ASSESSMENT OF FACTORS INFLUENCING EFFECTIVE MONITORING AND EVALUATION OF PROJECTS FUNDED BY MACHAKOS COUNTY GOVERNMENT, KENYA

KILONZO CHARLES KIOKO

D53/OL/CTY/24775/2014

RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT FOR THE REQUIREMENTS OF THE AWARD OF DEGREE OF MASTER OF BUSINESS ADMINISTRATION IN PROJECT MANAGEMENT OF KENYATTA UNIVERSITY.

JULY 2017
DECLARATION

This Research project is my original work and has not been presented for a degree in any other University

SIGNED..................................................... DATE…………………………

Kilonzo Charles Kioko

D53/OL/CTY/24775/2014

Declaration by Supervisor

I confirm that the work in this project was done by the candidate under my supervision.

SIGNED……………………….. DATE…………………………

Ms Gladys Kimutai

Lecturer – Department of Management Science

School of Business
DEDICATION

This project is dedicated to my lovely daughter, Sasha Imani Wausi Kioko.
ACKNOWLEDGEMENT

I express my gratitude towards my supervisor Ms. Gladys Kimutai for her dedication and support. Her guidance, advice and positive criticism have been instrumental throughout the process. I also wish to thank my entire family and friends for their understanding and encouragement during my academic journey.
# TABLE OF CONTENTS

DECLARATION .................................................................................................................. ii
DEDICATION .................................................................................................................... iii
ACKNOWLEDGEMENT .................................................................................................... iv
TABLE OF CONTENTS ..................................................................................................... v
LIST OF TABLES ............................................................................................................. ix
LIST OF FIGURES .......................................................................................................... x
LIST OF ABBREVIATIONS AND ACRONYMS .............................................................. xi
OPERATIONAL DEFINITION OF TERMS ....................................................................... xii
ABSTRACT ....................................................................................................................... xiii

## CHAPTER ONE: INTRODUCTION ................................................................. 1

1.1 Background of the study ......................................................................................... 1
   1.1.1 Monitoring and Evaluation .......................................................................... 4
   1.1.2 Projects in Machakos County Government .................................................. 6
1.2 Statement of the Problem ....................................................................................... 7
1.3 Research Objectives .............................................................................................. 8
   1.3.1 General objectives ......................................................................................... 8
   1.3.2 Specific Objectives ......................................................................................... 8
1.4 Research Questions ................................................................................................ 9
1.5 Significance of the study ....................................................................................... 9
1.6 Scope of the Study ................................................................................................ 10
1.7 Limitations of the Study ....................................................................................... 11
1.8 Organization of the Study .................................................................................... 11

## CHAPTER TWO: LITERATURE REVIEW .............................................. 12

2.1 Introduction ............................................................................................................. 12
2.2 Theoretical Review ............................................................................................... 12
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2.1 Stakeholder Theory</td>
<td>12</td>
</tr>
<tr>
<td>2.2.2 Public Participation Theory</td>
<td>13</td>
</tr>
<tr>
<td>2.2.3 Public Choice Theory</td>
<td>15</td>
</tr>
<tr>
<td>2.3 Empirical Review</td>
<td>17</td>
</tr>
<tr>
<td>2.3.1 Technical Expertise of the Staff and Effectiveness of Monitoring and Evaluation</td>
<td>21</td>
</tr>
<tr>
<td>2.3.2 Stakeholder Participation and Effectiveness of Monitoring and Evaluation</td>
<td>23</td>
</tr>
<tr>
<td>2.3.3 Budgetary Allocation and Effectiveness of Monitoring and Evaluation</td>
<td>27</td>
</tr>
<tr>
<td>2.3.4 Technology Adoption and Effectiveness of Monitoring and Evaluation</td>
<td>29</td>
</tr>
<tr>
<td>2.5 Summary and Gaps to Be Filled By the Study</td>
<td>31</td>
</tr>
<tr>
<td>2.6 Conceptual Framework</td>
<td>32</td>
</tr>
<tr>
<td>CHAPTER THREE: RESEARCH METHODOLOGY</td>
<td>33</td>
</tr>
<tr>
<td>3.1 Introduction</td>
<td>33</td>
</tr>
<tr>
<td>3.2 Research Design</td>
<td>33</td>
</tr>
<tr>
<td>3.3 The Target Population</td>
<td>34</td>
</tr>
<tr>
<td>3.4 Sample Size and Sampling Procedure</td>
<td>34</td>
</tr>
<tr>
<td>3.5 Data collection Methods</td>
<td>36</td>
</tr>
<tr>
<td>3.6 Data collection tools and techniques</td>
<td>36</td>
</tr>
<tr>
<td>3.7 Validity of the Research Instruments</td>
<td>36</td>
</tr>
<tr>
<td>3.8 Reliability of the Research Instruments</td>
<td>37</td>
</tr>
<tr>
<td>3.9 Data Analysis Procedures</td>
<td>38</td>
</tr>
<tr>
<td>3.10 Ethical Issues</td>
<td>38</td>
</tr>
<tr>
<td>CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS</td>
<td>40</td>
</tr>
<tr>
<td>4.1 Introduction</td>
<td>40</td>
</tr>
<tr>
<td>4.1.1 Response Rate</td>
<td>40</td>
</tr>
<tr>
<td>4.2 Demographic Information</td>
<td>40</td>
</tr>
<tr>
<td>4.2.1 Gender of the respondents</td>
<td>41</td>
</tr>
</tbody>
</table>
4.2.2 Age bracket of the respondents .................................................................42
4.2.3 Academic qualifications of the respondents .............................................43
4.3 Technical Expertise of Staff........................................................................44
   4.3.1 Technical Expertise of staff and Effectiveness of M&E of Projects..........44
4.4 Stakeholder Participation ............................................................................46
   4.4.1 Effect of Stakeholder participation on the effectiveness of M&E of projects ....46
   4.4.2 Statements of Stakeholder participation on effectiveness of M&E of projects ...47
4.5 Budgetary Allocation ..................................................................................48
   4.5.1 Effect of budgetary allocation on the effectiveness of M&E of projects ..........48
   4.5.2 Influence of aspects of budgetary allocation on effectiveness of M&E of projects ..........49
4.6 ICT Adoption ............................................................................................51
   4.6.1 Effect of ICT adoption on the effectiveness of M&E of projects ..............51
   4.6.2 Effect of aspects of ICT on Effectiveness of M&E of Projects ..................52
4.7 Measures of Monitoring and evaluation .....................................................54
4.9 Regression Analysis ...................................................................................55

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS ....60

5.1 Introduction ...............................................................................................60
5.2 Summary of Findings ................................................................................60
   5.2.1 Technical Expertise and Effectiveness of M&E of Projects .................61
   5.2.2 Stakeholder Participation and Effectiveness of M&E of Projects ..........61
   5.2.3 Budgetary Allocation and Effectiveness of M&E of Projects ...............62
   5.2.4 ICT Adoption and Effectiveness of M&E of Projects .........................62
5.3 Conclusion ................................................................................................63
5.4 Recommendations ......................................................................................64
5.5 Suggestion for Further Studies .................................................................65

REFERENCES .................................................................................................66
APPENDICES........................................................................................................................................70

Appendix I: Research Questionnaire .................................................................................................70
Appendix II: Permit from NACOSTI ....................................................................................................79
Appendix III: Research Authorization Letter .......................................................................................80
LIST OF TABLES

Table 3. 1: Target Population and Sample Size .......................................................... 35
Table 3. 2: Reliability and Validity ............................................................................. 37
Table 4. 1: Technical Expertise of Staff and Effectiveness of M&E of Projects .......... 45
Table 4. 2: Stakeholder Participation and Effectiveness of M&E of Projects .............. 47
Table 4. 3 Statements of Budgetary Allocation on Effectiveness of M&E of Projects .... 50
Table 4. 4: ICT and Effectiveness of M&E of Projects .................................................. 52
Table 4. 5: Measures of Monitoring and evaluation ....................................................... 54
Table 4. 6: Challenges towards achieving the effective performance of the County .... 55
Table 4. 7: Model Summary ......................................................................................... 55
Table 4. 8: ANOVA results .......................................................................................... 56
Table 4. 9: Regression Coefficients .......................................................................... 57
LIST OF FIGURES

Figure 2.1: Conceptual Framework ................................................................. 32
Figure 4.1: Gender of the respondents .......................................................... 41
Figure 4.2: Age bracket of the respondents ..................................................... 42
Figure 4.3: Academic qualifications of the respondents .................................... 43
Figure 4.4: Technical Expertise of Staff and Effectiveness of M&E of Projects .... 44
Figure 4.5: Effect of Stakeholder Participation on Effectiveness of M&E Projects 46
Figure 4.6: Effect of budgetary allocation on the effectiveness of M&E of projects 49
Figure 4.7: Effect of ICT adoption on the effectiveness of M&E of projects ......... 51
# LIST OF ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CBOs</td>
<td>Community Based Organizations</td>
</tr>
<tr>
<td>CDF</td>
<td>Constituency Development Fund</td>
</tr>
<tr>
<td>DFRD</td>
<td>District Focus for Rural Development</td>
</tr>
<tr>
<td>GOK</td>
<td>Government of Kenya</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>MDGs</td>
<td>Millennium Development Goals</td>
</tr>
<tr>
<td>MfDR</td>
<td>Managing for Development Results</td>
</tr>
<tr>
<td>SDGs</td>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>TV</td>
<td>Television</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>NAADS</td>
<td>National Agricultural Advisory Services</td>
</tr>
<tr>
<td>USA</td>
<td>United States of America</td>
</tr>
<tr>
<td>DDC</td>
<td>District Development Commission</td>
</tr>
<tr>
<td>PMEC</td>
<td>Planning Monitoring Evaluation and Communication</td>
</tr>
</tbody>
</table>
OPERATIONAL DEFINITION OF TERMS

**Budgetary allocation** refers to an integral component to an annual financial plan, or budget that indicates the level of resources an organization is committing to a program (Kelly & Magong, 2004).

**Local Politics**: The involvement of politicians, whether currently in active politics or engaged in political opinion as per the community understanding, in the activities of the project either directly through advise, fundraising, participation or otherwise or indirectly by use of proxy.

**Monitoring and Evaluation**  The process that helps improves performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact of the given project.

**Participation Involvement**: Either actively or passively in the process of project implementation.

**Projects** Planned set of interrelated tasks to be executed over a fixed period and within certain cost.

**Technical expertise** refers to having knowledge to a very high level about some technology, for example, project management information system (PMIS).

**Technology** - Technology includes methods for communication, as well as techniques for storing and processing information. It also describes any communication device or application, such as: radio, television, cellular phones, computer and network hardware and software, as well as the various services and applications associated with them, such as videoconferencing and distance learning (Plessis, 2007).
ABSTRACT

Monitoring and evaluation has been a key performance management tool for planning, decision making and economic policy management. However, evidence from literature point out that in Sub-Saharan Africa substantial M&E achievements on the ground are rare. The County Governments has been facing serious challenges in managing the projects and meeting the conditions required for the success of these projects. Inadequate personnel with the required project management skills, inadequate financial resources, inefficient project planning, local political interference and the un-involvement of the various project stakeholders are some of the challenges facing county governments. It is in light of these observations, that this study sought to carry out a research on the effectiveness of monitoring and evaluation of projects funded by Machakos County government with reference to projects in Machakos, Athi River and Mwala Sub-Counties. The study was guided by the following objectives; to establish how staff competency, stakeholder, budgetary allocation and technology adoption influence on the effectiveness of M&E of projects funded by Machakos County government. The study employed a descriptive survey research design since it allows the researcher to gather information, summarize, present and interpret for the purpose of clarification. The study employed purposive, stratified and simple random sampling techniques to select the respondents. The study sampled 68 respondents from the target population of 113. Data collection tool was a structured questionnaire and the existing literature on monitoring and evaluation for theoretical study from County government records. The study used descriptive statistics to analyses the collected data with the help of Statistical Packages for Social Sciences (SPSS) version 21 and MS Excel. Frequencies were run to give charts and %ages of the data and the socio demographic characteristics of the respondents. In addition, the study included regression and correlation analysis to test the relationship between the independent variables and the dependent variable. Finally the
analyzed data were presented in form of tables, figures and pie charts. The study found that technical expertise of staff, Stakeholder participation, budgetary allocation and ICT adoption positively and significantly affected the effectiveness of M&E of projects funded by County Government of Machakos, with budgetary allocation having the greatest effect on the effectiveness of M&E of projects funded by County Government of Machakos, followed by technical expertise of staff, then Stakeholder participation while ICT adoption had the least effect to the effectiveness of M&E of projects funded by County Government of Machakos. The study therefore recommends that when recruiting monitoring and evaluation officers, their competencies should be based on accuracy levels, turnaround time (time taken to complete a task), knowledge in monitoring and evaluation, and accountability and responsibility. The study also recommends that for effectiveness of M&E of projects funded by the county government to be achieved, all the stakeholders should actively participate during the M&E activities. The County government should also lay down slots for engaging all the stakeholders during M&E activities to ensure that people decision-making processes and decision-making capacity of governments at different levels is achieved. The study further recommends that the project budget should provide a clear and adequate provision for monitoring and evaluation events. The budget should also accommodate unforeseen and fluctuation of cost of materials.
CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Project monitoring is an on-going process while evaluation is occasional and aims at addressing relevance, effectiveness and impact of projects (Musumba, Kerongo, Mutua, & Kilika, 2013). United Nations Development Programme (2002) defined monitoring as an ongoing function that employs the systematic collection of data related to specified indicators in Public projects. Monitoring and evaluation (M&E) is described as a process that assists project managers in improving performance and achieving results. The goal of M&E is to improve current and future management of outputs, outcomes and impact (United Nations Development Programme, 2002).

According to Prennushi et al. (2010), monitoring and evaluation is a process that helps program implementers make informed decisions regarding program operations, service delivery and program effectiveness, using objective evidence. Developed countries like the USA, China and Russia have resorted to decentralization of resources. Decentralization refers to the transfer of political power, decision making capacity and resources from central to sub-national levels of government (Walker, 2002). This has led to resuscitation of old institutions that seemed to offer opportunities for decentralization. Since1990s decentralization has been linked to collective empowerment and democracy due to failure of marketising reforms to significantly reduce absolute poverty (Stem et al, 2005).Democratic decentralization is more focused on democracy pluralism and human rights (Kerzner, 2013; United Nations Capital Development Fund, 2000).
Many countries especially the developed ones have pursued results orientated development initiatives by adopting more effective monitoring and evaluation practices. As part of the broader efforts to institutionalize Managing for Development Results (MfDR), most Governments such as Sri Lanka, Canada, USA among others have taken specific steps to strengthen Results-based M&E System at their national level (Meredith et al., 2011). The Results Based M&E system have received top-level political support in these Governments. The progress for projects, programs, sector performance and institutions have been reviewed on a quarterly basis and the forum has served as a guiding and troubleshooting forum with top level political commitment. Institutionalization of M&E has meant creation of M&E system with policy, legal and institutional arrangements to produce monitoring information and evaluation findings have been judged valuably by key stakeholders. Institutionalized M&E has served as an integral part of the development policy/programme cycle in improving the performance accountability to provide effective feedback which has improved planning, budgeting and policy making that has achieved development effectiveness.

The Canadian M&E system has invested heavily in both evaluation and performance monitoring as key tools to support accountability and results-based management. Additionally, the current state of the M & E system has evolved over time, as the central designers have recognized that the development and implementation of M & E is long term and iterative therefore putting emphasis on the process of implementation as an important mechanism in itself in developing an evaluation culture or results culture in an organization and across the entire system (Benington & Moore, 2011).

In Ghana, after several years of implementing the national M&E system, significant progress has been made (Clear, 2012). However, challenges include severe financial constraints; institutional, operational and technical capacity constraints; fragmented and uncoordinated
information, particularly at the sector level. To address these challenges the Clear report argues that the current institutional arrangements will have to be reinforced with adequate capacity to support and sustain effective monitoring and evaluation, and existing M & E mechanisms must be strengthened, harmonized and effectively coordinated.

Centralization of resources though has some advantages like budget is controlled at one point, has numerous disadvantages especially to the marginalized parts of a country. One of the challenge remains that the government will only continue developing the parts which are close to the governance and seems more profitable and forget the parts that are less profitable thus increasing the development gap in such areas. Most countries have resorted to decentralization of resources to tackle these challenges. Kenya, since independence has pursued economic development through central planning. This form of centralization of authority and management of resources has led to inadequate distribution of resources across regions creating a development gap in various parts of the country. The country since the beginning did not have equitable distribution of wealth, there have been several plans set up to see substantive decentralization which aimed at enhancing geographical equity where funds were allocated to less developed districts.

The Constituency Development Fund was created in 2003 out of the desire to achieve Community Driven Development where the local communities generate their own development agenda and get it funded by the central government. Unlike other devolved funds that go through several bureaucracies, the funds under this program go directly to the local level. In 2010, the promulgation of a new constitution in Kenya saw the devolution of government functions to county government with the devolution of political, fiscal and administrative powers. The devolved government divides their different activities into projects whereby principles and practices of project management are utilized for the
management of these projects. As such, one of the activities devolved to the County government is the project management function.

However, Ochieng’ and Tubey (2013) stress that development of the local communities relies to a large extent on how successful the government funded projects in the area are; It is therefore crucial to lay emphasis on how well these projects are monitored and evaluated across the country (Ochieng’ & Tubey, 2013). It is also argued that monitoring and evaluation of project improves overall efficiency of project planning, management and implementation and therefore various projects are started with the sole goal of changing positively the socio-political and economic status of the residents of a given region (Kenya Human Rights Commission, 2010).

Since the decentralization of power through the promulgation of the new constitution in 2010, Machakos County has been in the media since 2013 due to the ‘maendeleo chap chap’ that has seen several development programs in the County implemented. Some of the projects have been criticized by the politicians from the same county for the contractors not being paid after the completion or projects not being put up to the required standards. According to Citizen TV (2016), the governor said that the projects were not magically initiated. He added that the government followed a detailed channel in evaluating the projects to examine if they met the set County standards. This study will therefore seek to find out if factors such as technical expertise, stakeholders’ participation, budgetary allocation and technology adoption have any bearing on the effectiveness of monitoring and evaluation of these projects.

1.1.1 Monitoring and Evaluation

Monitoring is defined as a continuous assessment both of the functioning of the project activities in the context of implementation schedules and of the use of project inputs by targeted population in the context of design expectations. It is an internal project activity, an
essential part of day to day management (Kerzner, 2013). According to Meredith, and Mantel (2011), monitoring is a program activity of program management, the purpose of which is to determine whether programs or projects have been implemented as planned. Monitoring involves the provision of regular feedback on the progress of a project implementation and the problems facing project implementation. Kunwar and Nyandemo (2004) define project monitoring as a continuous function involving the day to day operation during the implementation of a project. It is a routine measurement of program input/activities and output- procurement, delivery and implementation plans, resources, adherence to implementation of projects, compliance with required procedures and achievement of the planned targets.

According to World Bank (2011), Monitoring is a continuous function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Simply stated, monitoring refers to collecting information on a project regularly and analyzing it to find out how it is progressing. In doing this we collect quantitative data, hard facts such as how much money and time has been spent on a project; and also qualitative data such as whether the project is progressing smoothly and whether participants are satisfied with the project.

World Bank (2011) highlighted that monitoring activities are undertaken to achieve the following purposes: to indicate at the earliest instance any shortcomings with regard to achieving intended objectives so that ameliorative measures can be undertaken in good time; to monitor the development of the project as a whole, and its component projects, in relation to changes in the context and circumstances of their implementation; to implement a rapid problem identification system as well as a system for internal communications to the various
stakeholders; to facilitate evaluation process during and after activities, through the definition of specific indicators; it is used as a tool to help planners initiate new projects; to determine whether existing interventions should be strengthened or discarded; to facilitate continuous improvement in the project and to assess the overall effectiveness and efficiency of social interventions in terms of their outputs, outcomes, costs and impacts; and where necessary, to determine the catalytic effects and sustainability of such projects.

1.1.2 Projects in Machakos County Government

Machakos has eleven (11) functional departments which include: department of public service, Labour, Information and Communication Technology (ICT) and Cooperative Development, department of Agriculture, Livestock, Fisheries, Lands and urban development, Department of Transport, Roads Public works and housing and department of Health and Emergency services among others. All these departments are involved in betterment of the people’s lives through initiation of several projects.

Projects in Machakos County are either from the National government, County government or the community based organizations (CBOs). Monitoring and evaluation of the national projects such as the metropolitan projects are monitored by the national government. Projects under the CBOs are monitored by their respective donors. However, the operation and development of these projects is done in accordance and under the authority and knowledge of the county government. The aim of having the three bodies provide developments to the county is to enhance equitable distribution of resources to all the citizens of Machakos County.

Under the leadership of His Excellency Governor Mutua, Machakos County has been termed as the first county in terms of development. Under his slogan Maendeleo Cap Chap the county has had successful and numerous projects across its 18 constituencies. Some of the
projects that have been completed include: the Machakos Stadium, the Recreational Centre (People’s Park), inspectorate cars with ready officers to act to emergency, tarmacking of 33KM Kithimani- Makutano road, installation of CCTVs and security lights among others.

Those under development are the building of the Machakos City, upgrading and equipping of health centers, digging of 700 boreholes and giving water to the citizens, tarmacking of some roads in various 40 wards, purchase of an ambulance for every ward among others.

1.2 Statement of the Problem

M&E has been a key performance management tool for planning, decision making and economic policy management. McMillan and Chavis (2001) asserts that most governments in the world are working towards entrenching M&E in their economic governance system. As cited by Meredith and Mantel (2011), the DFRD policy did not succeed because of the absence of an appropriate legal framework to facilitate decision making and to mobilize resources. Absence of monitoring and evaluation is also cited by GoK (2008).

Statistics show that roads expenditure in Sub-Saharan Africa is relatively high, averaging 1.8 % of country’s GDP (World Bank, 2006). Evidence from literature point out that in Sub-Saharan Africa substantial M&E achievements on the ground are rare (UNICEF, 2009; World Bank, 1999). Nduati (2011) and Musomba et al. (2013) argue that the M&E of decentralized development in Kenya was not systematic, failed to adopt the M&E requirements and the information generated was not timely and accurate. This points out that all real variables that influence and determine the implementation of M&E framework may not have been identified by these policy measures.

Mutunga (2010), reports that public funds go to waste since CDF projects stall and yet the government keeps pumping more money into the kitty. It further reports that in some Constituencies, most of the projects have either stalled or failed to kick off; in others, shoddy
performance by merchants had been noted. However, no systematic study has been carried out and revealed to the public to support these arguments. A report by Mars Group 2012, reveals that project that were initiated between 2009 and 2013 amounting to over 12 billion most of them are yet to be completed( Mars Group, 2013).

County Governments have been facing serious challenges in managing projects and meeting the conditions required for the success of these projects. Inadequate personnel lacking the required project management skills, inadequate financial resources, inefficient project planning, local political interference and lack of involvement of the various project stakeholders are some of the challenges facing county governments (Musomba et al., 2013).

Hard questions have been asked whether projects undertaken by the County Government of Machakos are driven by the real needs of the citizens and whether the County Government is effectively managing the projects in order to ensure their success. The study exploited on the factors influencing effective monitoring and evaluation of projects funded by Machakos County Government.

1.3 Research Objectives

1.3.1 General objectives
To assess factors influencing effective monitoring and evaluation of projects funded by Machakos County Government, Kenya.

1.3.2 Specific Objectives

i. To establish how technical expertise of staff affects the effectiveness of M&E of projects funded by Machakos County government, Kenya

ii. To assess the role of stakeholder participation in the effectiveness of M&E of projects funded by Machakos County government, Kenya
iii. To examine the effect of budgetary allocation on the effectiveness of M&E of projects funded by Machakos County government, Kenya

iv. To determine the influence of adoption of information, communication and technology on the effectiveness of M&E of projects funded by Machakos County government, Kenya

1.4 Research Questions

The researcher was guided by the following research question;

i. How does technical expertise of staff influence the effectiveness of M&E of projects funded by Machakos County government, Kenya?

v. To what extent does stakeholder participation influence the effectiveness of M&E of projects funded by Machakos County government, Kenya?

vi. How does budgetary allocation influence the effectiveness of M&E of projects funded by Machakos County government, Kenya?

vii. To what extent does adoption of information, communication and technology influence the effectiveness of M&E of projects funded by Machakos County government, Kenya?

1.5 Significance of the study

There is an urgent need for community-based projects to apply monitoring and evaluation practices in assessment of the performance management and appraisal of the project and the program as a whole so as to achieve its goals, objectives and outcome. Inefficient way to document and track progress is one of the main causes of project failure. Tracking milestones is a crucial way to see if expectations are being met. Documentation and tracking also lets the manager identify which areas require more resources to be completed on time.
This study will be of great importance in that it will evaluate on how the County government of Machakos monitors and evaluates its projects to the satisfactory of the projects objectives. It will be used by the county officials especially the M&E specialists to enhance their expertise on M&E.

The study will also be useful to the project managers and government in policymaking regarding effective M&E practice. The government and other stakeholders will benefit from the study whereby they will be equipped with the information that is necessary in implementation of projects at the County level. The project managers will be aware of the factors that may influence the effectiveness of these projects and prepare on the know how to handle these challenges.

The study will add to the existing body of knowledge on M&E to benefit academicians and aid further research on M&E in the public sector. It will form a fundamental base upon which further researches into the field will be based as it will act as both reading and secondary source material in such cases.

1.6 Scope of the Study

The scope of the study was limited to effectiveness of Monitoring and Evaluation of Projects funded by County Government of Machakos. The study targets to reach 60 respondents spread across the total population chosen randomly. The units of observation were, Ward representatives, Chiefs, Religious Leaders, Youth Leaders, Women Leaders, Community Elders, Traders Association, Jua Kali Artisans Association, Community Health Worker, Contractors (2 per project for five projects), Project Management Committee members (8 per project for 5 projects). District Development Officer, Fund Manager, Government Regulatory Agencies (NEMA, County Planner, Public Works Officer) and finally Labour Union Officials (KNUT, KEPSHA, Labour officer).
1.7 Limitations of the Study

In this issue the respondents were reluctant to give out the information on the notion that the information may not be treated with confidentiality which would cost them their work; since some did not know that the researcher has been allowed by the management to carry out the investigation on the problem under the study. In this concern the researcher presented a letter of introduction from the University, allowing the researcher to carry out the investigation in their organization.

Some respondents given questionnaires did not stick to the dates for handing over of questionnaires. In this limitation the researcher convinced the respondents on the importance of the study to be carried out, this helped to reduce the strength of the limitation and make the study a success.

1.8 Organization of the Study

The study is organized into five chapters. Chapter one contains the introduction to the study. It presents background of the study, statement of the problem, objectives of the study, research questions, significance of the Study, scope of the study, limitations of the Study, and the definition of significant terms. On the other hand, chapter two reviews the literature based on the objectives of the study. It further looked at the summary and finally the conceptual framework. Chapter three covers the research methodology of the study. The chapter describes the research design, target population, sampling procedure, data collection instruments, data collection procedure, pre-testing, data analysis and ethical considerations. Chapter four presented analysis and findings of the study as set out in the research methodology. The study finally closed with chapter five which presents the discussion, conclusion, and recommendations for action and further research.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section looks at work done by other researchers especially as it pertains to the history of Monitoring and Evaluation of projects. It will look at the theories that have been discovered on the effective M&E, summary of the empirical review and gaps by the past scholars as pertains the effective M&E.

2.2 Theoretical Review

Chen (1990) described the term theory as a frame of reference that helps humans understand their world and how to function within it. The first major booming evaluation occurred in the United States in late 1960s and 70s under the Kennedy and Johnson Administrations, when social programs were developed on a grand scale and heavily supported by federal funding under the policies of the “War on Poverty” and the “Great Society” (Rossi, Lipsey, Freeman & 2004).

2.2.1 Stakeholder Theory

It is until recently that scholars and many researchers have concurred that project success concerns not only cost, time and quality, but also the satisfaction and effective management of all the stakeholders involved (Bourne & Walker, 2005). Freeman (1984) defines stakeholders as those individuals or group of individuals who have a claim or interest in a project and its activities. The theory underscores the fact that the creation and the ongoing operations of each project/programme are as a result of several actors’ activities, who are the stakeholders. The central idea therefore is that a programme/project's success is dependent on how well the organization manages the relationships with key groups such as customers, employees, suppliers, communities, financiers, and others that can affect the
realization of the project objectives (Freeman, 1984). The social responsibility of the
government owned Special Purpose Vehicle (SPV) therefore significantly increases, and
external relationships become crucial for the success of the project. In any government
projects, stakeholder management is a decisive factor as well for a project’s success or failure
and therefore identification of stakeholders and their involvement should be part of the
project’s planning process (Bourne & Walker, 2005). Most projects/programme consist of
individuals and groups with different interests and motivational incentives, hence this makes
most of government projects/programmes complex in particular because of the need to
incorporate perspectives of a large number of parties involved (Yescombe, 2007).

The stakeholder theory offers critical and fundamental insights into why the inclusion of
community members, government officials and contractors in monitoring the county
government funded projects contribute to accurate M&E reporting and traceable progress of
such projects.

2.2.2 Public Participation Theory

Arnstein (1969) provides an overview of the different ways the public can be involved in
decision making and the various levels of public participation. Further Arnstein defines
public participation as a process in which people, and especially disadvantaged people,
influence resource allocation, policy and programme formulation and implementation. In this
model people are expected to be responsible and should, therefore, be active participants in
public service decision making. On the other hand Brett (2003) notes that public participation
has gained support in response to demands for greater individual and community control over
the activities of governments towards its citizens. Further Brett points out that public
participation and involvement in decision making can succeed for certain projects depending
on the circumstances. This approach of public participation however, fails in situations where
local conditions make collective action very difficult, or where it is manipulated by implementing authorities to justify their own actions or poor performance.

In a review of literature Muhangi (2007), points out that the rationale for public participation may include; being a means of improving empowerment, a way of responding to society needs, ownership of projects by the local people, and making projects cheaper by allowing mobilization of local resources. This theory therefore is believed to promote more equitable distribution of the benefits that accrue from development activities and in line with the above, Chambers (1997) argues that participation empowers citizens so that they can continue to direct and support future changes.

Brett (2003) recommends for a more people-driven development that emphasizes the need for institutional strengthening and building local capacity and accountability for sustainability of projects. Brett observes that citizenship is marked first of all, by active participation in public affairs and decision making and that interest in public issues and devotion to public causes are the key signs of civic duty. Participatory theory was found to be relevant to this study because M&E is in line with most of the above mentioned claims made by the advocates of the theory. Project beneficiaries who participate in the programme activities are empowered to demand services, develop a sense of ownership of the programme and a sense of belonging to the projects.

Participation theory therefore provides a good theoretical framework and foundation on which this study is based. While these concepts lay the core foundation for county Government to involve all the stakeholders as documented in the 2010 constitution, public participation not only ensures effective utilization of government resources but also in tracking the progress of such projects to ensure timely completion and sustainability.
2.2.3 Public Choice Theory

Buchanan and Tullock (1962) refer to public choice theory as “the economic study of non-market decision-making or simply as the application of economics to political science” (Harmon & Mayer, 1986). Public choice theory seeks to understand and predict the behaviour of the government sector of the economy as the outcome of the individual choices made by voters, politicians and bureaucrats interacting in a political marketplace. In other words, public choice is an application of neoclassical economic tools (self-interest and utility maximization) to explain political behavior.

Stoker (1988) notes that public choice theory is entrenched within the neo-liberal theory which argues for private sector, market-led development as opposed to state-led development. According to public choice theory advocates, the optimum mechanism for allocating public goods and making public decisions is the market. The implication here is that prices and other economic activities are determined by forces of demand and supply. There is no government interference in the allocation of goods and services and determining costs, and there is also private ownership of property. Stoker points out further that the public choice theorists maintain that the public sector and particularly local government has become too big, too distant and too complicated for ordinary people to understand and control. The theory hence argues for reforms such as contracting out, privatization, decentralization and bringing outsiders into the public organization, instituting a system of performance-related pay among others as alternative arrangements to improve efficiency and effectiveness in service delivery.

Public choice theory thus provides a good theoretical framework for this research because it provides theoretical explanations of the National Agricultural Advisory Services (NAADS) programme implementation. NAADS (2000) states that the beneficiary farmers ought to
make choices and take decisions on which enterprises they feel will benefit them. The document also indicates that the NAADS programme involves contracting out advisory services to private companies and also allows room for monitoring, evaluation and auditing from reputable private and public organizations. There is emphasis on the contracting out of agricultural advisory services to farmers to private individuals and companies through a competitive bidding process.

Agricultural advisors and suppliers of agricultural and technological inputs and implements are contracted at the sub-county level. Various mechanisms are used to empower farmers and enhance their roles in demanding services through farmer groups and fora. In the contracting arrangements, the poor and female farmers are specifically targeted through supporting the development of gender-sensitive procedures and guidelines for accessing contract services (NAADS, 2000). During the period in which public funds are the source of procuring advisory services, local governments are involved in overseeing the use of the funds. They also participate in the drawing up of the contracts and the technical supervision and audit of the work. The guidelines and procedures for contracting and contract supervision are prepared at the national level (NAADS, 2000).

In line with Stoker, G. (2008), the design of the NAADS programme with regard to contracting out assumes that open competition with private contractors forces public sector bureaucrats to reveal more information about costs or services pertaining to a particular project or intervention. Contracting out is also assumed to make it easier for a comparison of cost-effectiveness or efficiency between government and private business. It is also held that the profit orientation of private contractors and the narrower focus of their activities make them flexible and efficient. Contracting out is also preferred because it challenges the monopoly position of in-house service providers especially by the bureaucrats.
However, the study found some of the above claims made by the advocates of public choice theory not applicable to NAADS programme implementation. Despite the private sector orientation of the NAADS programme implementation particularly the procurement and supply process, the claimed benefits of the private sector advanced by public choice theory were not found right according to the study findings. For example contracting out and its claimed merits, were not proved right because of the many anomalies found in the area of procurement and supply of agricultural services / inputs and implements. They include lack of transparency in awarding contracts, supply of poor quality agricultural and technological inputs, and the reluctance of the Sub-county-based technical planning committee (TPC) to actively involve the farmers’ elected procurement committees at the parish and sub-county levels in the procurement process. The above anomalies will be presented in details in chapter four of this report.

2.3 Empirical Review

A number of studies have been done on monitoring and evaluation practices. Campo (2005) noted that building an effective M&E system is neither quick nor an easy task but what is important is the need to strengthen the institutions and learning from mistakes. Canada has one of the successful M&E systems in the world, though it has taken about 30 years of development to the current status. Lahey (2010) looked at the Canadian M&E. 30 years of existence and found that developing a successful M&E system in an organization is determined by times, human resources and financial resources invested in the process. The real need for M&E information should also be there, a condition achieved due to the public sector reforms in Canada Technical skills in M&E, political will and sustained commitment played a major role in the success. He argued that it takes years not months to develop the system and it should be linked to the management and decision-making process. Sufficient
communication on role of M&E in the projects plays a key role when supported by a formal policy document. An M&E unit in projects ensures the exercise is conducted on time.

Muchuriu (1988) looked at the Monitoring and Evaluation of decentralized development in Kenya through the DFRD taking a case of Nyanza province. The responsibility on M&E was on the Provincial Monitoring and Evaluation Committees (PMFCs) and the District Development Committees. However, the DRFD did not provide operational definitions of the terms Monitoring and Evaluation which led to ambiguous relationship between the Provinces and Districts in terms of authority and responsibility. He found out that the PMLCs were not executing effective M&E due to lack of operational definition of the terms monitoring & evaluation and lacked clear delineation of responsibility between the province and districts. The system failed to operate systematically and therefore did not generate timely, accurate, and relevant information. In the Districts the M&E was captured in the DDC minutes but they did not contain the data and information needed from M&E. Further DDC and PMEC failed to adopt the M&E tools outlined in the District Development plans. The tools he noted were not developed to meet the M&E, purpose. The PMEC failed to produce useful information which was not timely, relevant or accurate. The main cause being the M&E was done at the province and district level instead of the project level.

Rogito (2010) looked at influence of M&E on projects performance ease of Youth Enterprise Development Fund in Marani District. He assessed how training in M&E of project is implemented. M&E baseline surveys and how M&E design affects the performance of the projects. A survey on 79 youth projects was done and found out that most of the youth project implementers (85.8%) had no training on M&E, baseline are largely not done (62%), most projects don't have M&E plans (74%). He also found out that most of the projects (63%) don't collect M&E data and the goals are not achieved, and that the major challenges facing
M&E are M&E budget, skills and time. He concluded that lack of training on M&E, baseline surveys. M&E plans affected project implementation and hence the achievement of development objectives. Further, low level of formal education and lack of assistance from the government officers affected implementation of M&E.

Mogaku (2010) while assessing the influence of M&E methods on performance of Women Enterprise Funded Projects in Kisii Central District argued that the project performance was poor due to weak Monitoring and Evaluation systems. The survey was done on 54 women groups and looked at the effect of Inspection, Focus Groups and Progress Reports as Monitoring and Evaluation methods on the projects. He found out that mostly M&E was done by group members and their leaders who were ill-informed due to lack of training in the subject and there was no M&E system for Women Enterprise Funded Projects from the respective Ministry.

He concluded that use of inspection, focus groups and progress reports methods of M&E had no influence in project progress and achievement of the objectives. The implementation of M&E was mainly affected by lack of M&E system from the respective Ministry, inadequate M&E skills by women groups and minimal key stakeholders’ participation. Poor timing and low frequency of M&E contributed also affected the implementation.

Nynbuto (2010) while assessing the factor influencing the M&E of projects in NGO’s, a case of East Africa wildlife society looked at subgroups of EAWS and their donor funded projects. He sought to understand how M&E budget, level of stakeholders’ participation, M&E skills of project officers and staff availability affected the implementation of M&E. The survey was conducted on 69 respondents. It showed that 94% of the project officers had University level education but majority had an average level of M&E skills with a small %age having excellent skills Most of the project officers (53%) have not undertaken professional M&E
courses. Further 82% of the financial allocation was not enough for M&E during implementation period while almost all the projects didn’t have allocation for post project evaluation. Most of the stakeholders (90%) were not involved in the M&E and where they were involved it was mostly during the project closure. Most of the projects (98.5%) did not have department dedicated to M&E while 85% did not have enough M&E officers.

Athieno (2005) looked at whether NGOs involved in campaign against H1V/A1DS undertake M&E of their programmers found out that most of them conduct post-campaign evaluation which is done either annually or semi-annually. She noted that the information collected becomes obsolete to the project since it comes at a time when the project is done therefore recommenced for conducting M&E on continuous basis so as to track and reassess priorities and provide evidence. She also recommended for guidance's and indicators framework should also be provided.

A total of 50 NGOs were sampled out of 218 where 15% did not conduct M&E, 37% of them conducted M&E annually, 29% semi-annually, 8% on monthly basis while only 11% conducted it on continuous basis. Out of those projects that conducted M&E, 44% did it after the project, 34% during and 18% before the projects. Only 44% of the NGOs used the results to improve the performance of the project while 28% used it in sourcing for funds while 42% was used in research and development.

The major challenges in effectiveness of M&E were limited resources, data collection supervision, measurement of impact, institutionalization of M&E and the process being complicated. The study concluded that timing of the M&E is crucial since in most of the projects it was done late mostly post project and on annual and semi-annual basis.
2.3.1 Technical Expertise of the Staff and Effectiveness of Monitoring and Evaluation

Cuban (2001) observed that there are many ways to define and measure the adequacy of staff competency, capacity and the effectiveness of agencies tasked with stimulus project. Thus, there are also many ways to define indicators. For economic stimulus project, in most countries, the desired outcome is sustainable management of stimulus project. The effectiveness of agencies tasked with stimulus project administration depends to a large extent on the agencies’ staff capacity relative to the demands placed upon them.

To be effective, stimulus projects need to have sufficient and capable staff with the appropriate mix of skills and expertise, the motivation and will to act, and the incentives and resources necessary to achieve their mandate. Kent (2011) postulates that the ability of an agency’s staff to meet demands for its services depends on both its numbers and the skills and expertise staff members bring to the job. An agency needs to have at least the minimum necessary mix of skills and expertise and a sufficient number of staff with appropriate skills relative to the scale of its responsibility, measured, for example, in terms of size of its area or territory, or volume of its production.

M&E systems do not implement themselves. They require people to carry out information collection, data analysis, report preparation, sharing, reflection and information dissemination. So, as M&E system is designed, there is need to understand who will work on the systems, what skills and knowledge they have and the overall level of human resources available – both within the team and externally – to support your M&E system.

The minimum required mix of skills and expertise, professional and academic qualification, accuracy levels, turnaround time and the required number of staff per unit managed or administered by the agency can be established through estimates provided by knowledgeable informants (Economic Stimulus Programme Handbook, 2009). These informants could
include current and past managers of the stimulus project analysts, researchers, advocates, investors or activists tracking the stimulus project operations and functioning (Cambridge, 2000).

Based on their informed opinions, a range of estimates for the minimum required skill mix and the number of required staff with requisite skills per unit can be established as points of reference. To translate an agency’s staff skills and expertise into effective action, staff members must have the motivation and willingness to discharge their responsibilities and perform their mandated functions according to norms of professional behavior. Staff motivation and will to act is not directly observable, but it is linked to incentives and rewards for good performance within an agency.

Gardner (2003) argued that skilled personnel staff entrusted with monitoring should have required technical expertise in the area. A number of UNDP country offices have a dedicated monitoring and evaluation specialist. Where necessary, skill levels should be augmented to meet the needs and with ongoing investments in developing such capacity within the office as necessary. Specific considerations for budgeting and financing for evaluation Programme units should estimate and indicate financial requirements and financing means for each evaluation in the evaluation plan. When estimating the cost for an evaluation, the duration and scope of the evaluation should be considered.

Most of the empirical works on technical expertise have been on other sectors in business management with very few studies reviewing the influence of technical expertise on M&E of projects. This study will assess the influence of technical expertise on effectiveness of M&E with regard to Machakos County government,
2.3.2 Stakeholder Participation and Effectiveness of Monitoring and Evaluation

Ferreira (1999) argued that influence of stakeholder participation on effective implementation of monitoring and evaluation provides opportunities for public participation. The extent to which stakeholders participate ensures people decision-making processes and decision-making capacity of governments at different levels. To engage with civil society and other economic stimulus projects, stakeholders on stimulus projects’ policy decision-making and implementation, existence and effectiveness of conflict resolution and grievance mechanisms is important.

Lemos (2000) on the other hand, looked at multi-stakeholder processes and observed that they can aid in the specification and selection of appropriate indicators. Verification, triangulation and peer review can greatly enhance the accuracy, reliability and credibility of the chosen indicator and measurement, and of the governance assessments based on these measures. Stakeholder consultation can serve this purpose. Having the indicator measures and assessments cross-checked and verified by different stakeholders in the context of multi-stakeholder fora and dialogues can help reduce subjectivity and bias.

M&E stakeholders are those people who have a stake in the programme. They are persons who take decisions using the M&E data and findings. The following are the types of stakeholders that may be involved in an M&E activity: the community whose situation the programme seeks to change; Project Field Staff who implement activities; Programme Managers who oversee programme implementation; funders and other Decision-Makers who decide the course of action related to the programme and Supporters, critics and other stakeholders who influence the programme environment (Davies, 1998).

Stakeholders may not necessarily agree on the measured results or their interpretation and assessment. However, the areas and extent of disagreement among stakeholders can, in
themselves, provide valuable insights and point to issue requiring greater attention. The dialogue and informed discussions engendered by the results of indicator measurement are often more important than the measured results. Such dialogues among stakeholders and between stakeholders and governments at different levels create opportunities to forge agreement on appropriate actions to take and aspects to track in order to ensure that issues are addressed and stimulus project governance is improved over time.

Adan (2012) states that project, in all likelihood, involves a variety of players. Project managers, resource managers, staff members, volunteers, participants, and community members all have a stake in the overall success of the project. Each plays a different role and sees the project through a different lens. These perspectives should be tapped when planning an evaluation. To ensure that ideas and Perspectives are represented; members of stakeholder groups should be invited to participate in an evaluation planning team. The team, depending on the particulars of the evaluation, may play a purely advisory role or may take a more hands-on role in the actual data collection.

The exact expectations of planning team members need to be decided and articulated early on in the process. Monitoring and evaluation framework agreed among the key stakeholders at the end of the planning stage, is essential in order to carry out monitoring and evaluation systematically. This framework serves as a plan for monitoring and evaluation, and should clarify effective and timely decision making requires information from regular and planned monitoring and evaluation activities. Planning for monitoring and evaluation must start at the time of programme or project design, and they must be planned together indicators. Stakeholder participation in monitoring and evaluation can produce effective communication for various other objectives. These includes facilitating communication of ‘early wins’ to increase support and enlist engagement of those who are not yet engaged, ensure access of
early products and services of initiatives for intended beneficiaries, mobilize additional
resources to fill resource gaps, and ensure effective use of lessons learned in future decision
making (Larry 2001).

According to Karl (2000), in order to monitor and evaluate stakeholder participation in
development projects and programmes, it is necessary to identify the stakeholders, i.e. those
who are affected by the outcome, negatively or positively, or those who can affect the
outcomes of a proposed intervention. Primary stakeholders are those people and groups who
are ultimately affected by the project. Secondary stakeholders are intermediaries in the
process of delivering aid to primary stakeholders. External stakeholders are those not
formally involved in a project, but who may impact or be impacted by it. In development
projects and programmes, stakeholders usually include donor agencies, government, civil
society organizations and the local community and beneficiaries. Stakeholder analysis is one
of the major methods used for identifying the relevant stakeholders of a particular project or
programme.

Experiences in monitoring and evaluation of participation are still limited. Attention has been
focused more on identifying stakeholders and assessing the extent and quality of stakeholder
participation than on assessing the costs and benefits of participation to the different
stakeholder groups or the impact of stakeholder participation. However, there is not always a
clear separation among the approaches and methods for assessing these different aspects of
participation.

Assessing the extent and quality of participation requires both quantitative and qualitative
indicators. Quantifiable indicators can be used to measure the economic aspects of
participation, the extent of participation in organizations and project activities, and the
development momentum. Qualitative indicators measure processes such as organizational
growth, group behaviour and self-reliance. These indicators may evolve over the life of a project as participation changes.

Monitoring is a crucial element in assessing the extent and quality of participation, as is interpretation of the qualitative indicators. Understanding gender differences is also essential. While different methods can be used, participatory monitoring and evaluation and involvement of the primary stakeholders wherever possible is generally recommended.

Experiences in assessing the costs and benefits of participation to the different stakeholders have been limited. The few assessments documented in the literature pertain mainly to the costs to the donor agency. The World Bank, in particular, has carried out some assessments of the costs of participation to the Bank. Results show that participatory projects require more financial and time input than non-participatory projects, but that these are not excessive. The studies have not, however, attempted to measure the costs of not providing for participation. Some of the literature suggests that participatory monitoring and evaluation could be used to assess the costs and benefits of participation to the primary stakeholders (Karl, 2000).

Karl (2000) further states that assessments of the impact of stakeholder participation have been carried out mainly through reviews of ex-post evaluations, case studies, surveys and statistical analysis. There has also been some experience of using both conventional M&E techniques and participatory M&E during the life of the projects. While evidence is still limited, it suggests that participation has a positive impact on project and programme performance, outcomes and sustainability.

Co-operation partners and stakeholder groups should be encouraged to participate in the evaluation process. Participation improves the quality of evaluations: accuracy of information, increased credibility and acceptance of findings, and better correspondence to the practical concerns of stakeholders. Participation is also an end in itself, as for primary
stakeholders it is an empowerment strategy. As stakeholders are put at risk in an evaluation they should have the right to have their issues, problems and analysis included in the evaluation process. Participation offers the opportunity to influence the evaluation process and becomes a prerequisite of ownership (IPDET Handbook).

Stakeholder participation in monitoring and evaluation can produce effective communication for various other objectives. These include: facilitate communication of ‘early wins’ to increase support and enlist engagement of those who are not yet engaged, ensure access of early products and services of initiatives for intended beneficiaries, mobilize additional resources to fill resource gaps, and ensure effective use of lessons learned in future decision-making. Stakeholder participation throughout the programming cycle ensures ownership, learning and sustainability of results. Continued stakeholder participation in monitoring and evaluation cannot be assumed. It must be institutionalized. Specific measures have to be built into programme and project management processes to ensure continued and effective involvement of stakeholders such as contractors, the community and government officials.

2.3.3 Budgetary Allocation and Effectiveness of Monitoring and Evaluation

The project budget should provide a clear and adequate provision for monitoring and evaluation activities. A monitoring and evaluation budget should be about 5 to 10% of the total budget, (Kelly & Magong, 2004; IFRC, 2001; AIDS Alliance, 2006). A key function of planning for M&E is to estimate the costs, staff, and other resources that are needed for M&E work. It is important for M&E specialists to weigh in on M&E budget needs at the project design stage so that funds are allocated specifically to M&E and are available to implement key M&E tasks. Program managers often ask what proportion of a project's budget should be allocated to M&E. According to Nina Frankel & Anastasia (2007) there is no set formula; various donors and organizations recommend that between 3 to 10% of a project's budget be
allocated to M&E. A general rule of thumb is that the M&E budget should not be so small as to compromise the accuracy and credibility of results, but neither should it divert project resources to the extent that programming is impaired.

Quite often money to undertake M&E is not factored in implementation of many projects. One in four countries with a national M&E plan has not calculated the budgetary requirements (Report on the Global AIDS Epidemic, 2008). M&E activities tend to be pushed to the periphery in the allocation of funds for project activities. In more than half of countries 54%, M&E activities are exclusively financed through external sources (Report on the Global AIDS Epidemic, 2008). The report further adds that only one in ten countries report financing of HIV monitoring exclusively through domestic funding and in most countries, M&E budget accounts for only 0.1% of national HIV expenditure.

In Kenya the constitution of Kenya provides to ensure all implementing agencies at national and devolved levels have M&E budget for each project/projects by making sure that State and non-state actors set aside at least 5% of all development budget for M&E, with 2.5% allocated for M&E operational and capacity building costs and 2.5% for M&E technical infrastructure. To ensure efficiency and avoid duplication M&E technical infrastructure should use the same integrated platform as NIMES wherever possible. National Integrated Monitoring and Evaluation System (NIMES) were conceptualized as the mechanism for the Government of Kenya to monitor the Implementation of the Economic Recovery Strategy. NIMES was officially launched for implementation in September 2007 (National Monitoring &Evaluation Policy, 2012).

The overarching goal of the NIMES is to: provide the government with reliable mechanisms to measure the efficiency and effective public projects and policies; provide the government with the needed policy implementation feedback to efficiently allocate its resources over
time; set the basis for a transparent process by which the government and the international donor community can undertake a shared appraisal of results; and create smooth release of external support, including budgetary support.

According to a research done on factors influencing monitoring & evaluation of CDF projects at Changamwe Constituency, only 38.1% (which is very low below average) indicated their projects were completed within budget. Some respondents indicated it is the contractors who knew the answer on the budgetary allocation. This is a clear show of how major stakeholders are not involvement in some aspects of M&E. One of the informant stated that some projects are not completed within budget due to unforeseen costs on land ownership and fluctuation of cost of materials (Musumba, 2012). This confirms the existence of a problem on allocation of funds to M&E hence the need to investigate if this is case with government projects funded by Machakos County.

2.3.4 Technology Adoption and Effectiveness of Monitoring and Evaluation

Noeth and Volkov (2004) in their ACT Policy report note that technology is evolving at an astonishing rate. It has dramatically changed the ways people work, learn, interact, and spend our leisure time. Computers and information technologies have visibly revolutionized nearly every aspect of daily life how and where we get our news, how we order goods and services, and how we communicate. Leveraging technologies can help organizations carrying out M&E to achieve better impacts and results. New technologies are changing the nature of monitoring and evaluation. However, the use of new technologies in M&E efforts can seem daunting or irrelevant to those working in low resource settings, especially if there is little experience or low existing capacity with these new tools and approaches.

Hovland (2007) states that some of the important physical ICT resources for M&E that in use today include: computers and other hardware; software for data storage and analysis, such as
Excel or SPSS; motorized and non-motorized vehicles for transporting personnel to information collection activities; and telephones and/or mobile phones and GIS tools. Although not technically a “physical resource”, internet connectivity and mobile network access are also important resources that facilitate M&E functions, such as data collection, information dissemination, teleconferencing and secondary research.

The potential of information and communication technologies (ICT) to improve data collection and M&E activities is striking (World Bank Report, 2011). Mobile phones, new platforms and repositories, and even software for reporting have reduced costs and time, improved data validity, and increased the ease of implementation. Some studies are showing these benefits. In 2010, nine data collectors used epi-surveyor to interview beneficiaries in 25 municipalities in a secondary survey (the first one, conducted in 2009, used paper and pen) in a World Bank Conditional Cash Transfer project in Guatemala. Digitization cut the cost of an interview by 71%, increased the sample size from 200 to 700 beneficiaries, and reduced the individual interview time by 3.6%.

Peters et al. (2008) observed that ICTs are not always the best tool at the community or district level, given issues of access, literacy, capacity, connection, electricity, and M&E team end up working in blended ways, for example doing traditional data collection and using ICTs to analyze the data, compile it, produce localized reports, and working with the community to interpret the information for better decision-making. Others use hand-drawn maps, examine issues from the community angle and then incorporate that into digital literacy work and expression work, using new technology tools to tell and document the communities’ stories. The study will fill the gaps identified in this section by providing more information on the need for technology in monitoring and evaluation of projects funded by the county government of Machakos.
2.5 Summary and Gaps to Be Filled By the Study

This section was underpinned on stakeholders’ theory, public participation theory and public choice theory and their interrelationships as described. It also looked at what other researchers said on factors influencing effectiveness of M&E of projects. It covers staff competency on M&E, influence of budgetary allocation, stakeholder participation and influence of public accountability on monitoring and evaluation. M&E should have a mid-term to see the progress and raise concern in case need arises before it is too late. End term evaluation will evaluate the whole project and give a final report on whether the project achieved the goal it was intended to.

Devolved governments are embedded by numerous challenges. Some of the challenges are simply because it is the first method of governance in Kenya since the promulgation of the new constitution in 2010. Every County government is rushing to see its county achieve the developments that have been lagging behind due to the old system of governance. As a result, if projects are not well monitored and evaluated, a lot funds will go to waste. Compared to the past decades, during Former President Moi’s era where citizens used to be involved in decision making through chief’s barazas, that culture was abandoned leaving the power of decision making in the hands of few elected members of County Assembly who may be biased. This study therefore evaluated the importance of having all the stakeholders on board in the process of M&E in order to have a touch of the society and avoid risking on corruption matters of the contractors to the few elected members in order to favour them in the evaluation of the projects. The study evaluated if the budget for M&E is done efficiently and that the county engages qualified staff to carry out the processes.
2.6 Conceptual Framework

The conceptual framework is developed to provide clear links of dependent and independent variables as they relate to each other in this research. The framework therefore shows factors influencing effectiveness of M&E of projects. The framework is illustrated in Figure 2.1 below.

**Independent variables**

- **Staff competency**
  - Accuracy levels
  - Turnaround time
  - Knowledge in monitoring and evaluation
  - Experience
  - Professional and academic qualification

- **Stakeholder participation**
  - Contractors involvement
  - Community involvement
  - Government involvement
  - Number of focus groups held/meetings/open forums

- **Budgetary allocation**
  - Budget size
  - Sources of funds
  - Consistency of funds

- **Technology adoption-ICT**
  - ICT literacy
  - Security concerns
  - System incompatibility with stakeholders/partners
  - Privacy issues e.g. invasion by hackers
  - Information sharing among

**Dependent variable**

- **Effectiveness of M&E**
  - Accurate M&E reports
  - Utilization of Reports
  - Verifiable indicators
  - Traceable progress

---

**Figure 2.1: Conceptual Framework**

**Source:** Author
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methods that were used for the analysis of the data and adopts the following structure; research design, target population, sampling frame and sample size, data collection methods, and data analysis and presentation methods, validity, reliability and ethical considerations.

3.2 Research Design

Research design specifies a blue print for research (Kibe, 2011). Research design is the outline plan or scheme that is used to generate answers to the research problems. It is basically the structure and plan of investigation. The research design chosen is therefore dependent on the nature of research being conducted.

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

According to Mugenda and Mugenda (1999), population refers to a complete census of all items or people in a researcher’s area of study. The study was carried out in three subcounties which are Machakos town, Athiriver and Mwala. The target population of 113 respondents for this study was the various M&E stakeholders in the economic stimulus projects in the three Sub-Counties. The ongoing projects in the County include; water projects (borehole projects such as Mungala Borehole water project, Kasaini Borehole water project and Muitiituni Earth Dam) in various towns, housing projects for police officers, Ngomeni primary School construction, Mumbuni electricity project and road construction projects (as shown in table 3.1).

3.4 Sample Size and Sampling Procedure

The study employed purposive, stratified and simple random sampling techniques to select the respondents. According to Kombo and Tiome (2006), this involves dividing population into homogeneous subgroups and then taking a sample in each sub-group. According to Kisimbii (2001) this is a sampling procedure that gives representatives for each sub-group. The population was segregated into sub-population known as strata which were then sampled independently. This sampling procedure is preferred because different perspectives of the study area were collected from the various sub-groups. purposive sampling was preferred because respondents were selected depending on their availability, involvement, experience and special knowledge of their role in monitoring and evaluation of projects. The study employed a census approach for representatives in the Government Regulatory Agencies (NEMA, County Planner, and Public Works Officer) and Labour Union Officials (KNUT, KEPSHA, Labour officer) in order to obtain a representative sample from the population.
3.4.1 Sample size

A sample size of 68 respondents was identified from the target population of 113 as shown in table 3.1. This constitutes 50% of each group of respondents. This is considered as an ideal and representative sample for this study.

Table 3.1: Target Population and Sample Size

<table>
<thead>
<tr>
<th>Category</th>
<th>Group</th>
<th>Target Population</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Beneficiaries</td>
<td>Ward representatives</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Chiefs</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Religious Leaders</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Youth Leaders</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Women Leaders</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Community Elders</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Traders Association</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Jua Kali Artisans Association</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Community Health Worker</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Project Implementers</td>
<td>Contractors (2 per project for five projects)</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Project Management Committee members (8 per project for 5 projects)</td>
<td>40</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>District Development Officer</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Fund Manager</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Government Regulatory Agencies (NEMA, County Planner, Public Works Officer)</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Labour Union Officials (KNUT, KEPSHA, Labour officer)</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>113</td>
<td>68</td>
</tr>
</tbody>
</table>
3.5 Data collection Methods

The primary tool for data collection in this study was the questionnaires. This method was importantly relevant in this study because it goes along with the research design as it is both cost and time effective. In addition, administering questionnaires provided an opportunity to obtain both quantitative data through the closed ended structured questions and qualitative data and any other information rendered useful to the study that was obtained through the interview. The questionnaire consisted of items applying the likert scale with the responses ranging from strongly agree, agree, not sure, disagree and strongly disagree on a 1,2,3,4,5 rating scale. The likert scale tested the attitude of the respondents.

3.6 Data collection tools and techniques

The study collected both primary and secondary data. Primary data was collected using questionnaire. The questionnaire consisted both open and closed ended questions. Open ended questions gave the respondents the autonomy to give their own unrestricted views, as opposed to the closed ended questions which seek short and specific responses. The aim of that is to enrich the study. Secondary data was collected from the Machakos County government records. The advantage of such a source is that it offers more information about the problem under investigation.

3.7 Validity of the Research Instruments

According to El-Gohary and Gall (2009) validity is the degree by which the sample of test items represents the content the test is designed to measure. Content validity which was employed in this study is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. The researcher selected a pilot group of 10 individuals who were not part of the target population to test the validity of the research instruments.
3.8 Reliability of the Research Instruments

According to Mugenda (2013) reliability refers to the degree to which the research instrument can yield consistent results and data from repeated trials. To achieve the reliability of the instruments, the researcher selected a pilot group of 10 individuals who were not part of the target population to test the reliability of the research instruments in one constituency. The piloted data was input in SPSS and reliability measured using Cronbach’s Alpha. Alpha coefficient ranges in value from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = poor, 5 = excellent). The higher the score, the more reliable the generated scale is. Nunnaly (1978) has indicated 0.7 to be an acceptable reliability coefficient but lower thresholds are sometimes used in the literature, (Cronbach, 1951).

Cronbach’s alpha of well above 0.7 implies that the instruments were sufficiently reliable for the measurement. As most item total correlations were reasonably high, the construct validity of the instruments was considered reasonable (El-Gohary & Gall, 2009)).

Table 3.2: Reliability and Validity

<table>
<thead>
<tr>
<th>Item Means</th>
<th>Coefficient Alpha Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical expertise</td>
<td>8</td>
</tr>
<tr>
<td>Stakeholder participation</td>
<td>6</td>
</tr>
<tr>
<td>Budgetary allocation</td>
<td>6</td>
</tr>
<tr>
<td>Adoption of ICT</td>
<td>10</td>
</tr>
<tr>
<td>Monitoring and Evaluation</td>
<td>4</td>
</tr>
</tbody>
</table>
3.9 Data Analysis Procedures

The study used descriptive statistics to analyze the collected data. The data was keyed into the Statistical Packages for Social Sciences (SPSS) version 21. It was cleaned and then analyzed. Frequencies were run to give charts and %ages of the data and the socio demographic characteristics of the respondents. A Regression and correlation analysis was done to test the relationship between the independent variables and the dependent variable.

Given the general form of the equation to predict the Effective Monitoring and Evaluation of projects from to be:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \]

Where \( Y \) = Effectiveness of M&E

\( \beta_0 \) = Constant factor

\( X_1 \) - M&E staff competence

\( X_2 \) – stakeholder participation

\( X_3 \) – Budgetary allocation

\( X_4 \) - Technological adoption

\( \beta_i \) = coefficient(to be calculated)

\( \varepsilon \) = error term (constant)

3.10 Ethical Issues

Ethical issues are the principles which a researcher should bind him/herself in conducting his/her research. In this study, the researcher observed the following research ethics; In order to conduct research in an institution, approval for conducting the research should be obtained
before data collection. The researcher obtained a letter of authority from Kenyatta University to enable him to get a permit from any relevant source that was directly or indirectly be involved in collecting data in the targeted company.

A researcher has to be responsible at all times and be vigilant, mindful and sensitive to human dignity. According to McMillan and Schumacher (2001) information on participants should be regarded as confidential unless otherwise agreed on through informed consent. In this study, participant’s confidentialities were not compromised, as the names of the participants were not used in the collection of data. The telephone numbers can be captured as well as the address of the respondent for record keeping but not to be analyzed though this has to be explained to the participant

The researcher first sought consent from the respondents in order to have them willingly participate in the study. Before signing the consent, they were made to understand the importance of the study that it was only for academic reasons but not to make them receive any benefits, although the information was useful to the governance of Machakos County and any other county that will be interested in conducting effective M&E in their county.
CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The presentation and interpretation of the results will be done in this chapter. The analysis of the factors influencing effective monitoring and evaluation of the projects financed by the Machakos County government will be presented in this chapter. In this chapter the key discoveries and results of this research are provided.

4.1.1 Response Rate

The targeted sample size of the study was 68 respondents where 55 of them answered and submitted the questionnaires hence 91.7% is the response rate. This response rate was not only good but also representative as it also agrees to Mugenda and Mugenda (2003) provision that a response rate 70% and over is acceptable in a study.

4.2 Demographic Information

The study checked on the background data of each respondent which included their age, gender and academic qualifications. The responses of the background information were as shown below.
4.2.1 Gender of the respondents

The respondents were requested to indicate their gender. The diagram below shows the response obtained.

Figure 4.1: Gender of the respondents

Source: Research Data (2017)

From the figure 4.1, 84.6% of the respondents were male while 15.4% were female. Therefore, majority of the respondents were male this shows that most of the stakeholders in projects funded by the county government are male.
4.2.2 Age bracket of the respondents

The respondents were asked to indicate their age bracket. The responses obtained were as shown below.

![Age bracket of the respondents](image)

From the findings shown in table 4., 35.4% of the respondents indicated that their ages ranged from 26 to 36 years, 18.5% indicated that their ages ranged from 18 to 25 years, 16.9% indicated between 26 and 40 years, 15.4% indicated between 46 and 55 years while 13.8% indicated they were over 56 years of age. From these findings, we can see that the ages ranging from 26 to 36 year had the largest number of the respondents in the study. This shows that the respondents are mature enough to respond to the study questions.

Source: Research Data (2017)
4.2.3 Academic qualifications of the respondents

The study requested the respondents to indicate were their highest academic qualifications. The responses received were as shown below.

![Bar chart showing academic qualifications]

**Figure 4.3: Academic qualifications of the respondents**

*Source: Research Data (2017)*

From the tabled above findings, 53.8% of the respondents indicated that the first degree level was their highest academic qualification, 27.7% of the respondents stated diploma as their highest academic qualification level, 16.9% indicated KCSE level, 10.8% indicated PhD level, 13.8% indicated the KCPE level while 7.7% indicated Masters level. From these results, we can deduce that the first degree level was the highest academic qualification for most of the respondents and therefore the information obtained from the respondents was credible since most of them have a better understanding of the subject matter.
4.3 Technical Expertise of Staff

The study sought to establish the effect of technical expertise of staff on effectiveness of monitoring and evaluation of projects financed by the County Government of Machakos. The results were as shown in the subsequent sections.

4.3.1 Technical Expertise of staff and Effectiveness of M&E of Projects

The questionnaire asked the participants to state the level to which they supposed the technical expertise of staff affects the effectiveness of M&E of projects in their offices. Their responses were as shown below.

Figure 4.4: Technical Expertise of Staff and Effectiveness of M&E of Projects

Source: Research Data (2017)

According to the findings tabled above, 38.5% of the respondents indicated that technical expertise of staff affects the effectiveness of M&E of projects in their offices to a very great extent, 32.3% indicated that the effect is to a great extent, 15.4% indicated that the effect is to a moderate extent while 13.8% indicated that the effect is to a little extent. From these
findings, we can deduce that technical expertise of staff affect the effectiveness of M&E of projects to a very great extent.

The participants were again requested to state their level of agreement with the following aspects of technical expertise of staff affect effectiveness of M&E of projects in their offices. Their responses were as shown below.

Table 4.1: Technical Expertise of Staff and Effectiveness of M&E of Projects

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accuracy levels</td>
<td>4.456</td>
<td>0.726</td>
</tr>
<tr>
<td>Turnaround time (time taken to complete a task)</td>
<td>4.421</td>
<td>1.075</td>
</tr>
<tr>
<td>Knowledge in monitoring and evaluation</td>
<td>4.354</td>
<td>1.118</td>
</tr>
<tr>
<td>Professional and academic qualification</td>
<td>4.622</td>
<td>0.721</td>
</tr>
<tr>
<td>Staff that are political appointees</td>
<td>4.184</td>
<td>0.703</td>
</tr>
<tr>
<td>Staff Morale</td>
<td>4.342</td>
<td>0.756</td>
</tr>
<tr>
<td>Accountability and responsibility among staff</td>
<td>4.323</td>
<td>0.455</td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

From the table above, the respondents indicated that Professional and academic qualification has a greater effect on the effectiveness of M&E of projects in their offices as shown by a mean score of 4.622 and a standard deviation of 0.726. As well, the respondents indicated that staff Morale has a great effect on the effectiveness of M&E of projects in their offices having a mean score of 4.354. As illustrated in table 4.1, the responses were closer to the mean responses as indicated with very small standard deviations of less than 1.0 except for the responses on Knowledge in monitoring and evaluation which had recorded a standard deviation of 1.118. The findings conform with Kent (2011) who showed that the ability of an
agency’s staff to meet demands for its services depends on both its numbers and the skills and expertise staff members bring to the job.

4.4 Stakeholder Participation

The study also researched on the impacts of Stakeholder participation on effectiveness of M&E of projects funded by County Government of Machakos. The results were as shown below.

4.4.1 Effect of Stakeholder participation on the effectiveness of M&E of projects

Respondents were asked to indicate the extent to which they thought the Stakeholder participation affect the effectiveness of M&E of projects in their offices. Their responses were as shown below.

![Histogram showing the effect of stakeholder participation on the effectiveness of M&E projects](image)

**Figure 4.5: Effect of Stakeholder Participation on Effectiveness of M&E Projects**

**Source: Research Data (2017)**

According to the findings tabled above, 38.5% of the respondents indicated that Stakeholder participation has a great effect on the effectiveness of M&E of projects in their offices, to a very great extent was indicated by 32.3% of the respondents, a moderate extent indicated by
16.9% of the respondents while 12.3% of the respondents indicated a little extent. From these findings, we can deduce that Stakeholder participation affect the effectiveness of M&E of projects to a great extent.

### 4.4.2 Statements of Stakeholder participation on effectiveness of M&E of projects

The study further requested the respondents to state their extent of agreement with the following statements Stakeholder participation on effectiveness of M&E of projects in their offices. Their responses were as shown below.

#### Table 4. 2: Stakeholder Participation and Effectiveness of M&E of Projects

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Involvement of the contractors during M&amp;E</td>
<td>4.546</td>
<td>1.014</td>
</tr>
<tr>
<td>Involvement of the community during the M&amp;E activities</td>
<td>4.125</td>
<td>0.756</td>
</tr>
<tr>
<td>Achievement of effectiveness of M&amp;E</td>
<td>4.606</td>
<td>0.632</td>
</tr>
<tr>
<td>The government strategies for engaging all the stakeholders during M&amp;E activities</td>
<td>3.667</td>
<td>1.323</td>
</tr>
<tr>
<td>Focus groups held/meetings/open forums during M&amp;E activities</td>
<td>3.525</td>
<td>0.834</td>
</tr>
</tbody>
</table>

**Source: Research Data (2017)**

From the findings above, the respondents strongly agreed that effectiveness of M&E will be achieved if all the stakeholders actively participate and they involve the contractors to the respective projects during M&E as shown by mean scores of 4.606 and a standard deviation of 0.632. However, the respondents neither agreed nor disagreed that the government has laid down on the slots for engaging all the stakeholders during M&E activities as indicated by mean scores of 3.667 and a standard deviation of 1.323. A standard deviation of 1.323 shows that, the respondents had varied opinions on whether the government has laid down on the
slots for engaging all the stakeholders during M&E activities as the responses were spread over a wide range from the mean.

The study can therefore deduce that to achieve an effective M&E of County funded project in Machakos County, the county government should objectively involve all the stakeholders starting from the community all the way to contractors. The findings are supported by out by Ferreira (1999) who found that stakeholders have a great influence on the effectiveness of M&E projects. Stakeholder participation ensures people decision-making processes and decision-making capacity of governments at different levels. Lemos (2000) also demonstrated that stakeholders can help in the selection and specification of appropriate indicators, verification, triangulation and peer review which in turn can greatly increase the accuracy, credibility and reliability of the selected indicator and measurement.

4.5 Budgetary Allocation

The study additionally sought to gauge the impact of budgetary allocation on effectiveness of M&E of projects funded by County Government of Machakos. The results were as shown in the subsequent sections.

4.5.1 Effect of budgetary allocation on the effectiveness of M&E of projects

The questionnaire also required the participants were to state the extent to which they thought the budgetary allocation affects the effectiveness of M&E of projects in their offices. Their responses were as shown below.
According to the findings tabled above, 43.1% of the participants stated that budgetary allocation influences the effectiveness of M&E of projects in their offices to a big extent, 29.2% of the participants stated to great extent, 15.4% stated to an average level while 12.3% of the participants stated to a low level. From these findings, we can infer that budgetary allocation affects the effectiveness of M&E of projects to a great extent.

4.5.2 Influence of aspects of budgetary allocation on effectiveness of M&E of projects

Respondents were further asked to state the level to which the following aspects of budgetary allocation affect effectiveness of M&E of projects in their offices. Their responses were as shown below.
Table 4.3 Statements of Budgetary Allocation on Effectiveness of M&E of Projects

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allocation of budget to Monitoring and evaluation.</td>
<td>4.400</td>
<td>0.547</td>
</tr>
<tr>
<td>The budget of the project should provide an adequate and clear provision for monitoring and evaluation events.</td>
<td>4.308</td>
<td>1.286</td>
</tr>
<tr>
<td>Delineation of budget within the entire project budget</td>
<td>4.288</td>
<td>1.167</td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

According to the results in table 4.3, the respondents accepted the aspect that Monitoring and evaluation budget should be approximately 5 to 10% of the total budget as shown by a mean score of 4.400 and a standard deviation of 0.547. Further, the respondents accepted that the project budget should provide an adequate and clear provision for monitoring and evaluation events as shown by a mean score of 4.308 and a standard deviation of 1.286. Finally, the respondents stated that Monitoring and evaluation budget can be clearly delineated within the whole project budget to give the monitoring and evaluation function the due recognition it plays in project running as shown by a mean score of 4.288 and a standard deviation of 1.167. It is very essential for M&E experts to weigh in on M&E budget requirements at the project design stage so that funds are allocated specifically to M&E and are available to implement crucial M&E tasks by accurately estimating the expenditures, and any other important resources that may be required for the M&E tasks without compromising on the accuracy and credibility of results. The findings are in agreement with Kelly and Magong (2004) findings that a good M&E budget should approximate the costs, staff, and other resources that are required for the M&E work. The budget of the project must provide a clear and adequate provision for monitoring and evaluation events as demonstrated by
Musumba (2012) that one of the major setbacks in project success is low budgeting due to unforeseen and fluctuation of cost of materials.

4.6 ICT Adoption

The study as well sought to determine the impact of technology, information and communication on effectiveness of M&E of projects funded by County Government of Machakos. The responses were as shown below.

4.6.1 Effect of ICT adoption on the effectiveness of M&E of projects

Participants in the study were requested to state the level to which they thought the information, communication and technology affects the effectiveness of M&E of projects in their offices. Their responses were as shown below.

![Figure 4.7: Effect of ICT adoption on the effectiveness of M&E of projects](source: Research Data (2017))

According to the findings tabled above, 45.1% of the respondents indicated that information, communication and technology affects the effectiveness of M&E of projects in their offices.
to a very great extent, 30.8% of the participants stated to a great extent, 15.4% of the participants indicated to an average extent while 12.3% of the respondent indicated to a low extent. From these findings, we can infer that information, communication and technology affect the effectiveness of M&E of projects to a great extent.

4.6.2 Effect of aspects of ICT on Effectiveness of M&E of Projects

Respondents were further asked to state the level to which the following aspects of information, communication and technology affect effectiveness of M&E of projects in their offices. Their responses were as shown below.

Table 4.4: ICT and Effectiveness of M&E of Projects

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT literacy</td>
<td>4.667</td>
<td>1.225</td>
</tr>
<tr>
<td>Experience</td>
<td>4.556</td>
<td>1.333</td>
</tr>
<tr>
<td>System incompatibility with stakeholders/partners</td>
<td>4.525</td>
<td>1.080</td>
</tr>
<tr>
<td>Privacy issues e.g. invasion by hackers</td>
<td>4.512</td>
<td>1.414</td>
</tr>
<tr>
<td>Information sharing among stakeholders</td>
<td>3.720</td>
<td>0.725</td>
</tr>
<tr>
<td>High cost of investment</td>
<td>3.680</td>
<td>0.683</td>
</tr>
<tr>
<td>Mistrust of using the system i.e. fear of enhancing forgery through use of the system</td>
<td>3.646</td>
<td>0.672</td>
</tr>
<tr>
<td>Prior negative experience of adopting IT</td>
<td>3.427</td>
<td>0.615</td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

From these findings in table 4.5, the respondents indicated that ICT literacy affects effectiveness of M&E of projects in their offices to a great extent followed by Security
concerns e.g. viruses and loss of information affects effectiveness of M&E of projects in their offices.

However, information sharing among stakeholders, High cost of investment, Mistrust of using the system i.e. fear of enhancing forgery through use of the system and Prior negative experience of adopting IT were found to affect the effectiveness of M&E of projects in their offices to a moderate extent. The responses on privacy issues, Experience, ICT literacy and System incompatibility with stakeholders/partners had very large standard deviations. This shows inconsistency on the effect of the indicators on effectiveness of M&E projects.

ICT has visibly revolutionized how organisations carrying out M&E can use the technology to achieve better impacts and results. However, the use of modern technologies in M&E efforts can seem irrelevant or daunting to those operating in scarce resource settings, particularly if there is low existing capacity or little experience with these new tools and approaches. The large deviation in experience and ICT literacy at the county government could be attributed to the high demand of skills and experience in executing M&E systems such as use of software that analyze and store data, for example SPSS or Excel; motorized and non-motorized vehicles for transporting staffs to data collection activities; and telephones and/or mobile phones and GIS tools which most employees are not very familiar with. The findings conforms with Hovland (2007) findings that mobile network access and internet connectivity are essential resources that aid M&E functions, such as collection of data, dissemination of information, teleconferencing and secondary research. Mobile phones, new platforms and repositories, and even software for reporting have reduced costs and time, improved data validity, and increased the ease of implementation.
4.7 Measures of Monitoring and evaluation

The respondents were additionally requested to state the trend to effective monitoring and evaluation in the County. Their responses were as shown below.

**Table 4.5: Measures of Monitoring and evaluation**

<table>
<thead>
<tr>
<th>Measures</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accurate M&amp;E reports</td>
<td>4.406</td>
<td>0.699</td>
</tr>
<tr>
<td>Utilization of Reports</td>
<td>4.173</td>
<td>0.866</td>
</tr>
<tr>
<td>Verifiable indicators</td>
<td>4.111</td>
<td>0.782</td>
</tr>
<tr>
<td>Traceable progress</td>
<td>4.094</td>
<td>1.010</td>
</tr>
</tbody>
</table>

*Source: Research Data (2017)*

From the tabled results above, respondents stated that Accurate M&E reports, Utilization of Reports, Verifiable indicators and Traceable progress have greatly improved at the Machakos County Government. The findings are in line with Musomba et al., (2013) that the County Governments have been facing serious challenges in managing projects and meeting the conditions required for the success of these projects. Inadequate personnel lacking the required project management skills, inadequate financial resources, inefficient project planning, local political interference and lack of involvement of the various project stakeholders are some of the challenges facing county governments.
Table 4.6: Challenges towards achieving the effective performance of the County

<table>
<thead>
<tr>
<th>Challenges in Effective M&amp;E</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interference from the politicians</td>
<td>4.744</td>
<td>0.968</td>
</tr>
<tr>
<td>Corruption from the contractors on some officers involved in M&amp;E</td>
<td>4.619</td>
<td>0.612</td>
</tr>
<tr>
<td>Lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information.</td>
<td>4.646</td>
<td>0.505</td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

From the results in table 4.6, the respondents strongly agreed that interference from the politicians, inadequate accountability, mainly for monitoring and reporting on performance information, ambiguous target setting and low quality of performance information and corruption from the contractors on some officers involved in M&E is a challenge towards achieving the effective performance of the County.

4.9 Regression Analysis

Table 4.7: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.809</td>
<td>0.655</td>
<td>0.632</td>
<td>0.160</td>
</tr>
</tbody>
</table>

Source: Research Data (2017)
Table 4.8 is a model fit which establish how fit the model equation is fitting the data. The adjusted R2 was used to show the predictive power of the study model and it was found to be 0.632 implying that 63.2% of the variations in effectiveness of M&E of projects funded by County Government of Machakos are explained by technical expertise of staff, Stakeholder participation, budgetary allocation and ICT adoption. This shows the there are other therefore means that other factors not included in this research but contributes 36.8% of the relationship between project management practices and efficiency of monitoring and evaluation of projects funded by Machakos County Government, Kenya. Therefore, extra research should be done to scrutinize the other factors (36.8%) that affect effectiveness of monitoring and evaluation of projects financed by County Government.

Table 4.8: ANOVA results

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>3.041</td>
<td>4</td>
<td>0.760</td>
<td>28.438</td>
<td>2.89E-13</td>
</tr>
<tr>
<td>Residual</td>
<td>1.604</td>
<td>60</td>
<td>0.027</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>4.645</td>
<td>64</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

From the ANOVA statistics in table 4.8, the probability value of 2.89E-13 which is less than 0.005 indicates that the regression relationship was highly significant in predicting how technical expertise of staff, Stakeholder participation, and budgetary allocation and ICT adoption influenced the effectiveness of M&E of projects funded by County Government of Machakos. That is, there is a significant relationship between the effectiveness of M&E and
the independent variables (technical expertise of staff, Stakeholder participation, and budgetary allocation and ICT adoption).

In summary the study found that technical expertise of staff, Stakeholder participation, budgetary allocation and ICT adoption positively and significantly affected the effectiveness of M&E of projects funded by County Government of Machakos. Overall, budgetary allocation had the greatest effect on the effectiveness of M&E of projects funded by County Government of Machakos, followed by technical expertise of staff, then Stakeholder participation while ICT adoption had the least effect to the effectiveness of M&E of projects funded by County Government of Machakos.

Table 4.9: Regression Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>1.672</td>
<td>0.516</td>
<td>3.240</td>
<td>1.95E-03</td>
</tr>
<tr>
<td>Technical expertise of staff</td>
<td>0.703</td>
<td>0.223</td>
<td>0.146</td>
<td>3.152</td>
</tr>
<tr>
<td>Stakeholder participation</td>
<td>0.643</td>
<td>0.191</td>
<td>0.126</td>
<td>3.366</td>
</tr>
<tr>
<td>Budgetary allocation</td>
<td>0.847</td>
<td>0.274</td>
<td>0.045</td>
<td>3.091</td>
</tr>
<tr>
<td>ICT adoption</td>
<td>0.496</td>
<td>0.157</td>
<td>0.142</td>
<td>3.159</td>
</tr>
</tbody>
</table>

Source: Research Data (2017)

The established model for the study was:

\[ Y = 1.672 + 0.703 X_1 + 0.643 X_2 + 0.847 X_3 + 0.496 X_4 \]
The equation of regression above has shown that by incorporating all factors into account (technical expertise of staff, Stakeholder participation, and budgetary allocation and ICT adoption) constant at zero effectiveness of M&E of projects funded by County Government of Machakos was 1.672. The findings presented also show that taking all other independent variables at zero, a unit increase in the technical expertise of staff would lead to a 0.703 increase in the scores of effectiveness of M&E of projects funded by County Government of Machakos. The findings conform with Kent (2011) who showed that the ability of an agency’s staff to meet demands for its services depends on both its numbers and the skills and expertise staff members bring to the job.

The study also revealed that a unit increase in the scores of Stakeholder participation would lead to a 0.643 increase in the scores of effectiveness of M&E of projects funded by County Government of Machakos. This is in tandem with Lemos (2000) who demonstrated that stakeholders can help in the selection and specification of appropriate indicators, verification, triangulation and peer review which in turn can greatly increase the accuracy, credibility and reliability of the selected indicator and measurement.

Further, the findings shows that a unit increases in the scores of budgetary allocation would lead to a 0.847 increase in the scores of co effectiveness of M&E of projects funded by County Government of Machakos. This is in line with Musumba (2012) who showed that the budget of the project must provide a clear and adequate provision for monitoring and evaluation events. He further noted that one of the major setbacks in project success is low budgeting due to unforeseen and fluctuation of cost of materials.

The study also found that a unit increase in the scores of ICT adoption would lead to a 0.496 increase in the scores of effectiveness of M&E of projects funded by County Government of Machakos. The findings conforms with Hovland (2007) findings that mobile network access
and internet connectivity are essential resources that aid M&E functions, such as collection of data, dissemination of information, teleconferencing and secondary research. Mobile phones, new platforms and repositories, and even software for reporting have reduced costs and time, improved data validity, and increased the ease of implementation.

Overall, budgetary allocation had the greatest effect on the effectiveness of M&E of projects funded by County Government of Machakos, followed by technical expertise of staff, then Stakeholder participation while ICT adoption had the least effect to the effectiveness of M&E of projects funded by County Government of Machakos. All the variables were significant (p<0.05) implying that the positive relationship between the independent variables and dependent variable are not by chance.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The essential data findings are discussed and presented in this chapter, conclusion drawn from the findings highlighted and recommendation made there-to. The deductions and recommendations illustrated were focused on addressing the aim of the study. The study further highlighted areas for further studies.

5.2 Summary of Findings

County Governments have been facing serious challenges in managing projects and meeting the conditions required for the success of these projects. Inadequate personnel lacking the required project management skills, inadequate financial resources, inefficient project planning, local political interference and lack of involvement of the various project stakeholders are some of the challenges facing county governments. As a result the study sought to assess the effect of factors influencing effective monitoring and evaluation of projects funded by Machakos County Government, Kenya. The study specifically investigated the effect of staff competency, stakeholder, budgetary allocation and technology adoption on the effectiveness of M&E of projects funded by Machakos County government. The study employed a descriptive survey research design since it allows the researcher to gather information, summarize, present and interpret for the purpose of clarification. The collected data were analyzed using descriptive analysis and then presented in the form of tables and figures for easy interpretation.
5.2.1 Technical Expertise and Effectiveness of M&E of Projects

The study established that technical expertise of staff affects the effectiveness of M&E of projects in their offices to a very great. The study further established that accuracy levels, turnaround time (time taken to complete a task), knowledge in monitoring and evaluation, staff morale, accountability and responsibility among staff, professional and academic qualification and staff that are political appointees affects the effectiveness of M&E of projects in their offices to a great. Therefore, competency/expertise of the staff is vital to determine the accuracy, taken to complete a task and accountability of the staff.

5.2.2 Stakeholder Participation and Effectiveness of M&E of Projects

The study also found that stakeholder participation affects the effectiveness of M&E of projects to a great extent. The findings also disclosed that effectiveness of M&E by the County Government can only be achieved if all the stakeholders actively participate and they involve the contractors to the respective projects during M&E. The study further found that active involvement of communities during the M&E activities leads to effective M&E. However, the government was found to be delaying the effectiveness of M&E by not laying down the slots for engaging all the stakeholders during M&E activities. Stakeholder participation ensures people decision-making processes and decision-making capacity of governments at different levels. Lemos (2000) also demonstrated that stakeholders can help in the specification and choosing of proper indicators, authentication, triangulation and peer review which in turn can greatly increase the precision, reliability and credibility of the selected indicator and measurement.
5.2.3 Budgetary Allocation and Effectiveness of M&E of Projects

The study established that budgetary allocation affects the effectiveness of M&E of projects to a great extent. The study further deduced that monitoring and evaluation budget should be about 5 to 10% of the entire budget to facilitate the effectiveness of M&E projects funded by the County. Thus, a good M&E budget should estimate the costs, staff, and other resources that are needed for M&E work.

The study also found that the project budget should provide a clear and adequate provision for monitoring and evaluation events and that monitoring and evaluation budget can be delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project running.

5.2.4 ICT Adoption and Effectiveness of M&E of Projects

The study found that ICT adoption affects the effectiveness of M&E of projects funded by Machakos County government to a great extent. ICT aspects such as ICT literacy, System incompatibility with stakeholders/partners, Experience and privacy issues e.g. invasion by hackers have great effect on effectiveness of M&E of projects funded by the County government.

On the measures of Monitoring and evaluation, Accurate M&E reports, Utilization of Reports Verifiable indicators, Traceable progress were found to have improved to a great extent. However, a number of issues were identified to have negative effect (challenge) on the effectiveness of M&E of projects funded by the County government. These were; interference by the politicians, lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information and corruption from the contractors on some officers involved in M&E is a challenge towards achieving the effective performance of the County. The findings
are in line with Musomba et al., (2013) that the County Governments have been facing serious challenges in managing projects and meeting the conditions required for the success of these projects. Inadequate personnel lacking the required project management skills, inadequate financial resources, inefficient project planning, local political interference and lack of involvement of the various project stakeholders are some of the challenges facing county governments.

In summary the study found that technical expertise of staff, Stakeholder participation, budgetary allocation and ICT adoption positively and significantly affected the effectiveness of M&E of projects funded by County Government of Machakos. Overall, budgetary allocation had the greatest effect on the effectiveness of M&E of projects funded by County Government of Machakos, followed by technical expertise of staff, then Stakeholder participation while ICT adoption had the least effect to the effectiveness of M&E of projects funded by County Government of Machakos.

5.3 Conclusion

The study concludes that technical expertise of staff affects the effectiveness of M&E of projects in their offices to a great extent. Accuracy levels, turnaround time (time taken to complete a task) and knowledge in monitoring and evaluation of the staff affects the effectiveness of M&E of projects to a great. Competent staffs who are able to carry out information collection, data analysis, report preparation, sharing, and reflection and information dissemination positively affect the effectiveness of M&E projects. As such the competency of the staff is vital to determine the accuracy, taken to complete a task and accountability of the staff.

The study also concludes that stakeholder participation affects the effectiveness of M&E of projects to a great extent. The effectiveness of M&E by the County Government can only be
achieved if all the stakeholders actively participate and they involve the contractors to the respective projects during M&E. The study further concludes that the government delays the effectiveness of M&E by not laying down the slots for engaging all the stakeholders during M&E activities.

The study concludes that budgetary allocation affects the effectiveness of M&E of projects to a great extent. The study further concludes that to effectively achieve effective M&E projects a good M&E budget estimating the costs, staff, and other resources that are needed for M&E work is necessary. The study also concludes that the project budget should provide a clear and adequate provision for monitoring and evaluation events to give the monitoring and evaluation function the due recognition it plays in project running.

The study found that ICT adoption affects the effectiveness of M&E of projects funded by Machakos County government to a great extent. Internet connectivity and mobile network access have facilitate M&E functions such as data collection, information dissemination, teleconferencing and secondary research. The study further concludes that interference by the politicians, lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information and corruption from the contractors is a challenge towards achieving the effectiveness of M&E projects funded by the County.

5.4 Recommendations

The study established that technical expertise of staff affects the effectiveness of M&E of projects funded by the County Government to a very great. The study therefore recommends that when recruiting monitoring and evaluation officers, their competencies should be based on accuracy levels, turnaround time (time taken to complete a task), knowledge in monitoring and evaluation, and accountability and responsibility.
The study also found that stakeholder participation affects the effectiveness of M&E of projects to a great extent. Therefore, it is recommended that for effectiveness of M&E of projects funded by the county government to be achieved, all the stakeholders should actively participate during the M&E activities. The County government should also lay down slots for engaging all the stakeholders during M&E activities to ensure that people decision-making processes and decision-making capacity of governments at different levels is achieved.

The study further recommends that the project budget should provide a clear and adequate provision for monitoring and evaluation events. The budget should also accommodate unforeseen and fluctuation of cost of materials. The study finally recommends that policies should be created to minimize political interference by politicians, unrealistic target setting and poor quality of performance information and corruption from the contractors so as to achieve the effectiveness of M&E projects funded by the County.

**5.5 Suggestion for Further Studies**

The study recommends that a similar study should also be done on other County governments to find out whether it will yield the same information.

It is noted that this research was confined to factors influencing the effectiveness of monitoring and evaluation of projects funded by Machakos County. It would be interesting for future researchers to conduct similar studies. The study therefore recommends that another study be done to establish the challenges in monitoring and evaluation of projects funded by Machakos County, Kenya. Other researchers could also look at how to strengthen effectiveness of monitoring and evaluation of projects funded by County Governments particularly how to ensure the citizens can participate effectively in monitoring and evaluating their projects.
REFERENCES


Rogito. O.D. (2010). Influence of Monitoring and Evaluation on Projects Performance Case of Youth Enterprise Development Fund in Marani District, Kenya School of continuing and Distance Education. University of Nairobi.


APPENDICES

Appendix I: Research Questionnaire

Personal Information

[1] Gender

Male [☐]
Female [☐]

[2] Age Bracket

18-25 years [☐] 26-36 years [☐]
36-45 years [☐] 46-55 years [☐]
Over 56 years [☐]

[3] Your what is your highest level of education

Diploma ( ) Bachelor’s degree ( ) Masters degree ( ) Philosophy degree ( )

Technical Expertise

[4] To what extent does competency of staff influence effective implementation of monitoring and evaluation of economic stimulus projects in Machakos County?

To a very great extent [ ] To a great extent [ ]
To a moderate extent [ ] To a little extent [ ]
[5] What is the extent to which the following influence effective implementation of monitoring and evaluation of economic stimulus projects in Machakos County?

<table>
<thead>
<tr>
<th>Statement</th>
<th>Very great extent</th>
<th>Great extent</th>
<th>Moderate extent</th>
<th>Little extent</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accuracy levels</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turnaround time (time taken to complete a task)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge in monitoring and evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of experience</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional and academic qualification</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff that are political appointees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Morale</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accountability and responsibility among staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
[6] In your opinion, how else does technical expertise influence the effectiveness of M&E of projects funded by Machakos County Government?

……………………………………………………………………………………………………

……

**Stakeholder participation**

[7] To what extent does a stakeholder perspective influence the institution of effective participatory monitoring and evaluation systems?


d. Great extent □ e. Low extent □
The following strategies statements relate to the stakeholder involvement the M&E activities of the county government to which promotional strategy influences the performance of a company. Kindly select to what extent your company employs the strategy on a scale of 1 – 5 where 1= to a very low/no extent, 2= low extent, 3=moderate extent, 4= to some extent 5=to a very great extent

<table>
<thead>
<tr>
<th>Stakeholder involvement strategy</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>We involve the contractors to the respective projects during M&amp;E</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We actively involve the community during the M&amp;E activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The effectiveness of M&amp;E will be achieved if all the stakeholders actively participate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The government has laid down on the slots for engaging all the stakeholders during M&amp;E activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There are a lot of focus groups held/meetings/open forums during M&amp;E activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In your opinion, how else does Stakeholder participation influence the effectiveness of M&E of projects funded by Machakos County Government?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

Budgetary Allocation for M&E
[10] How adequate is the size of M&E budget?

a) Very inadequate [ ]    b) Quite inadequate [ ]

c) Adequate [ ]    d) Quite adequate [ ]

e) Very adequate [ ]

[11] The following strategies statements relate to the extent to which budget allocation strategy influences the effectiveness of M&E. Kindly select to what extent your county employs the strategy on a scale of 1 – 5 where 1= Strongly disagree, 2= agree 3=moderate extent, 4= Disagree 5=Strongly Disagree

<table>
<thead>
<tr>
<th>Budgetary Allocation</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring and evaluation budget should be about 5 to 10 % of the entire budget,</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The project budget should provide a clear and adequate provision for monitoring and</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>evaluation events.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring and evaluation budget can be obviously delineated within the overall pro</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ject budget to give the monitoring and evaluation function the due recognition it</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>plays in project running,</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

[12] In your opinion, how else does Budgetary Allocation for M&E influence the effect |

iveness of M&E of projects funded by Machakos County Government?...........................................
Section E ICT Adoption

[13] To what extent do the information, communication and technology adoption influence effectiveness of Monitoring and Evaluation of Projects funded by County Government of Machakos?

To a very great extent [ ] To a great extent [ ]

To a moderate extent [ ] To a little extent [ ]

To no extent [ ]

[14] What is the extent to which the following ICT issues influence effectiveness of Monitoring and Evaluation of Projects funded by County Government of Machakos?

<table>
<thead>
<tr>
<th>Statement</th>
<th>Very great extent</th>
<th>Great extent</th>
<th>Moderate extent</th>
<th>Little extent</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT literacy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security concerns e.g. viruses and loss of information</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>System incompatibility with stakeholders/partners</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Privacy issues e.g. invasion by hackers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information sharing among stakeholders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

76
### High cost of investment

### Mistrust of using the system i.e. fear of enhancing forgery through use of the system

### Prior negative experience of adopting IT

[15] In your opinion, how else does Adoption ICT influence the effectiveness of M&E of projects funded by Machakos County Government?

……………………………………………………………………………………………………

……………………………………………………………………………………………………

…………

---

### Monitoring and Evaluation

[16] What has been the trend of the following aspects of effective monitoring and evaluation in the County? Kindly rate them on a scale of 1 – 5 where 1= greatly decreased, 2= decreasing, 3= constant, 4= improved, 5= greatly improved.

<table>
<thead>
<tr>
<th>Effectiveness of M&amp;E in the County</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accurate M&amp;E reports</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilization of Reports</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Verifiable indicators</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Part D: Challenges towards achieving the effective performance of the company

What challenges do you experience in conducting effective M&E where 1=strongly agree, 2=Agree, 3=Some extent, 4=Disagree and 5=Strongly disagree?

<table>
<thead>
<tr>
<th>Challenges in Effective M&amp;E</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interference from the politicians</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corruption from the contractors on some officers involved in M&amp;E</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In your opinion, how can County Government of Machakos improve the effectiveness of Monitoring and Evaluation of Projects?

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

Thank you for your cooperation
Appendix II: Permit from NACOSTI

THIS IS TO CERTIFY THAT:
MR. CHARLES KIOKO KILONZO
of KENYATTA UNIVERSITY, 0-100 Nairobi, has been permitted to conduct research in Machakos County on the topic: PROJECT MANAGEMENT PRACTICES AND MONITORING AND EVALUATION OF PROJECTS FUNDED BY MACHAKOS COUNTY GOVERNMENT, KENYA for the period ending: 9th March, 2018

Applicant’s Signature

Director General
National Commission for Science, Technology & Innovation

Permit No: NACOSTI/P/17/66468/15574
Date Of Issue: 10th March, 2017
Fee Received: Ksh 1000
Appendix III: Research Authorization Letter

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

Our Ref: D53/OL/CTY/24775/2014
DATE: 25th January, 2017

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR KILONZO CHARLES KIOKO – REG. NO.
D53/OL/CTY/24775/2014

I write to introduce Mr. Charles Kioko who is a Postgraduate Student of this University. He is
registered for MBA degree programme in the Department of Management Science.

Mr. Kioko intends to conduct research for a MBA Project Proposal entitled, “Project
Management Practices and Monitoring and Evaluation of Projects Funded by Machakos
County Government, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

MRS. LUCY N. MBAABU
FOR: DEAN, GRADUATE SCHOOL

80