

**AN ANALYSIS OF THE INFLUENCE OF MONITORING AND
EVALUATION FUNCTIONS ON PROJECTS PERFORMANCE
AMONG SELECTED CONSTITUENCY DEVELOPMENT FUND
PROJECTS IN KIRINYAGA COUNTY, KENYA**

¹*Muriuki Elijah Ngochi, ²Dr. Levi Mbugua & ³Dr. Karuri Thiong'o

¹*Post Graduate Student, Mount Kenya University

²Lecturer, Technical University of Kenya

³Lecturer, Mount Kenya University

***Email of the corresponding Author: elyjahm82@yahoo.com**

ABSTRACT

Purpose of the study: The study did an analysis of the influence of monitoring and evaluation functions on projects performance among selected constituency development fund projects in Kirinyaga County, Kenya.

Research methodology: The study adopted a descriptive survey research design. The targeted population was 180 respondents consisting of two monitoring and evaluation sub-committee members, the chairperson, treasurer, secretary and one community representative. A sample of 55 respondents was drawn to participate in the study. The sample of the research was selected using stratified random sampling technique.

Findings: The results of the study showed that a big bulk of the participants understood what monitoring and evaluation means which could be attributed to respondents having tertiary level of education. Over fifty percent of the respondents said that E monitoring and evaluation frameworks influenced the performance to a large and very large extent respectively which was informed by the fact that most projects had adopted M&E frameworks guidelines. Additionally, different projects have adopted M&E implementation strategies in the last five years implying that getting the right strategies in M&E was also found to influence the performance of CDF projects.

Conclusions: M&E results were found to be useful in determining the success of future projects. It was agreed by nearly two thirds of the participants that M&E results have a high influence on performance of the projects as the results can be used to correct and streamline areas of projects implementation where there are gaps, flaws and other inconsistencies. Stakeholder and political environments were found to affect efficacy of M&E and subsequent performance of the CDF projects.

Recommendations: The study recommended that more training to be done for PMC members to understand what monitoring and evaluation is. Authorities to be ready and willing to utilize the M&E results, use of multi-method approach and involve more stakeholders in the monitoring and evaluation processes.

Keyword: *Monitoring and evaluation, projects performance, CDF projects, Kirinyaga County, Kenya.*

1.0 INTRODUCTION

Monitoring is an ongoing task conducted using a methodical way of collecting data on pre-identified indicators to make available to the administrators and the core stakeholders of an ongoing development project with clues of the level of advancement and realization of goals and headway in the consumption of apportioned resources (Mbeche, Njihia & Ongweno, 2009). Europe Aid (2012) defined Evaluation as the logical and unbiased assessment of a program, policy, current or finished project; including its plan, execution, and outcomes; with the intention of defining its significance and accomplishment of goals, sustainability, and impact, efficacy and development effectiveness.

Globally, the presence of monitoring and evaluation systems has been there since the prehistoric periods (Kusek & Rist, 2004). Over time M&E has become a key management tool being used in planning and decision-making processes. A majority of the governments in the world are also gearing towards embedding it in their governance system (Mackay, 2007). In Developed countries, Government projects predominantly those in the Organization for European Cooperation and Development (OECD), have had the experience of M&E spanning to twenty or more years, whereas a majority of the emerging economies are in the foundational stages of utilizing this crucial tool of public management. The technical knowledge of the industrialized nations are enlightening and offer vital trainings to the developing nations (World Bank, 2004). In the African context, the Government of South Africa placed growing importance towards the M&E functions while in office for the third term since the inception of democracy (Florin, 2011). As a supervisory canon to integrate the principle of M&E operations in the country, Ghana formed the National Development Planning Commission (NDPC) (Barasa, 2014).

In the Kenyan perspective, monitoring and evaluation was introduced through performance contracting in order to influence better performance as well as introduce new way of conducting and adopting a progressive approach of work ethics in delivering services to the citizenry (Kobia & Mohammed, 2006). This stood as a way of restoring confidence in the citizens with regard to government services (Muthaura, 2007). To realize a similar objective, the Government of Kenya established the National Integrated monitoring and evaluation System (NIMES) in 2004. It was during the London Investment Summit of 2012 that NIMES was launched. Its purpose was and is to track developmental progress at the 2 levels of governments as prescribed in the present-day governance system of devolution i.e. National and County governments, (GoK, 2013).

In Kirinyaga County only 50% (219) of NG-CDF projects well built, completed and performing as expected, 30% (133) of projects were poorly completed whereas 20% (89) of the projects were incomplete despite money having been allocated (KNBS, 2015). For many years to date (since the inception of the CDF Act 2003) Kirinyaga County has continued to profit from Government funded CDF projects. Colossal sums of money have been expended on these projects by the Government of Kenya as a way to address the various development challenges being faced by the resident community. Nevertheless, a section of these projects have not performed to their expected standards in the county despite there being an established M&E framework.

1.1 STATEMENT OF THE PROBLEM

In the last few years, monitoring and evaluation (M&E) has become an essential prerequisite for projects. This can be evidenced by the numerous announcements for M&E specialists and calls for expression of interest for M&E professionals in the local daily newspapers and career websites. Clients in both sectors i.e. private and public consider the performance of a

project as a source of concern to them and thus the dire need for M&E functions in every project/intervention. Kusek and Rist (2004) noted M&E as one of the tools with a significant influence on the performance of a policy, program, or project. Paramount practices necessitate the monitoring of projects for regulation purposes since all interested parties need transparency, responsibility for resource usage and its effect, commendable project performance and administrative knowledge which will assist in upcoming projects (Mbiti & Kirunja, 2015). Although it's very crucial in refining projects' performance, M&E is similarly a very intricate, multifaceted and skills-demanding technique.

For a project to perform well, numerous aspects ordinarily influence it, Monitoring and evaluation being one of them. Several studies have demonstrated that monitoring and evaluation are a combination of many aspects with a possibility to impact the diverse scopes of project performance. Information provided by the monitoring and evaluation Systems is useful as a critical administration apparatus in attaining outcomes and achieving definite objectives. Such kind of information is essential to administrators determined to attain favorable results as it reveals the level of progress, performance and problems thereof. Other studies have also highlighted that failure by the projects management committees to apply the recommendations presented in the M&E reports as one of the shortcomings of monitoring and evaluation in Kenya.

In Kirinyaga County, the M&E have yielded plausible outcomes through assessment and guiding of County level development trajectories. Indeed, through continuous assessment of projects implementation in Kirinyaga County Annual Development Record 2016 registered over 80% outcome success. A detailed meta-analysis of the annual M&E reports show a gradual improvement in project implementation from 2013 where outcome success stood at 56% rising to 82% in 2016 (Mwaura, 2016). However, although the analysis demonstrated progressive development trajectory, it did not link this progress, either in correlation or causative, to M&E. Similarly, CDF projects in the County have, as required by law, been conducting M&E and presenting annual reports to National CDF committee. As noted by Kamangu (2016) M&E outcome of these CDF projects have demonstrated significant social outcomes from the projects. In fact, out of this, constituencies in Kirinyaga have always been ranked above 35 in the nation's CDF utilization and outcome scores. Nevertheless, the review fails to integrate the role of M&E functions in positive outcome of the projects. Calls for strengthening M&E functions in these projects through capacity building and increased resourcing of M&E committees have not been backed up by scientific evaluation of their influence on project performance. It's only through linking the influence of M&E performance that such consideration can be justified. To bridge this gap, this study therefore seeks to examine whether the project management committee members' understanding of the role of monitoring and evaluation frameworks, M&E implementation strategies and utilization of M&E results have had a significant influence on the performance of CDF projects in Kirinyaga County.

1.2 RESEARCH OBJECTIVES

- i. To assess the role of monitoring and evaluation frameworks in influencing the performance of CDF projects in Kirinyaga County.
- ii. To investigate the influence of M&E implementation strategies on the performance of CDF projects in Kirinyaga County.
- iii. To analyze how the utilization of monitoring and evaluation results influences the performance of CDF projects in Kirinyaga County.

2.0 LITERATURE REVIEW

2.1 THEORETICAL FRAMEWORK

2.1.1 Theory of Change

According to Stein and Valters (2012), this theory is a fragment of the program theory that was developed during the 20th century as an enhancement of the evaluation theory. Carol Weiss further propounded this theory in 1995, as a theory of by what means and for which reason an initiative works. Cox (2009) added that it generates knowledge about the effectiveness of a project and also explains which approaches are employed for its efficiency. Government agencies & ministries, non-profit making institutions and philanthropists in their bid to stimulate social change, use theory of change as the definitive approach for planning, participation and evaluation. It provides direction which the project should take and the goals it wants to attain. M&E assesses and polishes the road map whereas communications assists in attainment of the targets by aiding to bring about change.

Contribution (involvement) analysis is one of the approaches of this theory of change. Mayne (2001) claims that it is practical to conclude that an intervention has achieved the desired transformation when an evaluator authenticates a theory of change with experiential proof and justify the influence of the main external factors. The theory of change therefore offers the foundation for reasoning that the project has made a transformation and pinpoints the flaws in such a discussion; and therefore, ascertains where proof for firming up such assertions is mostly required. According to Patton (2008) causation is dependent on the evidence highlighted below:

2.1.2 Program Theory

In evaluation practice today, Program theory is defined as the creation of a credible and practical ideal of how a programme ought to run (Bickman, 1987). It gives guidance to an evaluation by ascertaining the main programme characteristics and pronouncing how these components are postulated to have a relationship (Donaldson, 2001). Lipsey (1990) alludes to the complexity and dynamism of the monitoring and evaluation process meaning that this theory will be inadequate, incentives therefore need to have been set up for the regular collection of proof (evidence) about the program theory, testing, reflecting and reconsidering its relevance and assumptions.

The theory gives an explanation of how the proposed intervention brings about social benefits or impact/influence for an identified target population (Uitto, 2000). The M&E component, although anchored as part of the intervention, it's also actually a small intervention within the main intervention whose purpose is improvement of performance and learning. M&E like any intervention is prescribed to performance measurement and improvement. It accesses the program through tools and staff to measure and interact with the program, the program theory therefore fits the study as an explanation of the interaction between M&E and projects performance.

2.2 EMPIRICAL REVIEW

As stated by Faniran, Oluwoye and Lenard (1998), the main aim of implementing the projects' monitoring and control approaches is to aid in the conclusion of an intervention within the stipulated duration and budget as well as in conformity of the indicated standards of quality. With this in mind, it's clearly demonstrated that monitoring and control is part and parcel of project performance. Naoum (1991), Ling & Chan (2002) and Thomas (2002) all noted the usage of project performance as a foundation for appraising the efficacy of an intervention's delivery procedures. They described project performance as the gauging of an intervention's achievements and utilization of objective aspects, which include quality objectives, cost and time, and subjective aspects, concerned with the appraisal of interested parties' fulfillment.

The administrators of a development intervention are the main pillars of the project itself. The direction the project takes is dictated by their activities and decisions. Since the responsibility and accountability of resources lies with them, they have an obligation to be informed of whatever happens in and to the project or program, which phases need remedial measures, what the anticipated results are, and how lessons learnt can be disseminated. Abalang (2016) notes that participation of management during the programming cycle guarantees sustainability of results, learning and ownership. Information obtained from M&E reports supports the making of better decisions by assisting to pinpoint an intervention’s areas on schedule and those requiring adjustments or replacement; this makes M & E to be a very useful tool to all projects whether big or small.

2.3 CONCEPTUAL FRAMEWORK

A conceptual framework shows the relationship between the independent variables and dependent variable. Figure 1 presents the conceptual framework.

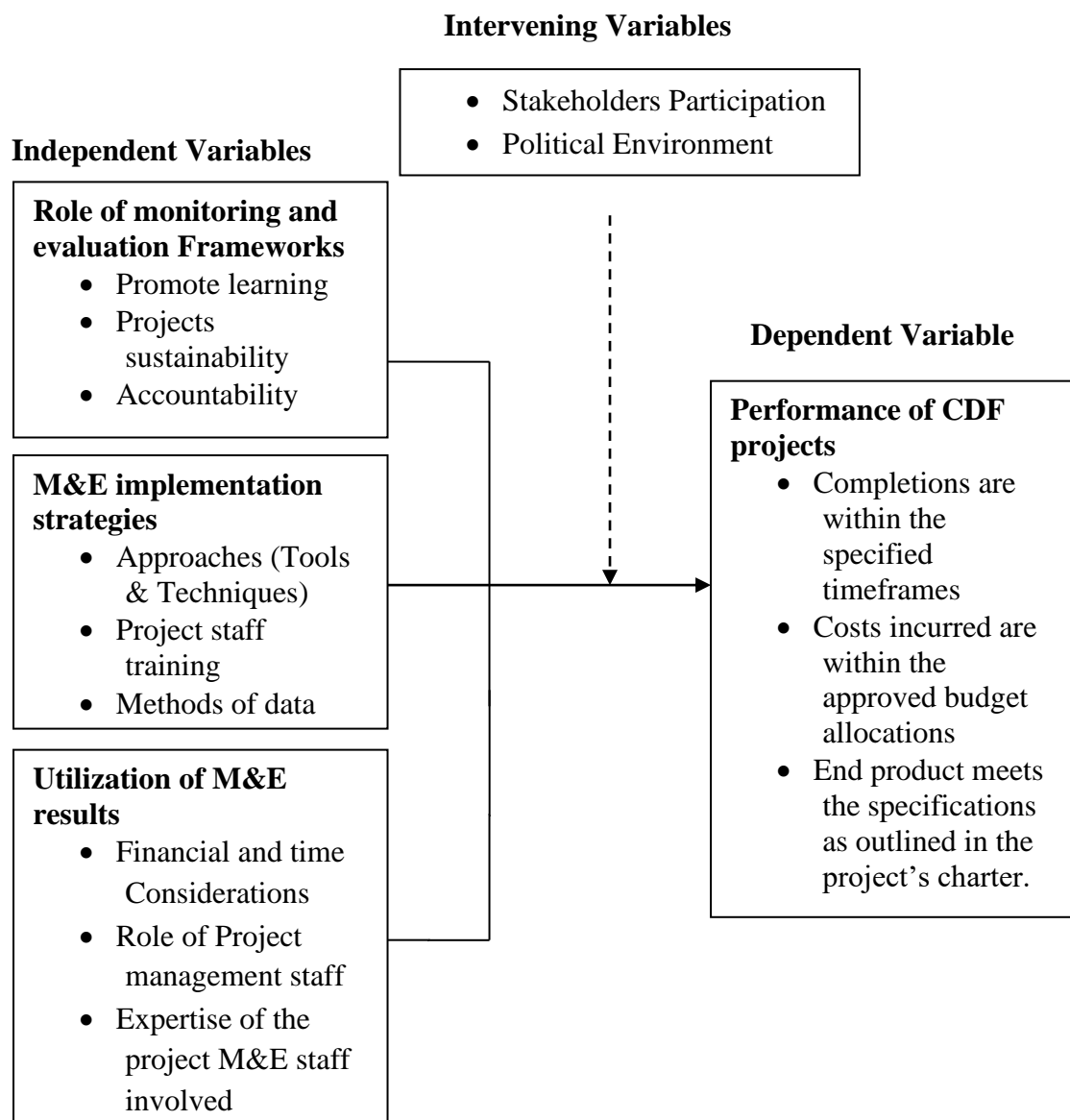


Figure 1: Conceptual framework

3.0 RESEARCH METHODOLOGY

This study employed the use of a descriptive survey research design. Kothari (2004) defines descriptive research as studies that involve the labeling of the features of certain persons or collection of elements so as find out whether the variables are interrelated. The population consisted of thirty selected CDF projects implemented between the years 2013 – 2016. A sample population of at least 55 respondents was considered for the study. The sample of this research was selected using stratified random sampling technique. The research collection instruments were questionnaires and interview guides.

4.0 RESULTS AND DISCUSSIONS

4.1 Monitoring & Evaluation Frameworks and Performance of CDF Projects

4.1.1 Respondents Understanding of the term Monitoring and Evaluation

This question was meant to find out if the participants understood well what the term monitoring and evaluation meant. The findings are presented in Figure 2

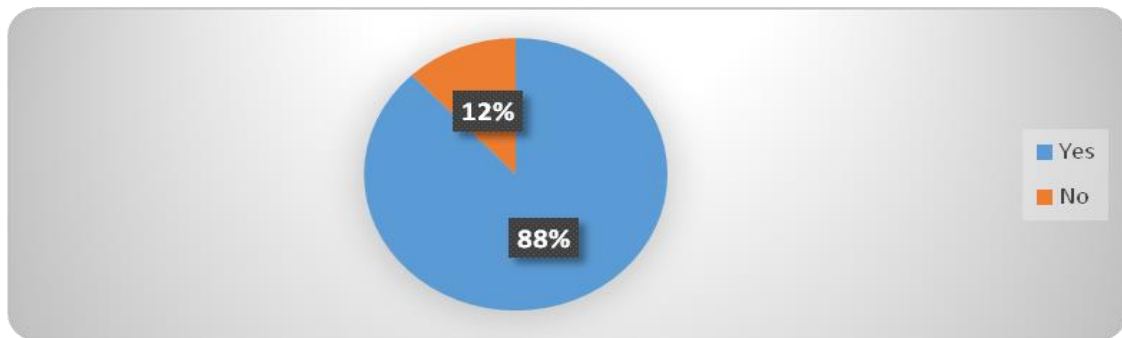


Figure 2: Understanding of the term monitoring and evaluation

Source: Author, 2018

Based on the presentation in Figure 2, the information assembled from the survey reveal that; a large portion of the respondents with a frequency of 44 translating into an arithmetical percentage of 88% said that they understood what means. This can be attributed to the veracity that majority of the respondents are degree and Masters holders. On the contrast, 6 respondents representing a statistical percentage of 12% said that they did not understand what means.

This question further pursued to reveal the level of M&E training that the various respondents possessed and the results are summarized as shown in Table 1 below:

Table 1: Level of M&E training

Category	Frequency	Percent
None	6	12%
Trained in seminars & workshops	20	40%
Certificate	8	16%
Diploma	2	4%
Bachelor’s degree	0	0%
Others	14	28%
Total	50	100

Source: Author, 2018

From the data on Table 1, it's apparent that most of the respondents have undergone through some sort of M&E training as indicated by a super majority of the total sample. A higher majority at a frequency of 20 representing 40% have attended M&E specific seminars and workshops whereas the least majority represented by a frequency of 2 at 4% hold a diploma in M&E studies. 28% of the respondents specified that they had been trained in M&E through other forums such as where M&E was one of the units they studied while pursuing their various masters and bachelor's degree programs, among others. Only 12% of the sampled population had not undergone any form of M&E training whereas 16% had attained a certificate in M&E studies.

4.1.2 Extent of M& E Framework Influence on Project Performance

Here the researcher wanted to know to what extent monitoring and evaluation influenced projects performance. The information gathered by the researcher during the survey was tabulated as shown in Table 2.

Table 2: Extent of M&E frameworks influencing project performance

Category	Frequency	Percent
Very large	12	24%
Large	26	52%
Moderate	4	8%
Little	8	16%
Very Little	0	0%
Total	50	100

Source: Author, 2018

As per the presentation in Table 2, the responses assembled by the researcher showed that a large portion of the responses with an occurrence of 26 and 12 representing a statistical percentage of 52% and 24% respectively said that frameworks influenced the performance to a large and very large extent respectively. The researcher attributes this to the reality that most projects had adopted M&E framework guidelines (as further discussed on sec 4.4.4). In addition, 8 respondents translating to 16% of the entire sample size indicated that frameworks have little effect on projects performance and 4 respondents represented by 8% believe that frameworks have a moderate effect on projects performance.

4.1.3 Factors to Indicate Project Performance

The researcher applied this question in a bid to ascertain the extent to which the listed factors indicated that a given project had performed. To sum it all, the information is contained in Table 3

Table 3: Factors Indicating that a Performance of Project

Factors	5		4		3		2		1	
	F	P	F	P	F	P	F	P	F	P
Completion within time	0	0	0	0	3	6%	22	44%	25	50%
Costs within the budget	0	0	4	8%	8	16%	16	32%	22	44%
Project specifications attained	0	0	0	0	6	12%	16	32%	28	56%

Source: Author, 2018

On the factor of completion within time, 50% (P) of the respondents pointed out that it's an indicator to a very high extent as shown in Table 3. 44% and 6% pointed out that it's an indicator to a high extent and moderate extent respectively. On costs within the budget as an indicator of project performance, 22 (F) respondents (44%) were of the opinion that this factor indicated to a very high extent whereas 4 respondents (8%) opined that it indicated to a low extent. However, a statistical frequency of 32% (16 respondents) and 16% (8 respondents) were of the opinion that it indicates to high and moderate extent respectively.

When the researcher wanted to know whether project specifications attained was an indicator that a project had performed, majority of the respondents with a statistical frequency of 28 representing 56% said to a very high extent it is an indicator, followed closely by 16 respondents representing 32% who said to high extent project specifications attained is an indicator a project has performed. Only 6 respondents representing 12% said that project specifications are a moderate indicator of projects performance

4.1.4 Adpotion of M&E Frameworks Guidelines

This sought to establish if the respondents' projects had adopted any M&E framework guidelines in their localities. The summary is presented in Figure 3. monitoringmonitoringmonitoring and evaluation

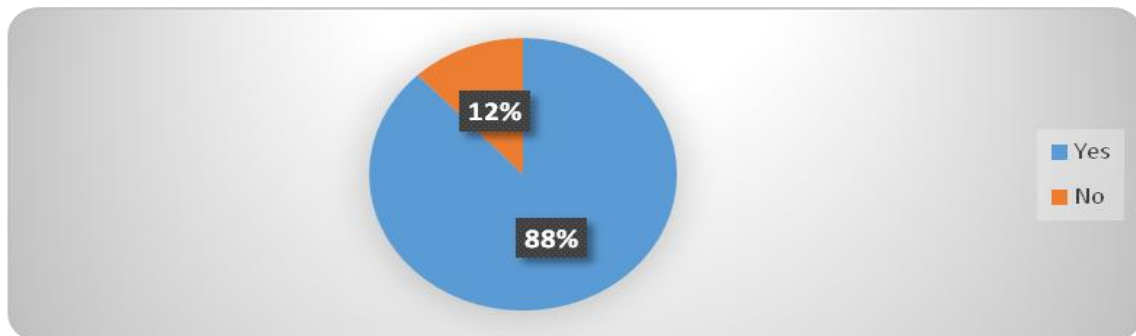


Figure 3: Adoption of M & E Frameworks Guideline

Source: Author, 2018

The information gathered from the respondents reveal that majority of the projects had adopted at least one framework guideline. This was indicated by an occurrence of 40 respondents representing an arithmetical proportion of 88%, whereas ten respondents representing a arithmetical proportion of 12% indicated that their projects hadn't adopted any M&E framework guidelines. The researcher attributes this to the reality that; majority of the respondents are degree and Masters holders.

From the explanations obtained from the interview guide, it emerged that participants felt that applying tools during project execution improved performance of CDF projects with respect to service and product delivery. A manager of one of the projects explained that, *"...the life of a project is pegged on how assessment is measured. is like regular medical check ups or service for a car which informs the essential adjustments or modifications needed to enhance its performance. M&E helps in identifying what needs to be enhanced and what ought to be dropped in current or future projects."*

4.1.5 Involvement of External Stakeholders in M&E Activities

The question sought to find out whether there existed external stakeholders in the M&E activities of the various CDF projects. Figure 4 illustrates these findings.

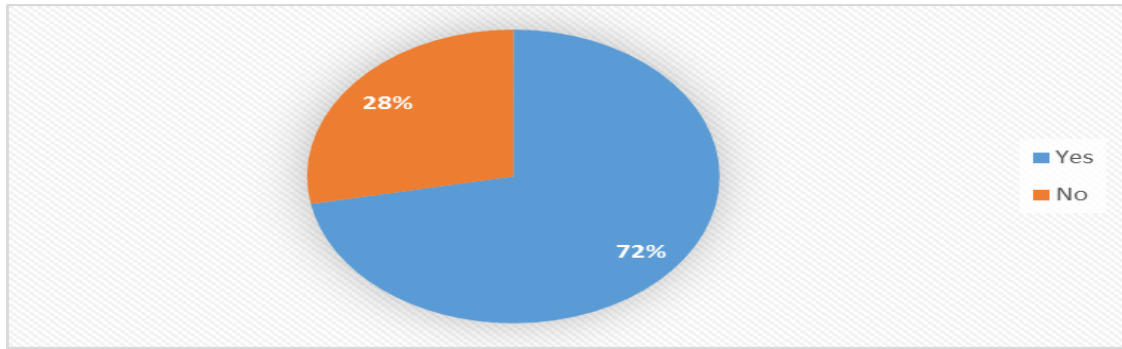


Figure 4: Involvement of other (External) stakeholder in M&E activities

Source: Author, 2018

The researcher found out that 36 respondents representing 72% of the respondents said there were other stakeholders involved and 14 respondents representing 28% said there did not exist external stakeholders in the M&E activities as depicted in Figure 4. The researcher attributed this due to the fact that there are other parties who work together with the project committees to ensure the projects succeed.

4. 1.6 Absence of M&E Function and Performance of CDF Projects

Table 4 presents the effect of absence of M&E on project performance

Table 4: Effect of Absence of M&E on Project Performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	10	20.0	20.0	20.0
Disagree	4	8.0	8.0	28.0
Neutral	3	6.0	6.0	34.0
Agree	18	36.0	36.0	70.0
Strongly Agree	15	30.0	30.0	100.0
Total	50	100.0	100.0	

Source: Author, 2018

Results presented in Table 4 show that: Lack/Absence of the functions can negatively affect the performance of CDF projects as postulated by a combined majority of 66% of the participants who both agreed and strongly agreed with the statement. However, 6% of the participants were neutral about that statement whereas a combined frequency of 14 respondents, representing 28%, both disagreed and strongly disagreed with that statement.

4.2 M& E Implementation Strategies and Performance of CDF Projects

4.2.1 Participants Involvement in M&E of CDF Projects

The results of this question of participants involvement in M&E of CDF Projects are summarized in Table 5.

Table 5: Participants involvement in M&E of CDF Projects

Category	Frequency	Percent
No	18	36%
Yes	32	64%
Total	50	100

Source: Author, 2018

It is evident that a large portion of the participants with a occurrence of 32 translating to 64% of the entire sample said that they were involved in conducting while 18 respondents representing a arithmetical proportion of 36% said that they were not involved as shown in Table 5. This is attributable to the reality that was one of the core functions of the project committee members as each project had an M&E sub-committee

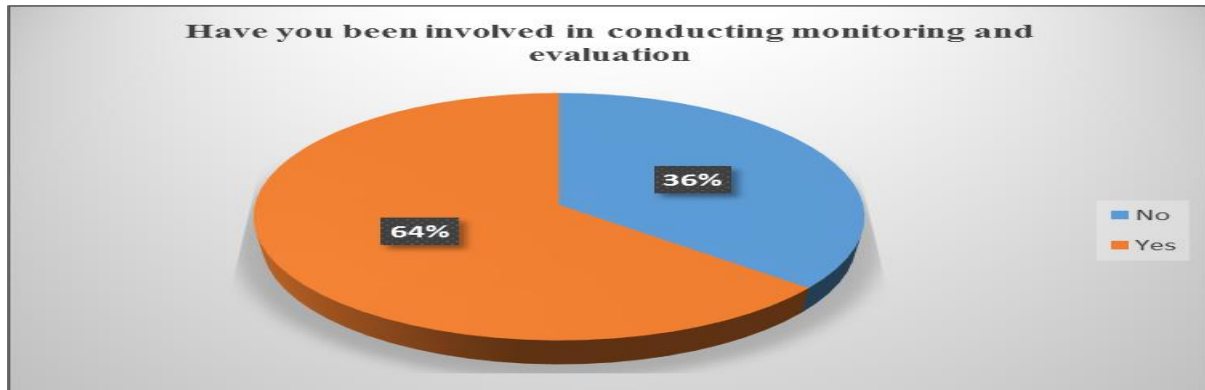


Figure 5: Participants involvement in M&E of CDF Projects

Source: Author, 2018

4.2.2. Adoption of M&E Implementation Strategy

Here the researcher wanted to investigate whether different projects have adopted monitoring and evaluation implementation strategy in the last five years. 36 respondents representing a statistical percentage of 72% said yes and 14 respondents representing a statistical percentage of 28% said there was no any monitoring and evaluation strategy used. The portion of the population who said YES mentioned strategies such as financial monitoring, weekly supervision on implementation, process monitoring and departmental strategic plans.

4.2.3 Extent M&E implementation Strategies Influence Performance of CDF Projects

The researcher sought to know whether M&E implementation strategies influence the performance of CDF projects as summarized in Figure 6.

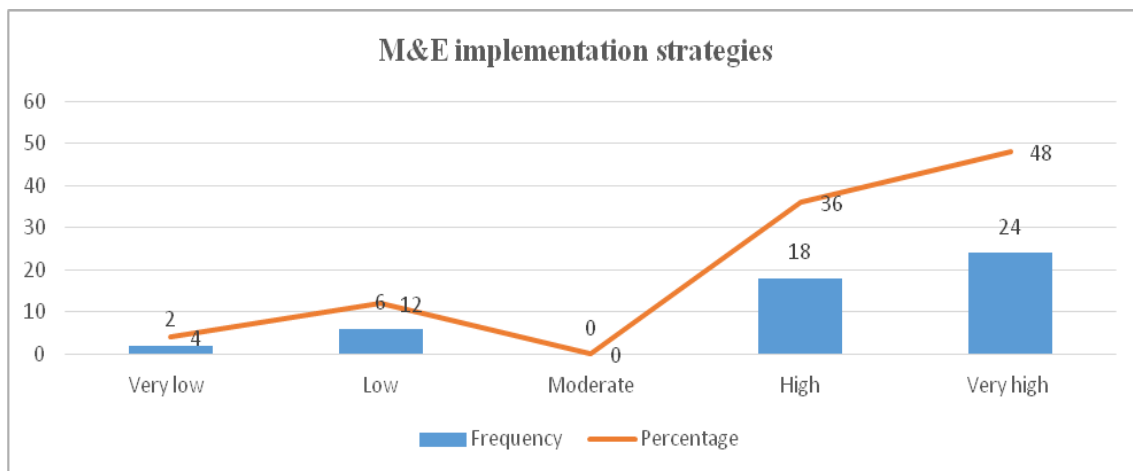


Figure 6: M&E implementation strategies and Performance of CDF Projects

Source: Author, 2018

From the data collected and summarized in Figure 6, 24 respondents with a percentage of 48% and 18 respondents represented by 36% said that M&E implementation strategies have a very high and high influence on the project performance. Further, 6 respondents represented

by 12% said M&E implementation strategies has a low influence on the performance of CDF projects and 2 respondents represented by 4% said that they have a very low influence. However, no respondent indicated a moderate influence

4.2.3 Influence of the following aspects of M&E strategies on the performance of CDF development projects.

The researcher sought to examine the influence of M&E strategies on the performance of CDF development projects. The aspects of M&E strategies are depicted in Table 6

Table 6: Aspects of M&E strategies

Aspects	N	Minimum	Maximum	Mean	Std. Deviation
Design	50	1	5	4.06	.935
Scope	50	1	5	4.24	.822
Questions	50	2	5	4.18	.720
Indicators	50	2	5	4.34	.688
Data Collection	50	1	5	4.06	.956
Valid N	50				

Source: Author, 2018

From the results presented in Table 6, it’s clear that strategies can be used as indicator on the performance of the CDF projects with a mean of 4.34. The scope of the strategies of also affects the performance of with a mean of 4.24. The questions that sought to understand what is were also significant to the performance of CDF projects with a mean of 4.18. Employees also believed that the design of strategies affect the performance of CDF projects with a mean of 4.06 and data collection methods used in strategies also have a great influence on performance of CDF projects with a weighted mean of 4.06

4.3 Utilization of M&E Results and Performance of CDF

The influence of utilization of monitoring and evaluation results on the performance of CDF projects as the third objective of this study was analyzed and results presented in this section.

4.3.1 Main Users of the M&E Results

Here the researcher sought to establish who the key consumers of M&E results were and the data gathered from the survey was tabulated and presented as shown in Table 7.

Table 7: Main Users of the M&E Results

Category	Frequency	Percent
PMC members	19	38%
Members of National Assembly	6	12%
Government Officers	13	26%
CDF Committee members	12	24%
Total	50	100

Source: Author, 2018

From the statistics presented in Table 7, a large portion of the participants at an occurrence of 19 translating to 38% of the sampled population alluded that PMC members were the main

users of the results followed closely by Government Officers who had 13 respondents with a percentage of 26%. Similarly, 12 respondents at 24% said CDF committee members are also users of the M&E results. The remaining 6 respondents said M&E results are used by Members of the National Assembly.

4.3.2 Sufficiency of M&E in Future Interventions

Here the researcher wanted to find out whether the results of M&E sufficient are enough to be utilized for future interventions.

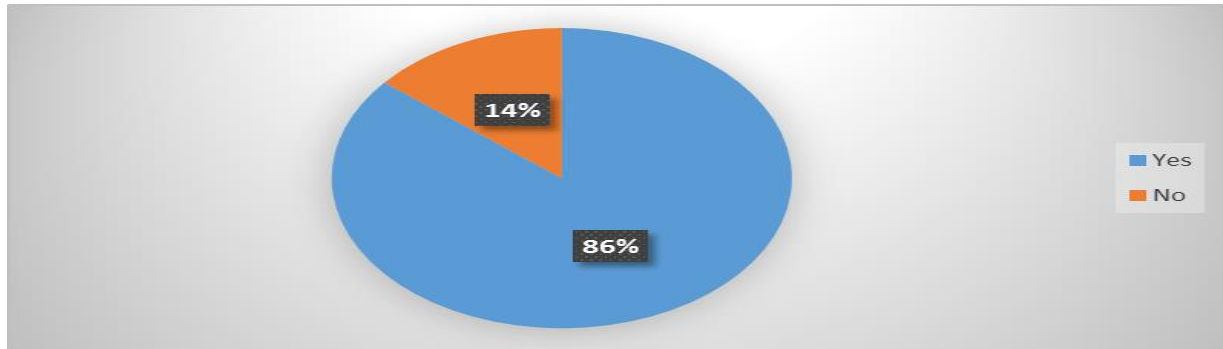


Figure 7: Sufficiency of M&E Results in Guiding Future Interventions

Source: Author, 2018

Figure 7 highlights that a large portion of the respondents who said that the M&E results can be utilized for future interventions was represented by a frequency of 43 representing 86% of the whole sample size. On the contrast, 7 respondents represented by 14% of the sampled population opined that the M&E results cannot be used for future interventions. Of the 7 respondents who contrasted, some said that they did not understand what is all about while others were of the opinion that M&E was not being carried out adequately.

4.3.3 Aspects of M&E results on performance of CDF projects

The respondents were further asked to indicate how different aspects of M&E results influence performance of CDF projects. Results are presented in Table 8.

Table 8: Aspects of M&E results

	N	Minimum	Maximum	Mean	Std. Deviation
Relevance	50	1	5	3.92	.966
Impact	50	1	5	3.82	1.063
Sustainability	50	1	5	4.04	.880
Valid N	50				

Source: Author, 2018

The results of M&E would affect the sustainability of the CDF projects thus affecting their performance was indicated by a mean of 4.04 of the respondents as depicted in Table 8. The relevance and impact of the results of M&E on the performance of the CDF projects was confirmed by weighted means of 3.92 and 3.82 respectively.

4.3.4 Utilization of M&E Results and Performance of CDF Projects

Here the researcher wanted to know how the utilization of M&E results influences the performance of future CDF projects. The information gathered by the researcher from the survey was tabulated and presented in Table 9

Table 9: Extent of Utilization of M&E Results and Performance of CDF Projects

Category	Frequency	Percent
Low	6	12 %
Moderate	12	24%
High	32	64%
Total	50	100

Source: Author, 2018

Based on the results presented in Table 9, the replies assembled by the researcher laid bare that a big portion of the responses with an occurrence (frequency) of 32 represented by a statistical percentage of 64% said that M&E results have a high influence on performance of the projects. The researcher attributes this to the reality that most of the respondents believe that the results can be used to correct and streamline areas of projects implementation where there are gaps, flaws and other inconsistencies. On the same note, 12 respondents representing 24% said that M&E results moderately influences performance of CDF projects. Only 6 respondents representing 12% said that M&E has a low effect on performance

4.6.5 Monitoring and Evaluation Data Collection Methods and CDF Projects

This question sought to establish the type of data collection used by the respondents during monitoring and evaluation. The summary of the data collection methods during M&E of CDF projects is shown in Table 10

Table 10: Data Collection Methods during M&E of CDF Projects

Method	F(Yes)	Percent	F(No)	Percent
Interviews (Face to face /Phone)	12	24	38	76
Questionnaire/survey	35	70	15	30
Site inspection/Observation	41	82	9	18
Focus group	8	16	42	84
Financial reporting.	46	92	4	8

Source: Author, 2018

The information assembled by the researcher as presented in Table 10 revealed that the bulk of the participants with an occurrence of 38 represented by an arithmetical proportion of 76% responded that they did not use face to face/phone interviews whereas 12 respondents representing 24% said they have used interviews. The researcher attributes this to those who may want to get fast and instant feedback. 35 respondents represented by 70% said they use questionnaire/survey whereas 15 respondents represented by 30% said they do not use Questionnaire/survey. On the method of site inspection/observation, 41 respondents representing 82% was used while 9 respondents represented by 18% said they didn't apply

this method for M&E. On focus group 42 respondents represented by 84% confessed it wasn't used whereas 8 respondents represented by 16% said the method was used. To sum it all 46 respondents representing 92% said they use financial reporting data during the process and only 4 respondents representing 8% said that they did not use financial reporting during the process. In addition, respondents mentioned public participation in open forums and progress reports as other methods of data collection that they used in the course of executing M&E process of CDF projects

4.3.6 Usage of M& E Lessons Learnt

Here the researcher wanted to establish whether the respondents used different approaches to learn from the past to do better for the future projects. The respondents were supposed to rate their opinions on the different issues. Based on the responses collected a frequency Table 11 was developed to summarize the same.

Table 11: M&E Lessons Learnt in Design of Future Projects

Lesson	F(YES)	P	F(NO)	P
Do baseline survey before project implementation	41	82	9	18
Training in M&E processes	39	78	11	22
Involve stakeholders in the design of M&E plans?	36	72	14	28
Specify data to collect for M&E	41	82	9	18
Scheduling of M&E activities	38	76	12	24
Have somebody in charge of M&E	43	86	7	14

Source: Author, 2018

Table 11 clearly illustrates that the bulk of the participants with an occurrence of 41 represented by 82% of the sampled population said that they do baseline survey before project implementation while 9 respondents representing 18% said they do not do a baseline survey before a project implementation. The researcher attributes the 9 respondents who do not use baseline survey to the assertion that there existed other approaches that can be used to learn from past experiences. Thirty-nine respondents representing 78% believed that training in M&E processes is a way of learning from the past and 11 respondents representing 22% said that it isn't. 36 respondents representing 72% said that involving stakeholders in the design of M&E is a learning point for the pasts whereas 14 respondents representing 28% were of a contrary opinion. 41 respondents said they would specify data collected from M&E as a lesson from the past while 9 respondents representing 18% said they would not use this approach. 38 respondents representing 76% said they would schedule activities to enhance results in future and 12 respondents representing 24% dissented from the same. Finally, the researcher sought to know if they would have someone in charge of monitoring & evaluation as a way of improving results in future and 43 respondents representing 86% said they would while 7 respondents representing 14% said they wouldn't.

4.3.7 Respondents Agreement on M&E Related Statement

This study question sought to indicate the level of agreement in regards to different statements that the researcher issued. The respondents were supposed to give their opinion regarding the different alternatives given to them based on a rating scale (where 1=Strongly Disagree, 2=Agree, 3=Neutral, 4=Disagree, 5= Strongly Agree). The information obtained from the respondents was tabulated and classified as shown in Table 12.

Table 12: Level of Agreement with the Following M&E Related to Projects

Statement	1		2		3		4		5	
	F	P	F	P	F	P	F	P	F	P
The Results of M&E are a considerate and accurate presentation of all stake holders views	7	14%	4	8%	0	0	36	72%	3	6%
M&E sub-committee members are independent and do not have vested interests in the CDF Projects	18	36%	16	32%	4	8%	5	10%	7	14%
M&E sub-committee members are accepted by all CDF Project stakeholders as Unbiased, impartial, and Competent	7	14%	2	4%	4	8%	18	36%	19	38%
M&E Reports adhere to the stipulated quality assessments and performance standards	0	0	2	4%	6	12%	18	36%	24	48%
M&E reports are presented in a complete and equal way detailing findings with evidence, conclusions, recommendations and lessons	0	0	4	8%	3	6%	26	52%	17	34%
M&E reports are used by the project management committees to inform day to day practice during the project life cycle	0	0	3	6%	3	6%	24	48%	20	40%

Source: Author, 2018

As presented in Table 12, the first enquiry was whether the results of M&E are a considerate and accurate presentation of all stake holders views and the replies assembled from the survey showed that a large portion of the participants with an incidence of 36 represented by 72% of the sampled population agreed that M&E results were an accurate presentation of all stake holders views while 3 respondents representing 6% strongly agreed that M&E results were accurate representation of the stake holder’s views. Only 7 respondents representing 14% strongly disagreed and 4 respondents representing 8% of the whole population disagreed with the statement.

On whether M&E sub-committee members are independent and do not have vested interests in the CDF Projects, the data collected from the respondents revealed that 18 respondents representing 36% of the sample size strongly agreed to this question, while 16 respondents represented by 32% agreed to this statement. 4 respondents represented by 8% were undecided (neutral) about this statement. The remaining, 5 respondents representing 10% and 7 respondents representing 14% agreed and strongly agreed respectively to this statement.

Next, the researcher asked the respondents whether M&E sub-committee members are accepted by all CDF Project stakeholders as Unbiased, impartial, and Competent; it was apparent that 19 respondents representing 38% strongly supported this statement, 18 respondents representing 36% agreed to the statement, 4 respondents representing 8% were undecided on whether M&E sub-committee members are accepted by all CDF Project stakeholders as Unbiased, impartial, and Competent. 2 respondents represented by 4% replied

that they disagreed, whereas 7 respondents represented by 14% strongly disagreed to this statement.

Likewise, when the researcher pursued to find out whether M&E Reports adhere to the stipulated quality assessments and performance standards; the data collected from the respondents revealed that 24 respondents representing 48% of the sampled population agreed to this query, while 18 participants represented by 36% strongly agreed to this statement. 6 respondents representing 12% remained neutral about this statement and only 2 respondents representing 4% disagreed to this statement.

On whether M&E reports are presented in a complete and equal way detailing findings with evidence, conclusions, recommendations and lessons; the replies assembled from this survey laid bare that the bulk of the participants with an occurrence of 26 represented by 52% and 17 participants represented by 34% of the sampled population agreed and strongly agreed respectively that M&E reports are presented in a complete and equal way detailing findings with evidence, conclusions, recommendations and lessons. 3 respondents representing 6% of the whole sample size remained neutral on the statement whereas only 4 respondents of the whole population size representing 8% disagreed with this assertion.

In general summation, when the respondents were asked whether M&E reports are used by the project management committees to inform day to day practice during the project life cycle, the responses gathered by the researcher revealed that 24 respondents representing 48% agreed to this statement while 20 respondents signifying 40% of the sample size strongly agreed that M&E reports are used by the project management committees to inform day to day practice during the project life cycle. The same number of respondents, being 3 respondents representing 6% of the selected sample, remained neutral on and disagreed with this statement. It is therefore clearly spelt out that if it is well outlined then it can be useful to the CDF projects and can lead to positive results. These results are comparable to those of Owuor et al. (2012), who undertook a research on the effectiveness of CDF projects in Kenya and observed that all M&E reports were relayed to the Project Management Committees and were meant to advise them with the aim of improving their understanding.

Additional information on the factors that affect the utilization of M&E results was sought through the interview guide and majority of the respondents did in fact highlight some challenges experienced. Some of the challenges mentioned were corruption (e.g. compromise on the type of materials used in construction), frequent unprocedural changes in the leadership due to impartial political interests within the locality and sidelining of some of the vocal officials during meetings. In particular, on the issue of sidelining of vocal members, a secretary in one of the committees was quoted as “*....some decisions, especially those to do with payments to suppliers and contractors, are usually made and ratified when am absent during some of the meetings since the other members are aware of my firm stand against unethical practices and misappropriation of public funds.*”

4.4 Stakeholder Involvement, M&E and Project Performance

In this study, stakeholder involvement was treated as one of the intervening variables between the effect of M&E and project performance. Thus, this part sought to find out whether the stakeholders have an involvement in M&E in the performance of CDF projects. The analysis showed that 32 participants representing 64% of the respondents stated that stakeholders had a large involvement in the in the M&E on the performance of CDF projects, 15 respondents representing 30% of total participants indicated that their involvement is moderate. The study also shows that 3 people who represent 6% of the respondents said that

the level of involvement of stakeholders in the M&E of the performance of the CDF projects was small.

A follow-up question was asked on how this involvement affected the efficacy of M&E Frameworks, Implementation Strategies and Utilization of M&E results in the performance of CDF projects. The participants pointed out that, a project that receives adequate stakeholder involvement fared well in terms of completion time and value for money. Indeed, a committee member, explaining the role of stakeholder participation on a classroom project retorted that, *“...Initially we had arranged to build a class and a gate of Nyamindi Primary School, after the first midterm review of the project before we started building the gate members of the community proposed that we build a pit latrine instead of the gate, which we learnt later played a very important part in reducing the prevalence of bilharzia.”* On the other hand, a large proportion of those who said that the level of stakeholder involvement is moderate cited that poor communication to stakeholders during the mid-term reviews led to delay of project completion and ownership as people would keep on interfering and complaining.

4.5 Political Environment, M&E and Project Performance

The second intervening variable in this study was political environment. The researcher pursued to investigate the level of political interference in M&E Framework formulation, implementation and strategic and utilization of M&E in the performance of CDF projects. The analysis showed that 35 participants who said yes represented 70% of the sample and indicated that high political involvement in the project compromised the level of accountability and subsequently reducing the sustainability of the project because very few beneficiaries get to learn about the project. Majority of those who said yes also felt that, high political interference compromised implementation strategy in the long run and hence increasing time of project completion and use. In fact, a committee member of Kiamacuku Water Project, speaking on the level of political interference highlighted that, *“When we established the location of drilling a borehole, our member of county assembly said that the location was far much away from our ward boundaries and we had to revisit the location identification which delayed subsequent completion of the clean water project”*. He also added that, *“The transitions after election period had delayed continuation of projects or even implementation of M&E recommendations as the new political leadership come with vested interest and wanted things done their way to belittle initiatives of former leaders in total disregard of such recommendations.”*

On whether this affected the performance of CDF projects, Majority of participants stated that political interference had adverse effects on the performance of the CDF projects, meaning that the less hostile the political environment is, the more likely that the project will perform well and the more there is political interference, the more likely the project will fail or perform poorly.

5.0 CONCLUSIONS

It can be concluded that monitoring and evaluation has a great and direct influence on performance of CDF projects in that monitoring, is fundamentally ‘keeping a watchful eye’ over the project during its execution while evaluation is primarily ‘adjudicating’ performance of the development intervention in comparison to its intended end result/goal. The study found out that lack of monitoring and evaluation can negatively affect the performance of a project thus the activities of the projects need to kept on track, costs are within the budget and Project specifications attained to a large extent is an indicator that a certain project has performed. On monitoring and evaluation strategies the county needs to involve more

stakeholders in the strategy making so that they can own it. On utilization of monitoring evaluation results PMC members feel that the process is well adopted by involving the right people and are also of the opinion that there should be robust utilization of the results to improve future projects.

6.0 RECOMMENDATIONS

The study recommended that the quarters responsible for M&E ensures that from the start there is good monitoring and evaluation, since good strategies leads to reliable results which are used by different parties. The authorities should also always be ready and willing to utilize the results of M&E. The study also recommended that a multi - method approach in M&E can also be used. This is where a combination of M&E methods are used to improve performance of projects. A combination of M&E method used is good since some methods have weaknesses and not all of them can be used in every project. The frequency of M&E should be increased so that problems in implementation of projects can be identified and solved in time. The study recommends that all PMC members should understand what monitoring and evaluation is. A small sample size did not understand the term. The study recommends that there be contributions from more stakeholders in the monitoring and evaluation processes. More ideas will also come on board which also most will predictably be reflected in the good performance of CDF projects.

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