response Rate (%)
Strongly agree	12	23.5
Agree	34	66.7
Neutral	0	0
Disagree	5	9.8
Strongly disagree	0	0
Total	51	100

The respondents were asked for their opinions on whether they agreed that the performance of the project they were involved in was goal attained, in Table 4.30. 12(23.5%) strongly agreed, 34(66.7%) while 5(9.8%) disagreed, none strongly disagreed that the CDF project was goal attained.

4.2.36 Level of Satisfaction with the Performance of CDF Projects in Marakwet Sub-County

Table 4.30 presents the level of satisfaction with the performance of CDF projects in Marakwet Sub County.

Table 4.31: Level of Satisfaction with the Performance of CDF Projects in Marakwet Sub-County

	Frequency	Response Rate (%)
Very satisfied	9	17.6
Satisfied	40	78.5
Dissatisfied	2	3.9
Very dissatisfied	0	0
Total	51	100

Table 4.31, shows the findings on the level of satisfaction with the performance of CDF projects in the case of Marakwet West Sub-County. A total of 9(17.6%) of the respondents were very satisfied. 40 (78.5%) were satisfied while. 2(3.9%) were dissatisfied with the level of satisfaction with the performance of CDF projects in Marakwet Sub County.

4.2.37 Correlation Analysis

Correlation analysis measures the degree of association between two variables. The absolute value is in 0 to 1 range. A positive value (+1) indicates a positive while a negative value (-1) indicates a negative association. This study sought to ascertain the correlation between the independent variables (monitoring and evaluation data, information reporting and utilization, capacity building and human resources and budget allocation) and the dependent variable (project performance).Table 4.32 presents Correlation Coefficient findings,

Table 4.32: Correlation Coefficients

		Project Performance	Monitoring and evaluation data	information reporting and utilization	capacity building and human resources	budget allocation
Project Performance	Correlation	1.000	.695	.847	.809	.398
	Significance (2-tailed)	.	.000	.000	.000	.004
	Df	0	48	48	48	48
Monitoring and evaluation data	Correlation	.695	1.000	.677	.707	.231
	Significance (2-tailed)	.000	.	.000	.000	.107
	Df	48	0	48	48	48
information reporting and utilization	Correlation	.847	.677	1.000	.861	.385
	Significance (2-tailed)	.000	.000	.	.000	.006
	Df	48	48	0	48	48
capacity building and human resources	Correlation	.809	.707	.861	1.000	.389
	Significance (2-tailed)	.000	.000	.000	.	.005
	Df	48	48	48	0	48
budget allocation	Correlation	.398	.231	.385	.389	1.000
	Significance (2-tailed)	.004	.107	.006	.005	.
	Df	48	48	48	48	0

The analysis of correlation results between project performance and monitoring and evaluation data gives a positive coefficient 0.695, with a p-value of 0.000. This implies that there is significant at $\alpha = 5\%$ that if monitoring and evaluation data are increased then; it will impact positively on project performance. The correlation results between, information reporting and utilization and project performance also indicates the same type of result a p-value of 0.000, a correlation coefficient of 0.847, significant at $\alpha = 5\%$. The results also suggest that there is a positive relationship between capacity building and human resources and project performance with a correlation coefficient of 0.809, and a p-value of 0.000. Further, the result shows that a positive relationship between budget allocation and project performance with a correlation coefficient of 0.398, with a p-value of 0.004.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the overview of the study, conclusions, and recommendations. The study also presents suggestions for further studies.

5.2 Summary of the Findings

The overriding purpose of this study was to investigate the influence of monitoring and evaluation on the performance of CDF projects in Marakwet West Sub-County of Elgeyo Marakwet County, Kenya.

Four research objectives were formulated to guide the study. The first research questions sought to investigate the extent monitoring and evaluation data influences the performance of CDF projects in Marakwet West Sub-County, the second research question sought to investigate the extent information reporting, and utilization influences the performance of CDF projects in Marakwet West Sub-County, the third research question determine the extent capacity building and human resources influences the performance of CDF projects in Marakwet West Sub-County and to assess the extent to which the Budget allocation influences the performance of CDF projects in Marakwet West Sub-County. The researcher adopted descriptive survey design, and the target population of the study was all the 148 project management Committee. Stratified sampling technique was employed to pick the sample size from the defined sample frame. Questionnaire was used to collected data and later presented by the use of frequency distribution tables and discussed by use of frequencies and percentages.

Findings from the first research question revealed that the extent that monitoring and evaluation data was collect was low in Marakwet West Sub-County CDF projects. 26 of the respondents (54.2%) collected monitoring and evaluation data; while a huge gap of 22(45.8%) did not collect monitoring and evaluation data. The primary source of data was derived from existing statistics or records with 32(62.7%) followed by project accounts

with 15(29.4%) and surveys with 4(7.8%). The study also sought to establish the extent of data been utilization in improving CDF project information. The respondent indicated that (89%) of the aspects of baseline data did not exist at all. While aspects of utilization of continuous data according to the respondent did not exist at all with a response of (80%) with (97%) indicating they did not analyze data at all and (98%) indicating they did not validate data. While asked about whether M&E improved the performance of CDF projects (80%) of the respondents said yes while (20%) of the interviewees said No. The analysis of correlation results between monitoring and evaluation data and project performance gave a positive coefficient 0.695 implying that if monitoring and evaluation data are increased then it impacts positively on project performance.

Findings, from the second research questions revealed that information reporting and utilization are insufficient only 2(3.9%) used compact disc to store data, while,43(84.3%) computer (hard disk), 6(11.8%) of the total respondents used flash drives for data storage, 48(94%) of the interviewees used Excel (spreadsheets) for data processing, while a few 3(6%) indicated that they used SPSS. The majority of the respondents 46(90.2) reported that they used word documents in hard copies for their data presentation. Only 5(9.8%) of the respondents used Excel in their data presentation. It was also revealed that the means of dissemination of M&E information, 35(68.6%) of the interviewees used phone calling. None of the respondents used emailing, web based and teleconferencing, the website to disseminate monitoring or evaluation information this is attributed to the low internet connection in the area. There was also need to involve an effective communication strategy to convey information on M&E reports to the CDF. While 43(84.3%) of the respondents indicated they lacked an effective communication strategy to communicate information on M&E reports, as their greatest challenges. With ,50(98%) attributing it to lack of funding for M&E Information reporting and utilization, while 48(94%) of the respondents attributing it to outdated facilities, and 46(90.2%)indicating that M&E system were not in place, while some of the respondents indicated that poor planning for management information system in M&E was a major challenge. (36.8%) of the respondents agreed that decisions were made purely based on collected information. The correlation results

between, information reporting and utilization and project performance indicated, a correlation coefficient of 0.847 showing a strong relationship.

Findings from the third research question that investment in capacity building and human resources were inadequate. However, from the study 42(82.4%) of the respondents had training once in a year. Taking into consideration that projects function in a cycle, it was impossible to ascertain the exact cycle training was done. Only 9(17.6%) of the trained respondents had been trained twice. None of the respondents was twice taught. The study sought to establish, if training improved the quality of M&E project inward, the study revealed that 30(58.8%) of the respondents acknowledged that training improved the quality of M&E project in their ward while 21(41.2%) of the responded saw that training did not improve the quality of M&E project inward .This is attributed to the low number of training offered to the project management committee. Only 7(13.7 %) of the respondents were equipped with necessary facilities for monitoring and evaluation, while 44(86.3%) were not equipped. Considering the small percentage of only 2% being allocated for monitoring and evaluation. The correlation results suggest that there is a positive relationship between capacity building and human resources and project performance with a correlation coefficient of 0.809.

Findings from the fourth research questions revealed that many project management committees were aware of the total budgets allocated for CDF project in Marakwet Sub-County. This awareness is necessary as it enhanced a shared vision in monitoring and evaluation and in an identification of parameter against which to measure the project performance, 41(88.4%) were aware of monitoring and evaluation activities involved in M&E budget within the project budget. While 49(96.1%) of the respondents disagreed with the statement that M&E budget was adequate for M&E scheduled activities. A total of 28(54.9%) of the respondents were not satisfied with the amount of money budgeted for M&E. The respondents' opinions on their satisfaction with the timely disbursement of money allocated for M&E process revealed that a total of 15 (29.4%) were dissatisfied and 9(17.6%) were extremely dissatisfied. Majority 32(62.7%) of the committee members indicated that resources for implementing monitoring and evaluation were not adequate, 46 (90.2%) agreed that the M&E budget allocation affected the performance of CDF

projects in Marakwet Sub-County. In conclusion, this indicates that there is a necessitate making a logical connection between M &E budget and M&E scheduled activities. The people who allocate M&E budget are not the one who carry out various activities that it involves hence there is the likelihood for illogical allocation of money against the scheduled M&E activities. This contributed by the unawareness of the amount allocate to the monitoring and evaluation. More to the point, a project budget should use to track financial resources. Cost should be attached to the project activities, to compare project activities expenditure with designed spending in the budget. The correlation result shows that a positive relationship between budget allocation and project performance with a correlation coefficient of 0.398 exist.

In the study, the respondents responded on their viewpoint on the level of satisfaction with the performance of CDF projects in the case of Marakwet West Sub County. A total of 9(17.6%) of the respondents were very satisfied while 40 (78.5%) satisfied, and 2(3.9%) dissatisfied with the level of satisfaction with the performance of CDF projects in Marakwet West Sub-County. The Factors Influencing Performance of M&E of government projects in Kenya has several limitations, which if not restored will critically affect the performance of a program. These consist of funds required to perform monitoring and evaluation like allowances for M& E committee are inadequate leading to the poor execution of M & E activities. Due to inadequate financial resources and expenditure restrictions by the treasury, team charges for M & E is, therefore, are unable to carry out continuous M&E and develop a proper M&E system.

5.3 Conclusions

The study found out that the adoption of M&E in Marakwet West Sub-County was very low. The fact that M&E was not one hundred percent explains the existence of inadequacy. A deficiency in monitoring and evaluation is characterized by inadequate means of monitoring and evaluation data storage, poor data processing, poor means of dissemination of monitoring and evaluation information. This study concludes that M&E are vital in all phases of the project cycle if well executed M&E of CDF project is necessary for appropriate context-specific indicators that capture the impact of interventions to promote

project performance. M&E also help to enhance performance among project management committee, as they will focus their energies on bringing on board all stakeholders through an informative monitoring and evaluation system thereby yielding synergy and great output in CDF project development. Based on the findings, the study concludes that the practice of monitoring and evaluation of projects in Marakwet West sub-County was not adequate to assess the performance of CDF projects. This is due to factors such as inadequate monitoring and evaluation data, poor allocation of monitoring and evaluation budgets, weak capacity building on monitoring and evaluation.

5.4 Recommendations

Guided by the research findings the researcher recommends the following;

1. Influence of monitoring and evaluation data on the performance of CDF Funded projects, the study revealed that most of the PMCs in Marakwet Sub-County had knowledge of what monitoring and evaluation were, however, they perceived it to be dealing with supervision. In this view, the study recommended that different line ministries should involve it stakeholders in formulating policies that would ensure that effective monitoring and evaluation process are encouraged to engage in continuous data collection, data analysis, and effective data utilization to enhance the project results.
2. On the influence of control and appraisal information reporting and utilization; the study established that proper data processing and dissemination of monitoring and evaluation information was prevalent in several projects. On this account, the study recommended that before any project is initiated, the initiating entity overseeing such projects should consider adopting a new information reporting and utilization system is put in place, with proper data processing, presentation, and dissemination to capture real-time data.
3. Influence of capacity building and human resources performs a vital role in ensuring that the M & E team adds value to project operations, A motivated team usually achieves high performance, this implies, that the more a team is strengthened, the better the performance and value addition to a project.

Aforementioned applies to the M&E teams in project management. The study discovered that the monitoring and evaluation team were not equipped with necessary facilities. To avoid over – reliance on external resources and underutilization of local resources. The study recommends the formulation of policy measures so that external funding only supplements beneficiaries' contributions.

4. The fourth objective was to investigate monitoring and evaluation budgeting allocation; the study revealed that Monitoring and evaluation budget had a substantial contribution to the performance of projects. This notwithstanding, the study found out that most projects did not have enough funding for monitoring and evaluation this is because only 5% of the total budget was allocated for Monitoring and Evaluation of ongoing projects and capacity building activities. The study recommends the delineation of the M&E budget from the overall budget of the project to give M&E function the expected attention it performs in the project running and enable project members to monitor and evaluate projects efficiently.

5.5 Suggestions for Further Research

The study also recommends that further research be conducted on;

1. A similar study should be done to identify other factors influencing the performance of CDF Funded projects in Marakwet West Sub-County.
2. The role of political conflict in the performance of CDF Funded projects in Marakwet West Sub-County
3. Data management practices should be used to enhance the performance of Sub-County projects.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

University of Nairobi,
P.O. Box 30197-00100,
Nairobi

Dear respondent,

Re: **Research**

I am a student at the University of Nairobi undertaking a Master of Arts Degree in Project Planning and Management. As a requirement for this course, the university expects me to submit a researched project as a partial fulfillment for the award of a degree.

To fulfill this requirement, I have decided to carry out a study on **Influence of Monitoring and Evaluation on the performance of Constituency Development Fund Projects: a case of Marakwet West Sub-County of Elgeyo Marakwet County, Kenya.**

I kindly request you to fill in the questionnaire attached. The information provided will be handled with confidentiality and will only be used for the intended purpose of this study.

As you participate in this study, do not indicate your name. I highly appreciate your contribution towards the success of this study. Thank you in advance for your kind consideration.

Yours Faithfully,

Kiptum Gladys Jepchirchir

APPENDIX II: QUESTIONNAIRE FOR KEY INFORMANTS

I am UON carrying out field research. My research is on' **Influence of Monitoring and Evaluation on performance of Constituency Development Fund Projects: A case of Marakwet West Sub-County of Elgeyo Marakwet County, Kenya.** "Please note that all

responses that you give will be treated with utmost confidentiality and used strictly for the purpose of the study.” Do not write your name on the questionnaire.

SECTION A: GENERAL VIEWS OF MONITORING AND EVALUATION (M&E)

1. Type of CDF project

Education () Community policing () (specify others).....

2. When did this project begin.....

3. What role are you involved in this project?.....

4. What is your role in Project Management Committee.....

5. In your opinion what is “Monitoring & Evaluation?

.....

(a) M&E improves the success of the projects? YES () NO ()

If yes, how?.....

SECTION B: MONITORING AND EVALUATION DATA

6. Do you collect monitoring and evaluation data? Yes () No()

7. What is your source of data? Existing statistics or records () project accounts () survey ()

8. How often is primary data collected, or secondary data analyzed?

Quarterly () annually () at end of project phase (),

9. To what extent are the following aspects of Data been utilized in improving CDF project information?. *Please tick (√), corresponding answers that best reflects your opinion:*

Statement	VLE	LE	N	SE	NEA
1.Baseline data					

2.Ongoing data					
3. M&E Data analysis					
4.M&E Data Validation					
5.follow up to check					

Very Large Extent (VLE); Large Extent (LE); Small Extent (SE); No Extent at All (NEA).

SECTION C: MONITORING AND EVALUATION INFORMATION REPORTING AND UTILIZATION

Please show your level of satisfaction with the following statement by ticking()corresponding to the answers that reflect your judgment:

Statements	SA	A	N	D	SD
decisions are made purely based on the collected information					
M&E information has been valuable for learning purposes					
The department finds M&E information reporting and utilization essential for project performance,					
As a manager, involved in management processes I can contribute to the promotion of information in monitoring of CDF projects,					

Strongly Agree (SA); Agree (A); Neutral (N); Disagree (D); Strongly Disagree (SD).

10. How do you manage data in your department?

I. Manually (the traditional ways) ()

II. Electronically (use of computers and other devices)()

If electronic how do you:

(a) Storage Data?

DATA STORAGE	TICK WHERE APPROPRIATE				AVAILABILITY OF THE DATA STORAGE	
					Adequate	Inadequate
Compact Disc						
COMPUTER						
HARD DISK						
FLASH DISK						
SERVERS						
Online storage eg Email						

b) Data processing?

DATA PROCESSING	TICK WHERE APPROPRIATE				AVAILABILITY OF THE DATA STORAGE	
					Adequate	Inadequate
Electronic						
Excel (spread sheet)						
Access						
SPSS						
Quick Books						

(c) Data presentation?

DATA PRESENTATION	TICK WHERE APPROPRIATE				Availability of data storage	
					Adequate	Inadequate
Power point						

Excel						
Word documents						
Web-based (online)						
Video conferencing						

(d) Dissemination of M&E information?

COMMUNICATION	TICK WHERE APPROPRIATE				Availability of data storage	
					Adequate	Inadequate
Emailing						
Web-based (online)						
On the notice board						
Teleconferencing						
Website (Online)						
Short Message						

11. What do you think are the main challenges relating to incorporation of information reporting and utilization in M&E of CDF projects?

.....

SECTION D: CAPACITY BUILDING AND HUMAN RESOURCE ON PROJECT PERFORMANCE

12. Have you (manager) or your staff attended any M&E training sessions/ workshops?
 In the past 1 years? Yes () No ()

13. (b) If YES indicate No of times

Respondent

(manager).....

Staff.....

(Examples, data management, project management, reporting, etc.

14. Did the training improve the quality of M&E of projects in your ward?

Yes () No ()

If yes, explain how

15. Do Monitoring and Evaluation team equipped with necessary facilities Yes () No ()

16. What extent does the availability of facilities and equipment affect the Monitoring and evaluation process and the results given by the M&E team

SECTION D: MONITORING AND EVALUATION BUDGET ALLOCATION

17. Is there funding to ensure the implementation of Monitoring and Evaluation?

Yes () No ()

18. Are you aware of the proportion of the total budget that is allocated to M&E?

Yes () No ()

19. What percentage of the total budget is allocated to Monitoring and Evaluation?

5% [] 10% [] 20% [] 25% [] Less than 5% []

20. Please indicate your level of satisfaction with the amount of money budgeted for monitoring and evaluating of CDF projects.

Extremely dissatisfied () dissatisfied () Neutral () satisfied () Extremely Satisfied ()

21. Are you aware of Monitoring and evaluation activities involved in M&E budget within the project budget Yes () No ()

If yes please explain various activities included in M&E budget.

.....

22. Please indicate your level of satisfaction with the timely disbursement of money for monitoring and evaluating of CDF projects.

Extremely dissatisfied () dissatisfied () Neutral () satisfied ()
Extremely satisfied ()

23. Are the resources adequate for the implementation of monitoring and evaluation?

Yes () No ()

24. The following are some statements on the influence of Budgetary Allocation on the performance of Monitoring and Evaluation. Please indicate the extent of your agreement with each statement. *Please indicate the extent of your agreement with each*

statement by placing a tick (✓), corresponding to the answers which best reflects your opinion:

Statement	VLE	LE	N	S	NEA
The project budget should have adequate provision for monitoring and evaluation activities.					
Emphasis on ensuring that monitoring and evaluation is budgeted for before approving any proposals for funding.					
Evaluation planning budget should certainly be more carefully estimated and actual expenditure on the evaluation more carefully monitored.					

Very Large Extent (VLE); large Extent (LE); Neutral (N); No Extent at All (NEA)

25. Does M&E budget allocation affect project performance? YES () NO ()

If yes explain how?

.....

SECTION E: PERFORMANCE OF CDF PROJECTS

26. Please indicate whether you agree or disagree with the following statements by placing a tick(✓)corresponding to the answers which best reflects your opinion:

Statement	SA	A	N	D	SD
-----------	----	---	---	---	----

The project is half way and about to be complete					
The CDF project objectives are being achieved					
To the extent that the project is been implemented its realize its benefits					
performance of this project is goal attainment					

Strongly Agree (SA); Agree (A); Neutral (N); Disagree (D); Strongly Disagree (SD).)

Please explain any response that you choose or strongly disagree in the table below


i.

28. What is your level of satisfaction with the performance of CDF projects?

Very satisfied () Satisfied () Dissatisfied () Very dissatisfied ()

If dissatisfied or very dissatisfied, explain why?.....,,,

APPENDIX V: RESEARCH 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

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

Ref. No: NACOSTI/P/16/41459/12559

Date: 20th July, 2016


Gladys Jepchirchir Kiptum
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Influence of Monitoring and Evaluation on performance of Constituency Development Fund Projects: A case of Marakwet West Sub County of Elgeyo Marakwet County,”* I am pleased to inform you that you have been authorized to undertake research in **Elgeyo Marakwet County** for the period ending **19th July, 2017**.

You are advised to report to **the County Commissioner and the County Director of Education, Elgeyo Marakwet 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
Elgeyo Marakwet County.



The County Director of Education
Elgeyo Marakwet County.

National Commission for Science, Technology and Innovation is ISO 9001:2008 Certified

APPENDIX VI: RESEARCH PERMIT

THIS IS TO CERTIFY THAT: **Permit No. : NACOSTI/P/16/41459/12559**
MISS: GLADYS JEPCHIRCHIR-KIPTUM **Date Of Issue : 20th July, 2016**
of UNIVERSITY OF NAIROBI, 78-3 **Fee Received :Ksh 1000**
kapsowar, has been permitted to
conduct research in Elgeyo-Marakwet
County
on the topic: INFLUENCE OF
MONITORING AND EVALUATION ON
PERFORMANCE OF CONSTITUENCY
DEVELOPMENT FUND PROJECTS: A CASE
OF MARAKWET WEST SUB COUNTY OF
ELGEYO MARAKWET COUNTY
for the period ending:
19th July, 2017


Applicant's
Signature



Director General
National Commission for Science,
Technology & Innovation