

**MONITORING AND EVALUATION AND PERFORMANCE OF
CONSTITUENCY DEVELOPMENT FUND PROJECTS IN GARISSA
COUNTY , KENYA**

ABDULLAHI HASSAN ABDI

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DECLARATION

This research project is my original work and has not been presented for award of a degree in any other University or any other award and this project should not be used for any other award by any other person without prior authority by the university.

Signed:.....Date:

Abdullahi Hassan Abdi

D53/OL/GAR/26960/2015

This research project has been submitted for examination with my approval as the University supervisor.

Signed:Date:

Ms. Gladys Kimutai

Lecturer management science department

Kenyatta University

DEDICATION

This work is dedicated to my lovely wife, children and friends for their support and encouragement during the whole period of writing this research project.

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I would like to express my heartfelt gratitude to Almighty God for granting me all His abundant bounties throughout this study. Special thanks also go to my supervisor Ms Kimuta for her persistent encouragement and valuable criticisms about the content, flow and meaning of this project. May God Bless him abundantly

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OPERATIONAL DEFINITION OF TERMS

A stakeholder analysis	Methods for recognizing who the associations inward and outer partners are, what their desires are from the association, how they impact and assess the association, what the association needs from them, and that they are so essential to the achievement of the association.
Budgeting	estimate of costs incomes and assets over a predefined period, mirroring a perusing of future budgetary conditions and objectives.
Constituency development fund	Funding arrangement that channel cash from focal government straightforwardly to appointive voting demographic for neighborhood foundation ventures.
Evaluation	Includes evaluating the quality and shortcoming of undertakings, approaches and staff Products and associations to enhance their adequacy.
Full contract	A project assigned to a contractor by CDF office to put up a project and hand over the complete work.
Logical framework	Is an expository and administration apparatus which is currently utilized by most multi-sidelong and bi-parallel guide organizations NGO's and by many accomplices and

governments, for administration of improvement ventures.

Monitoring

Irregular customary or flighty course of action of observations in time, finished to show the level of consistence with a characterized standard or level of deviation from expected standard.

Tool

Implement especially one held in the land, used to carry out a particular function.

ABBREVIATIONS & ACRONYMS

ADB	African Development Bank
ASDSP	Agricultural Sector Development Support Programme
CDF	Constituency Development Fund
CDFC	Constituency Development Fund Committee
EVA	Earned Value Analysis
FAM	Fund Accounts Manager
GOK	Government of Kenya
LATF	Local Authority Transfer Fund
M&E	Monitoring & Evaluation
NMES	National Monitoring and Evaluation System
PMC	Project Management Committee
SME	Small and Medium Enterprises
UNDP	United Nations Development Programme

ABSTRACT

Monitoring and evaluation is a crucial aspect of project management which collects systematic data of any project from inception to implementation. The Constituency Development Fund (CDF) Act of Kenya and Implementation Guidelines from the Constituency Development Fund (CDF) Board focuses on the Constituency Development Fund (CDF) projects monitoring and evaluation, a responsibility tied to different stakeholders of the project. Overtime, there have been various and varying problems facing the Constituency Development Fund (CDF) operations that result in poor performance of the projects. Some of the issues include, improper project implementation a factor that hinders the project's accomplishment time. Qualified expertise' advice is ignored, public participation is not taken to account, data collected through M&E is not utilized to make informed decisions in regard to the projects. In regard to CDF management, the study's objectives involve assessing the influence of technical expertise on CDF's performance in establishing the impact of stakeholder participation of CDF projects. Besides, the study focuses on investigating the impact of approach/design of the progress of CDF projects and in determining the impact of feedback of performance of CDF projects in Garissa County, Kenya. In the end of it some projects do not get completed and when they do, do not meet the threshold impact or outcomes envisaged in such projects leading to waste of public funds. The scope of the study was Laisamis constituency development fund 2014/2015 approved projects in Garissa County. This study employed a descriptive survey research design. The target population was 71 respondents from which a census was carried out. Numerical data collected using questionnaire was coded and analyzed with help of a Statistical Package for Social Scientists (SPSS). Data collected was analyzed and interpreted based on the identified Independent variables and relate their effects on the dependent variables. Descriptive statistics used was frequencies, percentages, measures of central tendency and measures of dispersion while inferential statistics was Pearson moment of correlation and regressions. The respondents indicated that the M&E team incorporates relevant government departments' officers and have adequate knowledge and skills. The respondents however disagreed to the statement that Monitoring and Evaluation is carried out frequently as shown by a low mean and a standard deviation. The respondents also agreed with a high mean that participation of stakeholders is essential to effective implementation of M&. The respondents also agreed that the stakeholders have knowledge of M&E practices. The respondents agreed that there are clear statements of measurable objectives on CDF projects as well as structured set of indicators on CDF projects. The respondents also agreed that There is a project monitoring & feedback system in place which is done on a monthly basis. It was also established that project monitoring feedback for CDF projects is a continuous process and CDF stakeholders are usually involved in Monitoring and Feedback of the projects. The respondents however agreed that the projects is completed within budget and implemented according to the original design. A deficiency in monitoring and evaluation is characterized by lack of technical skills among M&E professionals and other stakeholders, poor M&E approaches/designs, lack of proper stakeholder involvement, inadequate means of monitoring and evaluation data storage, poor data processing, poor means of dissemination of monitoring and evaluation information. The study established that those charged with the responsibility of carrying out M&E, comprising officials from CDF management were not empowered with appropriate skills and knowledge, consequently it is recommended that they should be appropriately empowered with the necessary knowledge in order to have the grasp of these tools in order to utilize them. It is recommended that CDF management staff should include a quantity surveyor. More monitoring and evaluation professional should be employed in order to carry out a credible M&E exercise of CDF projects. It was noted that many projects had stalled due to inconsistency in funding and change of political leadership.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Governments are continuously faced with the huge challenge in their institutions of supervising the implementation of numerous planned projects in an effective manner through application of abiding methodologies. The projects are to a great extent required to create a strong foundation base for a future successful nation. National duties of public institutions in the direction of sustainable development are largely expected with infrastructure assuming a significant position in the economic sector growth. According to a study by World Bank (2014), there exist a close connection between infrastructure presence and Gross Domestic Product (GDP) growth. Empirically and naturally, the investment of infrastructure possesses an important effect against national economic growth. In the age of globalization, the national economy is yet to be released from universal economy, whereas the national economy is the subsequent of the local economies.

In Kenya there are numerous factors that affect development projects implementation including; politics, corruption, financial embezzlements, tribalism/nepotism, misplaced priorities, low levels of technology (World Bank, 2012). In UNDP's (2010) report, most of the Kenyan projects fail due to nepotism and tribalism. Such factors largely contributed to the decision of establishing new constitution specifically meant to spread development across different communities no matter of their tribal line. On the other hand, as from GOK's (2014) report, Kenya's government has always made key changes and improvements in infrastructural projects, education, mining projects, water projects, SMEs projects and general industrialization as from the promulgation

of the new constiti. The 47 counties in Kenya own their projects and development plans, fund part of their projects and get the deficit financial possessions from the central government (Republic of Kenya, 2013). Nonetheless, performance during the process of implementation of projects in the counties continues to not be up to expectations as a result of several reasons. The lack of explicit internal co-ordination mechanisms as well as regulations in public institutions, absence of enough personnel, and lack of motivation for the projects through late pay or no pay at all have heavily contribute to failing or stalling of projects.

1.1.1Project Performance

A normal project undergoes three stages; pre-project implementation, project implementation and post-implementation stages. Currently, world over, the element of how projects are performing has become a critica item in the evaluation. The appraisal of projects even in the regional scene has become so critical in informing stakeholders the worthiness of those undertakings against desired results. In Kenya, the government has followed the global trend of monitoring and evaluation to measure how projects are performing against the initial aim for which they were commissioned. Execution of an undertaking can be considered because of the procedure and the nearness of the procedure (Bai and Yang 2011). For a task administration to be compelling, it is critical for them to comprehend and acknowledge the undertaking execution estimation or pointers.

The quality part is critical in each bit of undertaking projects that goes about as an affirmation to guarantee the meander accomplishes the most bewildering standard controlled by the clients. Quality inside the headway business as the totality of

highlights required by a thing or associations to fulfill a given need, and in addition prosperity for reason (Parfitt and Sandivo, 1993).

1.1.2 Monitoring and Evaluation

Monitoring involves a day to day function that employ systematic periodic collection of information associated to specific indicators in projects. Besides, monitoring and evaluation can be described as a process that can be used by project managers in order to improve project performance and result achievement. The objective of M&E is to enhance present and future administration of yields, results and effect (UNDP, 2002).

Checking gives fundamental contributions to assessment and thusly constitutes some portion of the general assessment methodology. Assessment is a sorted out and target evaluation of a progressing or closed approach, program/venture, its plan, execution and results. The point is to give convenient appraisals of the significance, productivity, viability, effect and maintainability of intercessions and general advance against unique goals. As per Ballard et al. (2010), checking and assessment is a procedure that helps program implementers settle on educated choices in regards to program operations, benefit conveyance and program adequacy, utilizing target prove.

Project basic limit and specifically information frameworks and data frameworks are additionally fundamental for observing and assessment work out (Hassan, 2013). A viable checking and assessment is a noteworthy supporter of venture achievement and subsequently the utilization of innovation to compliment the endeavors of the M&E group will reinforce it; which will thusly prompt esteem expansion by the group. Overseeing Stakeholders, collaboration among individuals and observing the advance of the venture work are a portion of the key procedures used to deal with the task work (Georgieva and Allan, 2008).

A decent observing group is the one that has great partners' portrayal. Moreover a M&E group which grasps cooperation is an indication of quality and an element for better undertaking execution. Gwadoya, (2012) expressed that there exists a mutual requirement for legitimate comprehension of Monitoring and Evaluation hones in ventures. This means there is absence of shared comprehension of Monitoring and Evaluation rehearses in the activities among the different groups. With legitimate upgrade and capacitating of the checking groups, there would be more cooperation and consequently greater efficiency.

1.1.3 CDF Projects in Garissa County

The CDF was built up in 2003 through the CDF Act in The Kenya Gazette Supplement No. 107 (Act No. 11) of ninth January 2004. The store expects to control awkward nature in territorial advancement. It focuses on all electorate level advancement ventures, especially those meaning to battle neediness at the grassroots. The reserve contains a yearly budgetary allotment proportionate to 2.5% of the administration's customary income. A movement tabled in parliament trying to expand this allotment to 7.5% of government's income was as of late gone in parliament. 75% of the reserve is dispensed similarly among all voting public. The staying 25% is dispensed according to electorate destitution levels. A greatest 10% of every voting public's yearly distribution might be utilized for a training bursary plot. CDF is overseen through 4 advisory groups 2 of which are at the national level and 2 at the grassroots level.

The CDF was begun with a dream to be the best and productive establishment in the conveyance and usage of open assets went for encouraging the arrangement of water, wellbeing administrations, and training in all parts of the nation including remote

territories that never profit by reserves distribution in national budgets(Ochieng and Tubey, 2013) the point of CDF is to increment provincial earnings by raising levels of farming, business and mechanical venture, diminishment of joblessness in the country territories by expanding wage work out in the open and private tasks, setting up successful methodology and systems for speedy country advancement in Kenya all in all, applying strategies and the procedures to other provincial improvement extends in comparable zones and enhancing improvement capacity of open overseers in the field. CDF goes for redistributing national assets to the group to enhance country economy, reduce destitution, make business, and raise the way of life of Kenyans. It tries to convey administrations and offices nearer to the general population in order to lessen poverty(Ochieng and Tubey, 2013).

For CDF operations, procurement has remained questionable to all stakeholders (ranging from the members of parliament-MPs, the public, private firms, suppliers and Community Based Organizations-CBOs) with a lot of grey areas ranging from tender or quotation advertisement, opening process, unjustified tender/quotations evaluation, unclear awarding of the bids as well as inactive or total lack of a receipt, inspection and acceptance committee. Professionals have also pointed a finger at entrepreneurial attitude of SMEs meant to bid for supply of materials, goods and services, governance has been an issue as contained in a report by the International Governance Institute (IGI Kenya, 2010) as well as Monitoring and Evaluation as pointed out by a recent NIMES (2009/2010) report which reports that it is difficult for one to effectively determine whether or not M & E of CDF projects is done as expected of an M & E exercise. The effect of these factors is that various CDF projects, nearly 60%, remain behind schedule or abandoned (Mutunga, 2009). It is critical to note that CDF will remain ineffective, misappropriated, embezzled and thus remain under performing if

procurement process is poorly done, SMEs remain with a don't care attitude, there is poor governance and political interference, monitoring and evaluation processes is poorly done as well if the SMEs do not strive to improve their capacity.

Streamlining of CDF operations especially procurement process, entrepreneurial attitude change by constituency SMEs, proper governance free of political interference, monitoring and evaluation urgently need re-engineering so as to be geared towards attaining value for money through these very factors enhancing performance of the CDF funded projects as well as not being a perpetual hindrance to Constituency Development Fund projects as has been the case since its inception in 2003 through the CDF Act 2003.

The unnecessary processes that make the total acquisition cost (TAC) of items to be expensive rather than economical need policies to be put in place and Public Procurement Oversight Authority (PPOA) and other supervisory government agencies mandated and facilitated to enforce so that delays of CDF funded projects becomes a thing of the past which will go a long way in ensuring that the tax-payer gets value for money through timely services provision by CDF and attains the Kenya Vision 2030 by individually and collectively making their constituencies (and thus Kenya) “globally competitive and prosperous with a high quality of life by the year 2030” (Ministry of State for Planning, National Development and Vision 2030; GOK).

1.2 Statement of the Problem

There have been a lot of challenges which have annulled the advantages of CDF activities leading to poor performance of CDF projects. The issues consist of improper implementation of the projects leading to lateness in project fulfillment. A

research by Rutere(2009) reveals that procurement is a cause for stalling of CDF projects in North Imenti Constituency.

As indicated by the CDF Status Report, (2009) arranged by the TISA, CDF contributes more than 10% to all improvement of Kenya however it has been damaged by rehashed allegation of mishandling of assets and poor execution of tasks abandoning some inadequate. The CDF was set up in 2003 through a demonstration of parliament in LATF neglected to enhance benefit conveyance to the general public (GoK, 1998). It went for enhancing administration conveyance, mitigating neediness, upgrading monetary administration and at last adding to financial improvement.

The CDF is gone for impelling improvement in the bodies electorate. In the course of the most recent ten years (2003 – 2012), different improvement have been accomplished in spite of the fact that there is nonstop objection from partners on the administration of the activities subsidized by CDF and this is faulted for insufficient observing and assessment structure directed by Constituency Development Fund Committee (CDFC).Malala(2012) in his research conducted in Kikuyu Constituency asserted that the research revealed that notable factors that affect the performance of CDF funded projects in Kikuyu Kenya are M&E, procurement process political interference among others.

National Monitoring and Evaluation System, NMES(2009/2010)Report reports that that it is difficult for one to effectively determine whether or not M&E of CDF Projects is done as expected of an M & E exercise. In most cases the element of M&E tools were not and has not been evidently emphasized hence the need to establish a process that will enhance the impact of Monitoring and Evaluation on CDF projects in Laisamis constituency. The effect of these factors is that various CDF projects, nearly

60 %, remain behind schedule or abandoned (Mutunga, 2009). It is critical to note that CDF will remain ineffective, misappropriated, embezzled and thus remain under-performing if procurement process is poorly done, SMEs not prudently utilizing resources, there is poor governance and political interference, monitoring and evaluation processes is poorly done as well if the SMEs do not strive to improve their capacity. It is against the above problems as established by the previous reserchers that this study sought to delve into assessment of CDF projects performance against the backdrop of Monitoring and Evaluation in Garissa Couty, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The main purpose of the study involves establishing the influence of monitoring and evaluation on the performance of Constituency Development Fund projects in Garissa County , Kenya.

1.3.2 Specific Objectives

The study was conduced under the following precise objectives:

- i. To assess the influence of technical expertise on performance of Constituency Development Fund projects in Garissa County , Kenya.
- ii. To establish the effect of stakeholder participation on performance of Constituency Development Fund projects in Garissa County , Kenya.
- iii. To investigate the effect of approach/design on performance of Constituency Development Fund projects in Garissa County , Kenya.
- iv. To determine the effect of feedback on performance of Constituency Development Fund projects in Garissa County , Kenya.

1.4 Research Questions

The study was guided with the subsequent questions

- i. Technical expertise affects performance of Constituency Development Fund projects in Garissa County , Kenya?
- ii. How does stakeholder participation affect performance Development Fund projects in Garissa County , Kenya?
- iii. How does approach/design influence performance of Constituency Development Fund projects in Garissa, Kenya?
- iv. How does feedback influence performance of CDF projects in Garissa County , Kenya?

1.5 Significance of the Study

The CDF fund managers will profit by the consequences of this exploration by empowering them consolidate instruments and pointers for checking and assessment. Other than they figure out how checking and assessment impact the accomplishment of CDF extends in their voting demographic. The officers accused of observing and assessment like those from the service of devolution and arranging, will be resolved to create smodify or configuration apparatuses that will decide proficiency, viability, pertinence and effect of assessment in order to guarantee extend achievement. Additionally Constituency Development subsidize advisory group together with other littler Committee will be furnished with vital reasoning on the best way to screen and assess venture successfully.

The Member of Parliament will similarly profit by inquire about by giving knowledge on the best way to deal with the advancement finances under their care with trustworthiness and reasonableness while having aware of the requirements of their components.

Investigators can use the study findings to add to their understanding of the influence of monitoring and evaluation on success of Constituency Development Fund projects. The study will offer foundation and resources for supplementary correlated research.

Every one of the partners in the administration and administration of the venture will be sharpened on their parts in the administration of the store. This will pre-purge any contentions and contradictions related with the store.

1.6 Scope of the Study

The study sought to institute the effect of monitoring and evaluation on progress of Constituency Development Fund projects in Garissa County, Kenya. The study targeted the financial year 2014/2015 approved projects for Laisamis constituency. The respondents included the CDF managers and staff, CDF committees and selected government officers. The study will cover the period of 2013 to 2017.

1.7 Limitations of the Study

There is no standard M&E tools formulated for project implementation and completion across the country consequently; the researcher is at liberty to adopt whatever is suitable. Laisamis constituency is expansive and populous hence coverage of all the projects at ward level in the constituency was difficult. In addition the empirical documented data on CDF projects is scanty especially on M&E of the projects as few studies have been carried out in the area. The researcher sought for the support and goodwill of government officers to get data from committee secretaries who are frequent at government offices.

1.8 Organization of the Study

Attaining the study objective, it was arranged into five different chapters. Chapter one comprises of the fundamental basic background of the study, the problem statement,

purpose of the study, research's questions, objectives as well as the study's significance. The chapter as well comprises of the study limitations and delimitations, assumption, key terms definition and the organization of the study. The study, chapter two section largely focuses on the literature review, empirical and theoretical review and the conceptual framework presentation.

Chapter three consists of the study's research methodology a section comprising of target market, sample size, research design, and the sampling procedure. The section further consist of tools, instruments and data collection and analysing methods. On the other is Chapter four that presents the study's data analysis, interpretations and wider discussion of respondents information. Lastly is chapter five which encloses the study's findings summary, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides the theoretical foundation regarding project performance which includes resource based, four stages, stakeholders and uncertainty theories. It also presents the empirical review on the variables of the study. The chapter further identifies the research gaps that this study would fill. It finally concludes with the conceptual framework clearly highlighting the dependent and the independent variables.

2.2 Theoretical Review

Theories discussed under this section are social science theory of evaluation, programme theory, path diagram theory and the theory of change.

2.2.1 Social Science Theory of Evaluation

The Social Science Theory of Evaluation was proposed by Donaldson & Lipsey in 2006. It endeavors to give generalizable and certain learning about the rule that shape social conduct. This theory demonstrates that related knowledge to a given exercise is basic. Absence of learning on hypothesis of assessment would prompt an evaluator rehashing past mix-ups and additionally neglecting to expand on past victories.

Social science theory accept a couple of basic parts in appraisal sharpen. The theory and earlier research can be extraordinarily enlightening for beginning needs appraisal and program outline. Donaldson (2001) noted that a watchful examination of accessible composed work, including crucial examinations, may turn up information about reasonable methods of insight for managing the issues of concern, lessons

found a few solutions concerning what is not necessarily that may spare program fashioners and evaluators time and assets.

2.2.2 Programme Theory of Evaluation

This theory was developed by Paolo Freire (1970) and John McKnight (1987). Program Theory manages an assessment by distinguishing key program components and cohering how the components are required to identify with each other. Information gathering designs are then made inside the system with a specific end goal to gauge the degree and nature of every component's event. Once gathered, the information are broke down inside the system.

At in any case, information that have been amassed by various strategies for knowledge or from various sources on a relative program territory are triangulated. Denzin (2011) displayed a model that gets for laying out the consistent emissaries (whatever should be before a program is operational) exchanges (exercises and yields), and results of a program. The information on the program in operation are veered from what was proposed and to what the measures are for that sort of program.

Rossi (2004) delineates program hypothesis as including the complete game-plan which administers how to accumulate, design, and send assets, and how to manage program hones so the ordinary association structure is conveyed and kept up. The hypothesis likewise manages the association usage engineer which looks the ordinary target masses gets the masterminded measure of the proposed intervention through relationship with the endeavors advantage development structure. At last, it looks the proposed intervention for the fated target individuals achieves the pined for social central focuses (impacts). Rogers, as refered to by Uitto (2000) sees slants of the hypothesis based structure to checking and examination to unite being able to credit

meanders results to particular undertakings or hopes and perceive sudden and undesired program or undertaking comes about. Hypothesis based examinations empower the evaluator to clear up why and how the program is functioning.

2.2.3 Path Diagram Theory

The path diagram theory was proposed by Weiss in 1972. He prescribed utilizing way graphs to show the groupings of ventures between a projects' mediation and the coveted results. This sort of easygoing model enables the evaluator to distinguish the variable to incorporate into the assessment, find where in the chain of occasions the grouping separates, and stay receptive to changes in program execution that may influence the example delineated in the model.

Monitoring and evaluation are personally associated endeavor organization limits and as needs be there is a lot of perplexity in attempting to impact them to manage wanders. Observing and Evaluation are unmistakable however essential. Crawford and Bryce (2003) refute the usage the observing and assessment as it prescribe that we are looking lone limit without making a sensible refinement between the two. To finish checking and appraisal reasonably, there are some essential factors that must be considered. These join usage of apropos aptitudes, sound procedures, tasteful resources and straightforwardness, with a particular ultimate objective to be a quality Jones et al, (2009).The assets here incorporate gifted work force and money related assets. Rogers (2008) recommends the utilization of multi-partners' discoursed in information accumulation, speculation testing and in the intercession, keeping in mind the end goal to permit more noteworthy investment and perceive the distinctions that may emerge.

2.2.4 Theory of Change

This theory was equally proposed by C. Weiss in 1995. Very regularly hypothesis of progress is viewed as a coincidental exercise (as a feature of program arranging, and introductory partner engagement), but then this creates a fairly static premise against which to assess accomplishments. As a general rule, a considerable lot of the goals for explore take-up projects will be refined after some time, and staff will steadily increase more prominent comprehension about arrangement change (with all its capriciousness) in any given setting.

An individual sees the benefits of direct change and cares for it. The benefit oversee gets this speculation of individual direct switch and scales it up to the overall population level. It prescribes that an overall population furthermore encounters a technique of advance before any given regard system is gotten. Endeavors that see this system and work in concurrence with it will most likely empower a driving forward change (Michau and Naker, 2003).

In working up a relating monitoring and evaluation get ready for that goes about as a watching instrument portraying how information from the program will be taken after, developing the framework and plan before practices are executed, making sense of which structure is best to use, different unmistakable structures may be used or requested by affiliations and promoters. A couple of givers combine parts of structures in a changed approach, Others do bar unequivocal heading for programs around the decision of a framework. Tasks ought to pick the sort of structure that best suits their methods and activities and responds to institutional necessities (Bott, 2004).

The study will be majorly anchored on the programme theory and the theory of change. Programme theory guides in the identification of variables and gives a

framework of how to relate the variables. The theory of change is key as it helps in identification of individual behaviour change which relates to how they will view the performance of project.

2.3 Empirical Review

This section reviews the previous research findings on monitoring and evaluation, technical expertise, stakeholder participation, design approach, project feedback and project performance.

2.3.1 Monitoring and Evaluation and Project Performance

Project Performance reports furnish data on the task's execution with respect to scope, plan, cost, assets, quality, and hazard, which can be utilized as contributions to different procedures. Observing and assessing of tasks can be of awesome significance to different players including venture supports as it would guarantee comparative activities are reproduced somewhere else as saw in different undertakings embraced by the budgetary segment which spin around a couple of territories (Marangu, 2012).

Through the survey of writing, the specialist singled out three noteworthy angles in connection to observing and assessment in venture administration. The three viewpoints incorporate quality of the observing group, ways to deal with M&E and stages in venture lifecycle. These three perspectives are clarified in the ensuing passages 2-3-2-1 Strength of the checking group. If the M&E work is situated in a segment or connected with noteworthy power as far as basic leadership, it will probably be considered important (Naidoo, 2011). He additionally clarified that M&E units need to be viewed as including esteem, and should for their own propagation have the capacity to legitimize their endeavors consequently M&E chiefs require

achievement elements to support their validity. This implies the checking group should be improved and reinforced with the end goal for it to have more power which will build its effectiveness. Notwithstanding energy of M&E groups different factors additionally assume a part in fortifying observing groups which incorporates: recurrence of degree checking to recognize changes, Number of people observing task plan, Extent of checking to distinguish cost over runs, (Ling et' al, 2009).

Magondu (2013) additionally noticed that money related accessibility is the primary asset in any practical association to the extent different assets, for example, human are concerned. To set up an observing division, funds are required. He additionally clarifies that staff limit both in numbers and aptitudes are likewise exceptionally instrumental in any successful usage and supportability of observing and assessment. Without important aptitudes it's difficult to ace the administer of any amusement. Along these lines, the staffs should be furnished with the important aptitudes for execution and achievement.

Project basic limit and specifically information frameworks and data frameworks are additionally fundamental for observing and assessment work out (Hassan, 2013). A viable checking and assessment is a noteworthy supporter of venture achievement and subsequently the utilization of innovation to compliment the endeavors of the M&E group will reinforce it; which will thusly prompt esteem expansion by the group. According to Georgieva and Allan, (2008) noted that overseeing stakeholders, collaboration among individuals and observing the advance of the venture work are a portion of the key procedures used to deal with the task work. A decent observing group is the one that has great partners' portrayal. Moreover M&E group which grasps cooperation is an indication of quality and an element for better undertaking execution. Mutual requirement for legitimate comprehension of Monitoring and

Evaluation enhances in projects (Gwadoya, 2012). This means there is absence of shared comprehension of Monitoring and Evaluation rehearses in the activities among the different groups. With legitimate upgrade and capacitating of the checking groups, there would be more cooperation and consequently greater efficiency.

2.3.2 Technical Expertise and Project Performance

Akroyd (2010) attests that monitoring and evaluation are especially vital practices to any extend since it permits a continuous audit of undertaking viability. A key fixing is to screen the different factors and to build up checkpoints at fitting interims amid and after task execution. The procedures/exercises of M&E require abnormal amounts of abilities and capabilities from both the task staff and the implementers. The attention on Capacity Building of the venture staff guarantees a workforce with proper aptitudes to advance participatory and practical usage of the task. This in a roundabout way enables the group to be more explanatory about their circumstances, assets and create suitable intercessions, to address their difficulties (Eggers, 2012).

Skillful administrative initiative ought to be urged to direct adjustments and accomplish supportable activities results. CDF supported projects and ventures must be outlined and overseen with the goal that they allow some adaptability in execution. Plans should here and there be staged and permitted to develop as lessons are learnt, field level directors should along these lines have the capacity to react rapidly to changing needs and needs, and regulatory or money related administration techniques must not be made oppressive.

The specialized limit of the association in leading assessments, the esteem and investment of its HR in the approach making process, and their inspiration to affect choices, can be gigantic determinants of how the assessment's lessons are delivered,

imparted and seen (Vanessa and Gala, 2011). HR on the undertaking ought to be given clear occupation assignment and assignment befitting their ability, on the off chance that they are insufficient at that point preparing for the imperative aptitudes ought to be masterminded. For ventures with staff that are conveyed in the field to complete task exercises individually there is requirement for steady and concentrated nearby help to the outfield staff.

One of the greater parts of working up specialist's aptitudes and limits is the genuine legitimate focus on the agent to twist up obviously better, either as a man or as a supporter of the affiliation. Pearce and Robinson (2004) notes that believed that affiliation joined with extended wants following the open entryway can incite an unavoidable result of enhanced yield by the agent. Evaluation ought to moreover be free and vital. Self-sufficiency is expert when it is finished by components and individuals free of the control of those accountable for the blueprint and use of the progression mediation (Gaarder and Briceno, 2010). Research exhibits that it is fundamental to make sense of what methodologies are fitting to the customers' needs the given setting and issues of data, benchmark and markers Hulme, (2000).

Accomplishments of staff specialized ability through preparing should be energized in all the CDF ventures. Viable preparing ought 'instruct' as well as spur; students must be chosen on justify, incorporate the two men and ladies, and be of direct importance to their work. Learners should likewise be given the chance to apply recently gained aptitudes on fulfillment of preparing. In-nation preparing, for example, at work preparing, coaching and short-course competency based preparing will probably bolster more feasible advantages than abroad courses or long haul 'scholastic' preparing for a couple. In situations where partners are exchanged or leave after some

time, preparing must likewise be rehashed and refresher courses given if the required aptitude base is to be supported all through.

2.3.3 Stakeholder Participation and Project Performance

Donaldson (2003) take note of that connecting with stakeholders in trades about the what, how, and why, of program practices is frequently encouraging for them and furthermore, progresses contemplations and workplaces huge enthusiasm by various accomplice social occasions. Accomplice bolster infers drawing in progression beneficiaries with respect to resources and necessities conspicuous confirmation, suspecting the use of benefits and the honest to goodness use of change exercises (Chitere, 2010). Best practice case shows that a fundamental feature empowering revive of evaluations is accomplice commitment. This commitment must be gotten toward the starting circumstances of the Evaluation technique, fuse the assistance of keychampions and sdraw political masters enthused about learning or applyingapparatuss to indicates sufficiency.

Proudlock (2009) expressed that the entire method of effect evaluation and especially the investigation and clarification of results can be by and large redesigned by the assistance of orchestrated recipients, who are after all the principal associates in their own specific change and the best benches of their own condition. Regardless, associates engagement should be overseen mind excessively accessory's alliance could actuate undue impact on the examination, and too little could incite evaluators educating the system (Patton, 2008).

As per Mwangi (2005) despite the way that the CDF enables the social occasion to see the activities near their interests at the Location Development Committee Levels, CDF Act,(2003), it's hard to tell their level of competency in comprehending what is

helpful over the long haul or how to sort out the assignments inside neighbors' regions or bodies electorate for most crazy favored angle. Despite whether the social event partakes in the ID of errands relies on how the MP shapes the cutoff purposes of engagement. There are the general population will's character welcomed and the general population who won't be welcomed in the unmistakable affirmation of endeavors in CDF. The activities saw by those near the MP are said to be passed as having been perceived by the social event (Mungai, 2009).

2.3.4 Design Approaches and Project Performance

Adequacy of assignment viewing and assessment is what's more dependent on the approach of M&E. There are specific M&E approaches that have been singled out through making review. The M&E approaches that have been seen from the made work are clarified in the running with sections. A bit of the review and assessment approaches that may be connected by wind managers and checking packs include: fundamental research; accounting and request; status evaluation; and sensibility estimation (Stem et al., 2005.) Alotaibi (2011) revealed that Saudi Arabia did not have a fitting movement brief laborer execution examination structure, and the seeing affirmation and examination criteria and sub-criteria for an attestation framework. Nonappearance of assessment structure negatively impacts the wander accomplishment.

Possibility of undertaking survey and assessment is in like manner subject to the techniques of M&E. There are particular M&E approaches that have been singled out through making audit. The M&E approaches that have been seen from the made work are cleared up in the running with divides. Bit of the audit and appraisal approaches that might be associated by wind executives and checking clusters include: main

investigate; bookkeeping and confirmation; status assessment; and sensibility estimation (Stem et al., 2005). Alotaibi (2011) in his examination found that Saudi Arabia did not have a fitting advancement brief expert execution evaluation structure, and the seeing assertion and examination criteria and sub-criteria for a verification system. Nonappearance of appraisal structure unreasonably impacts the breeze achievement.

Undertaking Management Institute (2008) detailed related tenets identifying with the watching and controlling of wander development. The watching and info consolidates bits of knowledge about the method change measures nearby early danger ID using deciding reports despite status gives insights with respect to degree, timetable, spending design, and resources (Project Management Institute, 2008). Checking and feedback includes unpretentious components of techniques to screen expand execution and on recognizing potential issues in a favorable way to begin therapeutic mediation.

2.3.5 Project Performance

Researchers have conducted numerous Studies on project performance throughout the last decade. Distinctive undertakingexecution measures have been perceived starting now and into the foreseeable future, which consolidate wander cost, schedule, and quality (Atkinson, 1999). As showed by Freeman and Beale (1992) these execution measures are for the most part called liberal focuses in meanders. Moreover, there are substitute perspectives that ought to be combined to check expand execution. Delicate measures are joined as a portion of assessing meander execution (Pinto and Pinto, 1991). Occasions of touchy measures or non-critical viewpoints merge customer faithfulness and accomplices' execution. Chan and Tam (2000) found that a few more

points of view used to assess meander execution, for example, security and flourishing, supportiveness, client need and general execution.

Undertaking cost is a champion among the most broadly watched measures used to check grow execution. Undertaking bunches are decidedly filtering for approaches to manage direct entire the meander inside the cash related technique. The most extraordinary of an endeavor get-together to finish inside the cost is endeavoring, as there are reliably vulnerabilities and changes happening all through a change meander. Cost can be delineated as how much the general conditions drive the zenith of an undertaking inside the surveyed spending plot (Bubshait and Almohawis, 1994). Cost can be surveyed, in setting of cost arrangement found by the change between the true blue cost and the dealt with cost of an errand.

Errand timetable or undertaking length is always used to assess meander execution. Proprietors and accomplices see cross of an undertaking as their first model for meander accomplishment (Lim and Mohamed, 1999). An errand that neglects to finish inside the time development given for the breeze was not running as easily as it should. The term of an undertaking can be seen as the time investigate from the begin of site work (preconstruction make) to the meander's closeout (post advance oversee).

An undertaking joins preconstruction, change, and post advance stages. Amidst these stages, there are changing errands performed, from site tries to giving over a finished set out to the end clients. The measure of critical worth is subjective; regardless, Freeman and Beale (1992) recommends that it wires meeting particular necessities as one of the quality parts. Moreover, a finished errand ought to be utilitarian and this is best overviewed with the quality and particular stray pieces accomplished.

Liu and Walker (1998), fulfillment is one of the properties of meander achievement. This is a bit on the touchy side of undertaking execution measures, or by and large called sketchy segments. It is essential for the client to be content with the got done with undertaking, as it goes about as a pointer on the alliance's execution. Clients are constantly are fulfilled, if the probability of connection gave beats or if nothing else fulfills their necessities. The purpose of restriction of an errand relationship to complete the endeavor to the end customers' need may grow an affiliation's reputation and result in all the all the also working relationship as time goes on.

2.4 Summary and Research Gap

In spite of the fact that the examinations completed principally managed basic achievement components, checking and assessment being one of them, few of the investigations have concentrated on observing and assessment in disengagement and in a more noteworthy detail. A few different investigations assessed additionally centered around checking and assessment for instance (Marangu, 2012) yet none have routed to the particular connection amongst observing and assessment in connection to extend achievement. This is the primary hole that this examination looks to address.

In Africa and creating nations, including Kenya, political impact assumes a noteworthy part in venture administration financed by CDF, all the more so in people in general segment. One of the models that is utilized by the government officials in controlling tasks is the sacrosanct dairy animals show, where the lawmaker or a capable individual in the association directs on the activities to be actualized. Political impact is not out of the ordinary in venture administration and this incorporates observing and assessment perspective. The audit of writing proposes that there are

examines that have been completed generally from USA, Malaysia, Iran, India, Nigeria, United Kingdom, and so forth. Very little of the investigations have been done on the checking and assessment in connection to extend accomplishment from a Kenya's point of view. The few that have been done have not engaged into observing and assessment as a key undertaking achievement factor (Magondu, 2013). Thus, a different knowledge gap to be expressed in the study in an effort to add to the body of knowledge is to give the research a Kenyan perspective.

2.5 Conceptual Framework

The conceptual framework defines the mental stretch of the study in formulating the linkage between the dependent variable and the independent variables. The independent variables are further dissected into their measurable indicators. The independent variables are the aspects of monitoring and evaluation while dependent variable is the performance of projects as shown in figure 2.1.

Independent variables **Dependent variable**

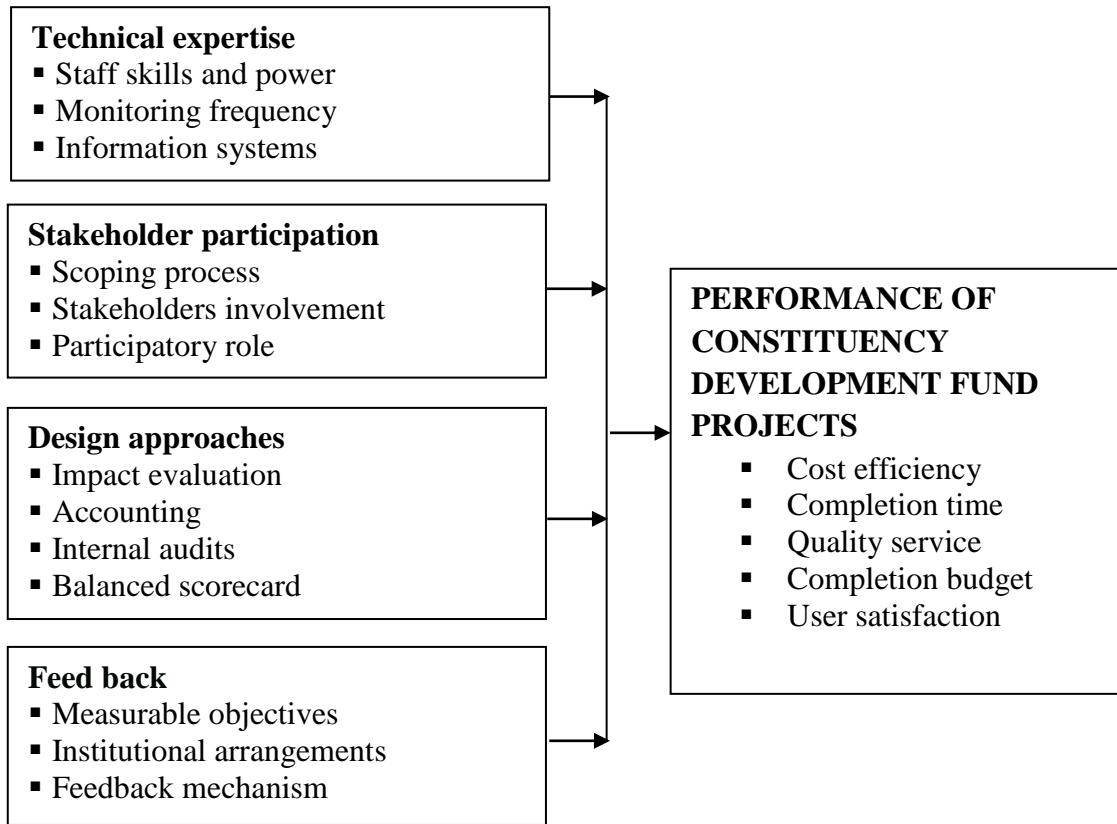


Figure 2.1: Conceptual Framework

Source: Author (2018)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The section displays the examination plan and the philosophy that will be utilized as a part of this investigation. It additionally features the exploration configuration, target populace, examining system and test measure, the strategies for information accumulation, the instruments for information gathering and methodology, pre-testing of instruments quality control which incorporates legitimacy, unwavering quality, data analysis and presentation.

3.2 Research Design

The entire study utilized descriptive survey. The survey technique was utilized by the analyst as the fitting strategy for the current study since it is the most ideal in gathering information about the attributes of a substantial populace as far as being practical and inside the imperatives of time accessible. In addition, the survey utilized as the primary apparatus for information accumulation (Harrison and Clock, 2004). It will likewise create information in light of genuine perception which makes the information exact. Distinct information are commonly gathered through a poll overview, meet or by perception (Mugenda & Mugenda, 2003).

3.3 Target Population

A population is characterized as the total arrangement of subject that can be contemplated: individuals objects, creatures, plants, associations from which an example might be gotten (Shao, 2011). The objective population comprised of all the task administration council individuals accused of observing and assessing all the CDF extends inside Laisamis Constituency. Self regulated survey was purposively given to key sources who have data, for example, CDF venture organizer and Fund

Accounts Manager. In this way gatherings were likewise be masterminded with either these officers to clear up a few answers given in the surveys. The population under study was picked based on their command to monitor and assess projects embraced under Constituencies Development Fund. In the financial year 2016/2017 there were 68 approved projects by the CDF board for Laisamis constituency. The projects were categorized as follows; primary education projects (35), secondary education projects (14), health projects (1), water projects (10), Roads (7), environmental projects (1). A total of 71 respondents targeted in this study, this was the 68 PMC's representatives, the constituency FAM, the constituency national treasury accountant and the constituency Development Officer.

3.4 Sample Size and Sampling Technique

The study used census method to pick 100 per cent of the Project Management Committee members in all wards in the constituency totaling to 71. At the PMC level purposive sampling was used to obtain 71 respondents purposively to include PMC's representatives, the constituency FAM, the constituency national treasury accountant and the constituency Development Officer.

Other respondents to be sampled include the fund accounts manager, project coordinator and constituency development officer.

Table 3.1: Sample Size

Cadres of Staff	Population	Sample size
PMC Representative	21	21
Constituency treasury	40	40
Development officers	10	10
Total	71	71

Source: Author 2018

3.5 Data Collection Instruments

Under data collection section, questionnaire were applied in collecting information. Shao (2011) characterizes a questionnaire as a prescribed arrangement of inquiries or proclamations intended to assemble data across different respondents that achieve examine objectives. In attaining the study goals, a number of unstructured and organised inquiries would be applied. However, self-managed pools would be picked later one the respondents have responded through the secretaries of the board of trustees. The major informant's questionnaires were directed by the researcher face to face. So as to enhance reaction rates, the scientist kept up phone contacts with the respondents to catch up on information gathering..

3.5 Validity and Reliability of Research Instrument

3.5.1 Validity of Instrument

Validity illustrates the extent on which an instrument under use effectively attains what it should check. The instrument's trustworthiness is based on the time it provides solid results (Kothari, 2004). Internal Validity was proficient by ensuring questions counterchecked each other. The fitting reactions in a couple of requests was to affirm or explain earlier given answers. The request was communicated reliably and progressively in clear lingo. Besides, much guidance provided by University Supervisors helped the expert in reviewing the strategy applied in developing the test and furthermore, the test itself and a while later impact a judgment about how well things to address the normal substance zone.

3.5.2 Reliability of Instrument

Keeping in mind the end goal to guarantee reliability of instruments, questions in the surveys will be built and first pre-tried to guarantee consistency in measurement.

Reliability is synonymous with repeatability or solidness and an estimation that yield predictable outcomes after some time (Kothari, 2004). Spearman rank correlation coefficient was utilized to process the relationship coefficient while considering the end goal to set up the degree to which the substance of the surveys was reliable in inspiring the correct reactions each time the instrument will be directed. A correlation coefficient (r) of 0.7 was viewed as sufficiently high in judging the dependability of the instruments. The variables had an average Cronbach's coefficient of 0.861 which illustrates that the instruments of research were efficient, effective and reliable.

3.7 Data Collection Procedure

An introduction letter from Kenyatta University was issued to the researcher for identification by the Garissa County CDF staff and the permission will be sought from the CDF management before data collection. The questionnaires were administered to the respondents through drop and pick later method. Fully completed questionnaires were collected after completion and call-backs made as necessary. Confidentiality of the respondents was guaranteed through an assurance letter which was issued with each questionnaire.

3.8 Data Analysis and Presentation

The research questionnaires were edited to enhance satisfaction, accuracy and reliability. The information was then coded and grouped in order to show the consequences of the information investigation in a deliberate and clear way. In attaining the study goals and objectives both quantitative and qualitative methods of data analysis were applied. This was accomplished through SPSS V23 software. On the other hand, qualitative data was evaluated through content analysis. This was to entail transcribing data before coding the data into themes or categories. This involved breaking down the information into reasonable pieces, arranging and filtering while at

the same time looking for types, classes, groupings, procedures, examples or subjects. The ordering regularly depended on the real research questions managing the examination. Speculation from the subjects about the marvels being referred to and dialog in the light of the accessible writing will then be made.

The research's qualitative data was evaluated through descriptive statistics (frequencies, percentages, measures of central tendency and measures of dispersion) as well as inferential statistics (ANOVA and regressions) with a 0.05 test significance level. On the other hand, Pearson correlation was applied in comparing the variables. The technique was basically applied under situations in which two sets of the study variables were to be compared to observe the degree to which they are associated and if they could be applied in predicting each other. Besides, multiple regression analysis was carried out to establish the degree to which the model explained the changes in the dependent variable. The study findings were presented using bar charts and pie charts. Tables will be applied in summarising responses for further analysis and enhance the contrast. Percentages were applied in determining the degree to which respondents examine the contribution of the variables in regard to the performance rate.

The regression equation to be used is:

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

Where:

Y = performance

β_0 = the Constant

$\beta_1, \beta_2, \beta_3$ and β_4 = the slopes of the regression equation,

X_1 = technical expertise (independent variable),

X_2 = stakeholder participation (independent variable),

X_3 = design approaches (independent variable),

X_4 = project feedback

E = error term

3.9 Ethical Consideration

The researcher guaranteed that all of the information and data collected as considered all ethical consideration in terms of respondents privacy. The specialist clarified the expectation of conducting an examination before beginning the process of information gathering and accordingly the cooperation in the examination was through intentional and educated consent. Every one of the respondents was managed awesomely regard and politeness. The analyst educated the participants that no remuneration would be collected from taking an interest in the investigation and further that the consequences of the examination would be endless supply of the investigation

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The section presents findings from the descriptive and inferential analysis of data gathered from the respondents. This study aims to establish the impact of monitoring and evaluation on the success of CDF projects in Garissa County, Kenya. The chapter is subdivided into the following subsections: response rate; respondents' general information, technical expertise, stakeholder participation, design approaches project feedback, performance of CDF projects and inferential statistics.

4.2 Response Rate

The research targeted 71 respondents which included PMC's representatives, the constituency FAM, the constituency national treasury accountant and the constituency Development Officer. Out of the 71 questionnaires administered, 56 were filled and returned making a response rate of 78.87% which was found to be adequate to make meaningful inferences. Owing to the big number of target population and given the time and resource constraints, the sampling at least 30% is recommended by Mugenda & Mugenda (2003). The high response rate was achieved by use of personal contacts and references and frequent visits to ensure the respondents filled the questionnaires.

4.3 General Information

The questionnaire's first section captured the demographic data of all respondents. The general information included; level of education, gender, age and information on the project.

4.3.1 Level of education

The respondents were required to specify their education level from which it was established that most of the respondents (42 percent) were degree holders followed by 37% who were diploma holders. It was further established that 21% of the respondents had postgraduate qualifications as shown in figure 4.1.

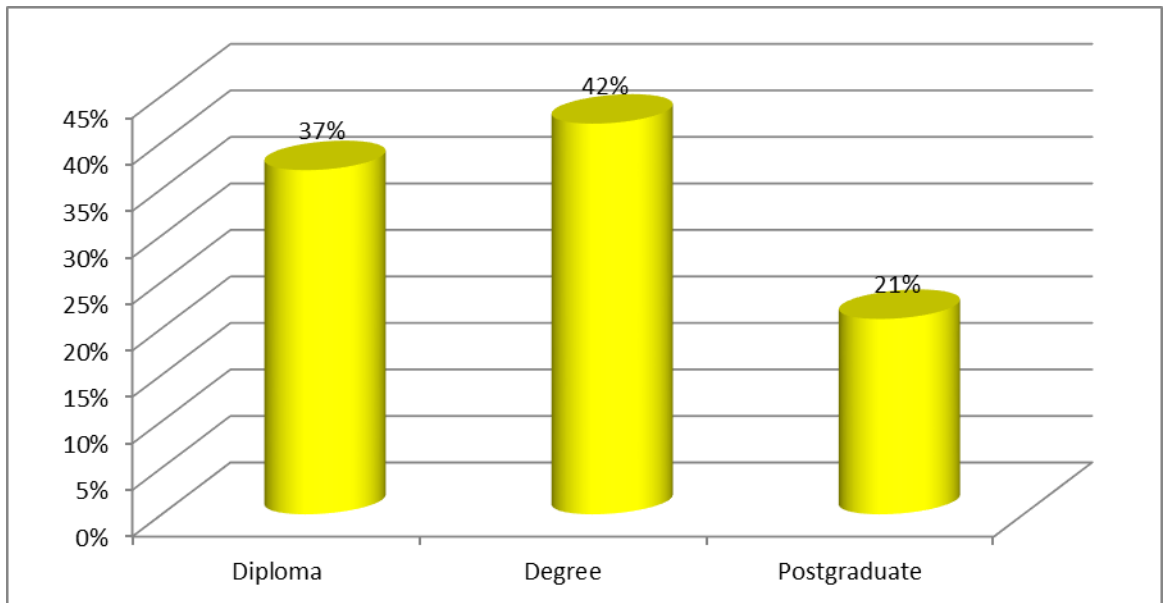


Figure 4.1: Level of Education

Source: Field data, 2017

4.3.2 Gender

The study further sought to find out the respondents' gender with the object of ascertaining whether the findings of the study are representative of both genders. As from the findings, there were 58 percent and 42 percent male and female respectively as reflected in figure 4.2

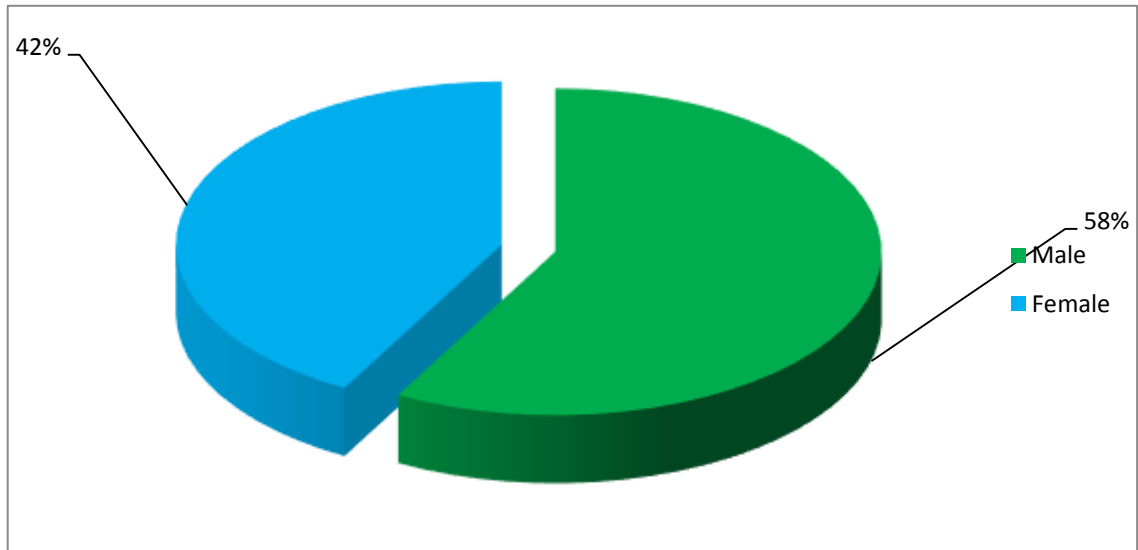


Figure 4.2: Gender

Source: Field data, 2017

4.3.3 Age

The findings of the study shows that the majority (40%) of the respondents were aged between 26 and 40 years old followed by 28% of the respondents who were between 31 and 40 years old. It was also evident that 19% of the respondents were below 25 years old while only 13% of the respondents were above 40 years old as displayed in figure 4.3.

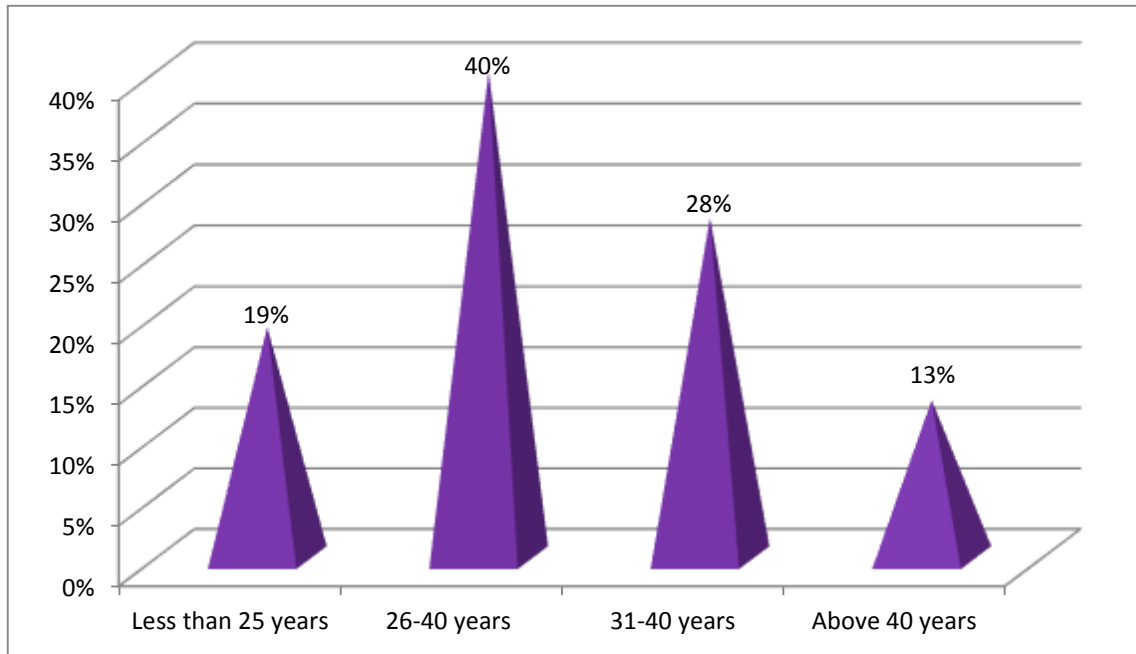


Figure 4.3: Age of respondents

Source: Field data, 2017

4.4 Technical Expertise

The study's first objective include assessing the effect of technical expertise on performance of CDF projects in Garissa County , Kenya. Based on the findings, the respondents agreed that they have a monitoring and evaluation team as shown by mean of 3.98 and a standard deviation of 0.97. The respondents also indicated that the M&E team incorporates relevant government departments' officers (M=3.62, SD=0.71) and have adequate knowledge and skills (M=3.68, SD=0.88). It was further recognized that the participants strongly agreed that monitoring and evaluation systems are necessary for project success as shown by a strong mean of 4.6 and a standard deviation of 0.91. Table 4.1 shows the findings of the study.

Table 4.1: Technical Expertise

Statements	N	Mean	Standard Deviation
We have M&E team	56	3.98	0.97
The M&E team incorporates relevant government departments' officers	56	3.62	0.71
The M&E team have adequate knowledge and skills	56	3.68	0.88
Monitoring and Evaluation is carried out frequently	56	2.44	0.69
Strength of M&E team affects the performance of CDF projects	56	3.71	0.87
M&E team embraces teamwork	56	3.67	0.73
Monitoring and evaluation systems are necessary for project success	56	4.6	0.91

Source: Researcher 2018

The findings of the study concur with Vanessa and Gala (2011) who indicated that the organization's technical ability of accomplishing evaluations, the value and involvement of the human resource in the policy establishment process and their motivation to influence decision, can be great determinants of how the evaluation's lessons are attained, communicated and perceived.

4.5 Stakeholder Participation

The study further sought to establish the effect of stakeholder participation on performance of Constituency Development Fund projects in Garissa County, Kenya. According to the analysis of the findings, the respondents agreed that the project stakeholders are known and documented (M=3.72, SD=0.76) and are involved in M&E activities (M=3.51, SD=0.62). The respondents also agreed with a high mean that participation of stakeholders is crucial to successful implementation of M&E as shown by a mean of 4.23. and a standard deviation of 0.94. The respondents also

agreed that the stakeholders have knowledge of M&E practices (M=3.57,SD=0.68)and have capacity and have been trained on M&E (M=3.50,SD=0.66). It is also worth noting that stakeholders have dominated M&E activities resulting to a negative influence as shown by a mean of 2.00 and a standard deviation of 0.62. The respondents also strongly agreed that projects should involve stakeholders in M&E activities as shown by a mean of 4.42 and a stadard deviation of 0.65. The findings of the study are summarized in table 4.2.

Table 4.2: Stakeholder Participation

Statement	N	Mean	Standard Deviation
Project stakeholders are known and documented	56	3.72	0.76
Stakeholders are involved in M&E activities	56	3.51	0.62
Participation of stakeholders is crucial to successful implementation of M&E	56	4.23	0.94
Stakeholders have knowledge of M&E practices	56	3.57	0.68
Stakeholders have capacity and have been trained on M&E	56	3.50	0.66
Stakeholders have dominated M&E activities resulting to a negative influence	56	2.00	0.62
Projects should involve stakeholders in M&E activities	56	4.42	0.65

The findings of the study corroborates Proudlock (2009) who as well expressed on the fact thatthe entire process of impact assessmentan specifically the interpretation and analysis of resultscan be highly enhnacedby th einvolnment ofexpecte beneficiaries,who are after all the fundamental stakeholders of the personal development and the best juges of their own circumstances.

4.6 Design Approaches

The study also sought to investigate the consequence of approach/design on progress of CDF Projects in Garissa County , Kenya. The involved participants (respondents) were thus presented with statements on which they rate of a five scale leveling which 1- Strongly disagree, 2- disagree, 3- neutral, 4- agree and 5- strongly agree and the final results were presented as shown under table 4.3. As per the findings' analysis, the respondents approved that there are clear statements of measurable objectives on CDF projects ($M=3.92, SD=0.95$) as well as structured set of indicators on CDF projects ($M=3.59, SD=0.97$). The respondents indicated that there are provisions for collecting data and managing projects records as shown by a mean of 3.51 and a standard deviation of 0.74. With a mean of 3.78 and a standard deviation of 0.64, the respondents agreed that institutional arrangements for gathering, analyzing, and reporting project data are laid down. It was also established that there are Institutional arrangements for investing in capacity building as shown by a mean of 3.52 and a standard deviation of 0.66. The findings indicated that proposal for the ways in which M&E findings will be fed back into decision making is in place as supported by a mean of 3.59 and a standard deviation of 0.76. Further findings indicated that properly formulated and implemented M&E design ensures effective and sustainable projects as shown by a mean of 4.01 and a standard deviation of 0.77. Table 4.3 presents the summary of the findings.

Table 4.3: Design approaches

Statement	N	Mean	SD
There are clear statements of measurable objectives on CDF projects	56	3.92	0.95
There are well structured set of indicators on CDF projects	56	3.59	0.97
There are prerequisite for gathering data and controlling projects records	56	3.51	0.74
Institutional schedules for collecting, analyzing, and presenting project data are laid down	56	3.78	0.64
There are Institutional arrangements for investing in capacity building	56	3.52	0.66
Proposal for the ways in which M&E findings will be fed back into decision making is in place	56	3.59	0.76
Properly formulated and implemented M&E design ensures effective and sustainable projects	56	4.01	0.77

Source: Researcher 2018

According to Akroyd, (2010), properly formulated and implemented M&E design ensures effective and sustainable projects. Since a project has a definite start and end time, sustainability in this case means that the new structures formulated by the project are appropriate, owned by the stakeholders and can be supported to progress forward with locally available resources.

4.7 Project Feedback

The fourth objective of the study was to determine the effects of feedback on performance of Constituency Development Fund projects in Garissa County , Kenya. The respondents were required to rate statements on a five point likert scale based on the following key, 1- Strongly disagree, 2- disagree, 3- neutral, 4- agree and 5- strongly agree. According to the analysis of the project, the respondents agreed that There is a project monitoring & feedback system in place (M=3.58,SD=0.77)which is done on a monthly basis (M=3.60,SD=0.69). It was also established that project monitoring feedback for CDF projects is a continuous process (M=3.97,SD=0.87) and

CDF stakeholders are usually involved in Monitoring and Feedback of the projects (M=3.74,SD=0.83). The respondents also agreed that monitoring Feedback reports are normally shared with all the stakeholders (M=3.54,SD=0.94) and there are regular site visits of the projects that are being implemented (M=3.56,SD=0.85). Further analysis of the findings indicated that CDF management committee pays attention to the project monitoring feedback received from the client/his consultants as shown by mean of 3.56 and a standard deviation of 0.68. The findings of the study are summarised in table 4.4.

Table 4.4: Project Feedback

Statement	N	Mean	SD
There is a project monitoring & feedback system in place	56	3.58	0.77
Project monitoring feedback for CDF Projects is done on monthly basis	56	3.60	0.69
Project monitoring feedback for CDF Projects is a continuous process	56	3.97	0.87
CDF stakeholders are usually involved in Monitoring and Feedback of the projects	56	3.74	0.83
Monitoring Feedback reports are normally shared with all the stakeholders	56	3.54	0.94
There are regular site visits of the projects that are being implemented	56	3.56	0.85
CDF managemnt committee pays attention to the project monitoring feedback received from the client/his consultants	56	3.56	0.68

Source: Researcher 2018

Gikonyo (2008), in her Social Audit of CDF expressed that examining and presenting should be empowered an deepended in all CDFschemes.UNDP (2002), statesover time there has been an increasing demand for development efficiency in enhancing

the people's lives. The narration calls for efficient utilization of monitoring and feedback for continuous enhancement and quality of organizational performance.

4.8 Performance of CDF

The study sought to develop the progressive performance of CDF projects in Laisamis constituency. Based on the findings, the respondents indicated that majority of projects are not completed on or ahead of schedule as shown by a very low mean of 2.47 and a standard deviation of 0.94. The respondents however agreed that the projects is completed within budget (M=3.53, SD=0.74) and implemented according to the original design (M=3.94, SD=0.57). Further findings indicated that Project serving the intended community's needs (M=3.85,SD=0.67) and meet stakeholder's expectations (M=3.58,SD=0.87) as shown in table 4.5.

Table 4.5: Performance of CDF

Parameters	N	Mean	Standard Deviation
Project on or ahead of schedule	56	2.47	0.94
Project within budget	56	3.53	0.74
Project implemented according to the original design	56	3.94	0.57
Project serving the intended community's needs	56	3.85	0.67
Project meets stakeholder's expectations	56	3.58	0.87

Source: Researcher 2018

Researchers have conducted numerous Studies on project performance throughout the last decade. Different project performance measures have been identified since then, which include project cost, schedule, and quality (Atkinson 1999). According to Freeman and Beale(1992)such performance measures are as well referredtoas tangible aspects in projects.

4.9 Correlation Analysis

In reference to table 4.6, the correlation matrix indicates that technical expertise had a strong positive and significant correlation with stakeholder participation (.956) and moderately with Approach/design (.552). Stakeholder participation had a positive and a very strong correlation with approach/design (.861) but moderately with feedback. The correlation was weak between approach/design and feedback though positive at 0.307. The performance of CDF projects was positively and very strongly correlated to technical expertise (.965), stakeholder participation (.956), feedback (.944) and approach/design (.855). It can therefore be inferred that technical expertise, stakeholder participation, approach/design and feedback positive and significantly influence performance of CDF projects.

Table 4.6: Correlation Analysis

	Technical expertise	Stakeholder participation	Approach/design	Feedback	Performance of CDF projects
Technical expertise	1				
Stakeholder participation	0.956	1			
Approach/design	0.552	0.860	1		
Feedback	0.851	0.442	0.307	1	
Performance of CDF projects	0.965	0.956	0.855	0.944	1

*. Correlation is significant at the 0.05 level (1-tailed).

4.10 Regression Analysis

On the other hand, the researcher conducted a linear multiple regression analysis so as to test the relationship among variables (technical expertise, stakeholder participation, approach/design and feedback) on the performance of CDF projects. The researcher

used the statistical package for social sciences (SPSS) to code, enter and compute the measurements of the multiple regressions for the study.

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896 ^a	.881	.841	.3295

Source: Researcher 2018

The adjusted R^2 is the coefficient of determination. This value explains how CDF project performance varied with technical expertise, stakeholder participation, approach/design and feedback. The four independent variables that were studied, explained 89.6% of the CDF project performance as represented by the R^2 . An expression that other elements not studied under the study contribute 11 percent of the performance of CDF projects offering a more space for advance study on investigating other elements (11%) that impact CDF project performance.

Adjusted R squared, which is the coefficient of determination, on the other hand statistically measures how close the data are to the fitted regression line. In this study the value of adjusted R square illustrates that the model explains 84.1% of the variability of the reaction data around its mean.

Table 4.8: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	11.534	5	2.868	52.410	.0179 ^a
Residual	186.555	51	2.139		
Total	198.089	56			

a. **Predictors:** (Constant), technical expertise, stakeholder participation, approach/design and feedback

As narrated by Mugenda & Mugenda, (2003), ANOVA is a data analysis system applied in determining if there are considerable differences between two or more groups or models at a defined probability level. However, an independent variable is usually a noteworthy predictor of the dependent variable in case the absolute t-value of the regression coefficient connected with that independent variable is greater than the absolute critical t-value. The regression analysis also yields an F-statistic where if the calculated F-value is greater than the critical or tabled F value, the prediction will be rejected. In this study, the significance value is .0179 which is less than 0.05 thus the overall model is statistically significant.

The study ran the procedure of obtaining the coefficients, and the results were as shown in the table 4.9.

Table 4.9: Coefficient of determination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	3.791	1.2235		0.787	0.0255
Technical expertise	0.833	0.1032	0.152	1.091	0.002
Stakeholder participation	0.863	0.3425	0.054	0.687	0.005
Approach/design	0.598	0.2178	0.116	0.97	0.013
Feedback	0.669	0.2217	0.122	0.349	0.021

The researcher did a multiple regression analysis with an objective of determining the affiliation between performance of CDF projects and monitoring and evaluation

represented by the four variables. According to the regression equation developed, putting all factors into account (technical expertise, stakeholder participation, approach/design and feedback) constant at zero, performance of CDF project will be 3.791. The data findings analyzed also show that taking all other independent variables at zero, a unit increase in technical expertise will lead to a 0.833 increase in performance of CDF projects; a unit increase in stakeholder participation will lead to a 0.863 increase in performance of CDF projects, a unit increase in approach/design will lead to a 0.598 increase in performance of CDF projects and a unit increase in feedback will lead to a 0.669 increase in performance of CDF projects.

At 5% level of significance and 95% level of confidence, technical expertise had a 0.002 level of significance which indicates that it significantly influences the performance of CDF Projects. Akroyd (2010) indicated that technical expertise or skill based of project managers and implementers determine the performance and completion of a project. Stakeholder participation showed a 0.005 level of significance which portrays its significant effect on project performance as also indicated by Mwangi (2005) who also established that stakeholders provide core support in implementation of CDF projects. Approach/design showed a 0.013 level of significance which equally illustrates a positive and significant influence on the performance of the projects. This is concurred by Alotaibi (2010) on his study on the government projects in Nigeria. Feedback on the other hand had a 0.021 level of significance as indicated by Marangu (2012) who equally indicated that feedback however significant it is in project implementation it is reliant on other factors for it to be critical but it has a positive effect on the performance of a project. This infers that technical expertise contribute more to the performance of CDF projects followed by stakeholder participation.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the findings and conclusions. It also gives the recommendations, limitations and suggestions for further study.

5.2 Summary of Findings

The study generally indicated a significantly positive between independent and dependent variables. Technical expertise had the strongest and positive effect while feedback had the least but positive effect on the performance of CDF projects in Laisamis Constituency, Garissa County, Kenya.

5.2.1 Technical expertise and Performance of CDF Projects in Garissa County

Based on the findings, the respondents agreed that they have a monitoring and evaluation team. The respondents also indicated that the M&E team incorporates relevant government departments' officers and have adequate knowledge and skills. The respondents however disagreed to the statement that Monitoring and Evaluation is carried out frequently. The respondents also agreed that Strength of M&E team affects the performance of CDF projects and that M&E team embraces teamwork. It was further established that the respondents strongly agreed that monitoring and evaluation systems are necessary for project success.

5.2.2 Stakeholder Participation and Performance of CDF projects in Garissa County

According to the analysis of the findings, the respondents agreed that the project stakeholders are known and documented and are implicated in M&E activities. The respondents also agreed with a high mean that contribution of stakeholders is critical to victorious implementation of M&E. The respondents also agreed that the stakeholders have knowledge of M&E practices and have capability and have been skilled on M&E. It is also worth noting that stakeholders have dominated M&E activities resulting to a negative influence. The respondents also strongly agreed that projects should involve stakeholders in M&E activities.

5.2.3 Approach/Design and Performance of CDF projects in Garissa County

According to the analysis of the findings, the respondents agreed that there are clear statements of measurable objectives on CDF projects as well as structured set of indicators on CDF projects. The respondents indicated that there are provisions for collecting data and managing projects records. With a The respondents also agreed that institutional arrangements for gathering, analyzing, and reporting project data are laid down. It was also established that there are Institutional arrangements for investing in capacity building. The findings indicated that proposal for the ways in which M&E findings will be fed back into decision making is in place. Further findings indicated that properly formulated and implemented M&E design ensures effective and sustainable projects.

5.2.4 Feedback and Performance of Constituency Development Projects in Garissa County

According to the analysis of the project, the respondents agreed that there is a project monitoring & feedback system in place which is done on a monthly basis. It was also established that project monitoring feedback for CDF projects is a continuous process and CDF stakeholders are usually involved in monitoring and feedback of the projects. The respondents also agreed that monitoring Feedback reports are normally shared with all the stakeholders and there are regular site visits of the projects that are being implemented. Further analysis of the findings indicated that CDF management committee pays attention to the project monitoring feedback received from the client/his consultants.

The study sought to set up the progressive performance of CDF projects in Laisamis constituency. Based on the findings, the respondents indicated that majority of projects are not completed on or ahead of schedule as shown by a very low mean. The respondents however agreed that the projects is completed within budget and implemented according to the original design. Further findings indicated that Project serving the intended community's needs and meet stakeholder's expectations.

5.3 Conclusions

The study found out that the adoption of M&E in Laisamis constituency was very low. The fact that M&E was not one hundred percent explains the existence of inadequacy. A deficiency in monitoring and evaluation is characterized by lack of technical skills among M&E professionals and other stakeholders, poor M&E approaches/designs, lack of proper stakeholder involment, inadequate means of monitoring and evaluation data storage, poor data processing, poor means of dissemination of monitoring and evaluation information.

This study concludes that M&E are vital in all phases of the project cycle if well executed M&E of CDF project is necessary for appropriate context-specific indicators that capture the impact of interventions to promote project performance. M&E also help to enhance performance among project management committee, as they will focus their energies on bringing on board all stakeholders through an informative monitoring and evaluation system thereby yielding synergy and great output in CDF project development. Based on the findings, the study concludes that the practice of monitoring and evaluation of projects in Laisamis constituency, was not adequate to assess the performance of CDF projects. This is due to factors such as inadequate monitoring and evaluation data, poor allocation of monitoring and evaluation budgets, weak capacity building on monitoring and evaluation.

It was preferred that stakeholders should have at least form four level education and their roles must be clearly defined. In details, consider the interest of; the community and relevant institution. That should be in harmony with the government development policy.

5.4 Recommendations

The study established that those charged with the responsibility of carrying out M&E, comprising officials from CDF management were not empowered with appropriate skills and knowledge, consequently it is recommended that they should be appropriately empowered with the necessary knowledge in order to have the grasp of how these tools in order to utilize them. It is recommended that CDF management staff should include a quantity surveyor. More monitoring and evaluation professional should be employed in order to carry out a credible M&E exercise of CDF projects. It was noted that many projects had stalled due to inconsistency in funding and change of political leadership.

This study recommends that parliamentary public finance committee and CDF management should ensure that projects that are ongoing be completed before starting new ones. This is in spite of changes in political leadership. It was established that the M&E design/approaches have influence on CDF projects performance.

CDF funds were in most cases for project implementation up to completion. It is up to the community or institution to sustain the operationalization of the project. Often the community or institutions may not have the capacity to sustain the project. Therefore there is need for stakeholders involvement in order to ensure sustainability of the projects.

The study established that proper data processing and dissemination of monitoring and evaluation information was prevalent in several projects. On this account, the study recommended that before any project is initiated, the initiating entity overseeing such projects should consider adopting a new information reporting and utilization system is put in place, with proper data processing, presentation, and dissemination to capture real-time data.

5.5 Suggestions for Further Research

To effectively and efficiently attain a more reliable scope, the study should be embraced to constituency level with an objective of ascertaining if evaluation and monitoring has a positive impact on effective use of CDF funds. Besides, the can as well be conducted to ascertain the impact of political leaders in a CDF projects.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

SECTION A: GENERAL INFORMATION

1. Designation of the person filling the questionnaire

.....

...2. Please indicate your highest level of formal education

Diploma University first degree Post graduate

3. What is your gender?

Female Male

4. Age

Below 25 yrs 26-30yrs 31-40 yr Above 40 yrs

5. Information on the project

Project description / type e.g. dormitory, health clinic, offices.	Approximate cost for the Project	Location of the Project	Designation of the respondent

SECTION B: TECHNICAL EXPERTISE

6. The statements below are concerned with the influence of technical expertise on success of Constituency Development Fund projects.

Does the project(s) have M&E Team(s)? Yes (), No () (tick as appropriate), If yes, in your view, what is the average academic/professional qualification of the M&E team? (secondary school and below, certificate, diplomer, degree and above) -----

--

Kindly indicate the one that effectively illustrates your views. Apply the following scale. **1- Strongly disagree, 2- disagree, 3- neutral, 4- agree and 5- strongly agree.**

	1	2	3	4	5
Statement					
We have M&E team					
The M&E team incorporates relevant government departments' officers					
The M&E team have adequate knowledge and skills					
Monitoring and Evaluation is carried out frequently					
Strength of M&E team affects the performance of CDF projects					
M&E team embraces teamwork					
Monitoring and evaluation systems are necessary for project success					

7. In your own view, how does technical expertise influence success of Constituency Development Fund projects in Laisamis constituency?

.....

.....

SECTION C: STAKEHOLDER PARTICIPATION

8. The proclamations below are associated with the impacts of stakeholder participation on success of Constituency Development Fund projects. Are you aware of the stakeholders to the constituency project(s)? ----- . If yes please list some -----

Kindly indicate the one that effectively illustrates your views. Apply the following scale. **1- Strongly disagree, 2- disagree, 3- neutral, 4- agree and 5- strongly agree.**

Statement	1	2	3	4	5
Project stakeholders are known and documented					
Stakeholders are involved in M&E activities					
Participation of stakeholders is crucial to successful implementation of M&E					
Stakeholders have knowledge of M&E practices					
Stakeholders have capacity and have been trained on M&E					
Stakeholders have dominated M&E activities resulting to a negative influence					
Projects should involve stakeholders in M&E activities					

9. In your own view, how does stakeholder participation influence success of Constituency Development Fund projects in Laisamis constituency?

SECTION D: DESIGN APPROACHES

10. Kindly describe the effect of M&E approach on performance of CDF projects. Do you think project is continuously monitored and evaluated? How frequent does information is gathered, is it well documented? How Does the project results shared and used for decision making?

.....
.....

11. Do you think Projects that are not monitored do not finish on the scheduled time? Does the group officials take the results seriously and amend any loopholes in the progress of the project? Do you think monitoring and evaluation ensures projects utilize allocated resources effectively?

.....
.....

12. Kindly select a number of monitoring and evaluation approaches or techniques that are employed by your M&E team?

- a) Accounting and certification
- b) Status assessment
- c) Cost effective analysis
- d) Impact evaluation
- e) Logical framework (logframe) approach
- f) Any other approach (specify?)

13. Please state the reasons for not using any of the approach selected above?.

.....
.....

14. Please outline the factors that the M&E team takes into consideration when choosing an Approach to be used in monitoring and evaluation.

.....

.....

15. The statements below are concerned with the impacts of evaluating and monitoring design of the efficiency and effectiveness of Constituency development Projects. Choose the most effective opinion.

Use the following scale. **1- Strongly disagree, 2- disagree, 3- neutral, 4- agree and 5- strongly agree.**

Statement	1	2	3	4	5
There are clear statements of measurable objectives on CDF projects					
There are well structured set of indicators on CDF projects					
There are provisions for collecting data and managing projects records					
Institutional arrangements for gathering, analyzing, and reporting project data are laid down					
There are Institutional arrangements for investing in capacity building					
Proposal for the ways in which M&E findings will be fed back into decision making is in place					
Properly formulated and implemented M&E design ensures effective and sustainable projects					

16. In your own view, how does monitoring and evaluation design influence success of Constituency Development Fund projects in Laisamis constituency?

.....

.....

SECTION E:PROJECT FEEDBACK

Please indicate the extent to which you agree/disagree with the following statements about the Monitoring and Feedback for CDF project in your constituency. Use the following scale.1- **Strongly disagree**, 2- **disagree**, 3- **neutral**, 4- **agree** and 5- **strongly agree**.

Statement	1	2	3	4	5
There is a project monitoring & feedback system in place					
Project monitoring feedback for CDF Projects is on monthly basis					
Project monitoring feedback for CDF Projects is a continuous process					
CDF stakeholders are usually involved in Monitoring and Feedback of the projects					
Monitoring Feedback reports are normally shared with all the stakeholders					
There are regular site visits of the projects that are being implemented					
My firm is paying attention to the following project monitoring feedback received from the client/his consultants					

SECTION F: PERFORMANCE OF CDF

17. How do you rate the success of CDF project in Laisamis constituency?

Project code

Parameters	SCORE					TOTAL POINTS
	1	2	3	4	5	
Project on or ahead of schedule						
Project within budget						
Project implemented according to the original design						
Project serving the intended community's needs						
Project meets stakeholder's expectations						
TOTAL (Project score)						

18. in your own perspective do you think monitoring and evaluation influences the overall performance of CDF Projects? If yes, how?