

**MONITORING APPROACHES AND PERFORMANCE IN NATIONAL
GOVERNMENT CONSTITUENCY DEVELOPMENT FUND PROJECTS IN
NAKURU COUNTY, KENYA**

BY

GLORIA JELIMO KEITANY

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DECLARATION

This research project is my original work, and it has never been submitted in any other institutions of higher learning for purposes of obtaining a degree. No part of this research project shall be reproduced or copied without permission from the researcher and or Kenyatta University

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Date...21/05/2025.....

Gloria Jelimo Keitany

D53/OL/NKU/27839/2014

I confirm that the work reported in this research project was carried out by the candidate with my approval as the appointed University supervisor

Signature.....

Date.....

Dr. Kipkorir Sitienei C.S. (PhD)

Department of Business Administration

School of Business, Economics and Tourism

Kenyatta University

DEDICATION

This research project is dedicated to my parents Jackson and Lilly Keitany as well as my husband, Kennedy, and sons, Dylan and Kingswel for their financial and moral support as I pursued my postgraduate studies.

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ABBREVIATIONS AND ACRONYMS

ARD	Agricultural and Rural Development
CDF	Constituency Development Fund
CFA	Canada Fund for Africa
EACC	Ethics and Anti-Corruption Commission
FAM	Fund Account Manager
IRBM	Integrated Results-Based Management System
KPMG	Klynveld Peat Marwick Goerdeler
M&E	Monitoring and Evaluation
NACOSTI	National Commission for Science, Technology and Innovation
NGCDF	National Government Constituency Development Fund
PMC	Project Management Committee
RBM	Results-Based Management
SPSS	Statistical Package for Social Sciences

OPERATIONAL DEFINITIONS OF TERMS

Constructivist Approach	This is a project monitoring approach which assumes that progress of the collective learning process and in the current study it is measured using responsive evaluation, learning histories, most significant change, and information sharing
Monitoring Strategies	These are steps/procedures followed to assess how project implementation is being undertaken. In the current study, it included constructivist, rapid appraisal, reflexive, and result-oriented approaches.
Performance in Projects	It describes project's success with respect to budget, timelines, quality, specifications, and client expectations. It was operationalized using indicators like units completed, incremental milestones, cost ratio, and opinion of the project overseers.
Rapid Appraisal Approach Focus	This approach encompasses developing of a preliminary, qualitative understanding of a given situation and one which seeks to create a dialogue It describes project's success with respect to budget, timelines, quality, specifications, and client expectations. It was operationalized using indicators like units completed, incremental milestones, cost ratio, and opinion of the project overseers between the project implementers and the beneficiaries or clients of that project. It was measured using parameters such as individual interviews, group interviews, participatory techniques, and data collection techniques

Reflexive Approach

This is an approach of project monitoring which centres on collective learning process and involves institutions, culture, system innovation, laws, and etcetera. It was operationalized using metrics that include systematization, communal appraisal, individual appraisal, and reconfiguration.

Result-Oriented Approach

It involves an organization defining its unique and originality and being set apart based on that of its competitors. It takes the form of product, technology, and service differentiation in the current study. This is a monitoring approach which seeks to assess the extent to which the original objectives of a given project and subsequent interventions are achieved. This approach was conceptualized in terms of key elements such as activities, inputs, outputs, as well as outcomes in respect of a given project or undertaking

ABSTRACT

The projects under the National Government Constituency Development Fund are essential in uplifting the well-being of the citizens and improving socio-economic development in Kenya. However, despite these projects receiving massive financing, challenges including delayed completion and units completed were few in number, still exists. The problems were related to incremental milestones, cost ratios, and the overseer's opinion as indicators of performance in National Government Constituency Development Fund projects. The broad aim of the study was to establish the effect of monitoring approaches on performance in National Government Constituency Development Fund projects in Nakuru County, Kenya. Specifically, the study sought to determine the effect of result-oriented, constructivist, reflexive, and rapid appraisal approaches on performance in National Government Constituency Development Fund Projects in Nakuru County, Kenya. The theory of change, public value and balanced scorecard model anchored the study. A cross-sectional survey research design was utilized, and a census of all 76 stakeholders comprising the Fund Account Managers, Deputy County Commissioners, Constituency Development Fund committee members, and Public Works' representatives drawn from the 11 constituencies in Nakuru County constituted the target population. A structured questionnaire was used to collect primary data. Content validity was determined using expert opinion, while reliability was tested using the Cronbach's alpha method and a value of 0.7755 obtained signifying that the study instrument was reliable. A response rate of 62.81% was realised, which was sufficient in the study. The findings indicated that, result-oriented approach in form of enough inputs like competent personnel to monitor the results in the projects, along with the presence of clear and verifiable ways of monitoring outputs, influenced performance in National Government Constituency Development Fund projects. Constructivist approach in form of monitors being responsive to stakeholders' interests in the projects, learning histories, monitoring projects in order to identify existence of relevant significant changes, information sharing during project monitoring, had effect on performance in National Government Constituency Development Fund projects. Reflexive approach had effect on performance in National Government Constituency Development Fund projects. Rapid- appraisal approach through monitoring of projects by means of rapid appraisal approach, regular conduction of individual interviews when monitoring projects, holding up of group interviews with Project Management Committee members to assess the progress of projects, conduction of focus group discussions with key stakeholders, engagement of the local community's representatives in the monitoring of projects along with the review of documents like progress reports during monitoring of projects, influenced performance in National Government Constituency Development Fund projects. Results-oriented approach influences resources; constructivist approach affects responsiveness to interests of the stakeholders; reflexive approach affects systematic planning which must be systematic while rapid-appraisal influences regular stakeholder in conclusion, monitoring approaches had significant effect on performance in National Government Constituency Development Fund projects in Nakuru County, Kenya. The study recommends a change and development of policies to mitigate existing gaps and enhance highly effective realization of projects implementation. The findings are crucial for the various stakeholders and informative to practitioners with regard to the best monitoring approaches which may be employed on National Government Constituency Development Fund projects with the ultimate objective of ensuring their enhanced performance.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Project Management Institute (2013) defines a project as a sequence of tasks that must be accomplished in a specific time period for purposes of attaining a unique outcome. Sugal (2017) argues that project's performance is the accomplishment of goals and objectives. Williams (2017) opines that project performance is defined in terms of either being successful or a failure, depending on the realization of project objectives or otherwise.

From a global perspective, the performance of a project is described in terms of efficiency, effectiveness, and meeting of constraints in terms of time, cost as well as scope as well as the value created by the project (Lönnefjord & Johansson, 2018). The authors argue that infrastructural projects, particularly the megaprojects, are historically characterized by dismal outcomes in terms of schedule (time) and cost. Consequently, such projects fail to offer the anticipated benefits to the concerned entities (Cantarelli, Flyvbjerg, Molin, & van Wee, 2010). Development projects in the infrastructure sector require huge funding for implementation them to be implemented to completion, which requires the government to seek alternative financing (from the annual budget allocation) (Cyttonn, 2022). According to Cantarelli, van Wee, Molin and Flyvbjerg (2012), the cost overrun for Dutch rail projects, road projects, and fixed links projects, on average, were 10.6%, 18.6%, and 21.7% respectively while the performance of projects in the United States is considered higher than that of projects in European countries.

The authors argue that the cost overruns for projects in the Netherlands are the least relative to other countries in the world and thus, have best best-performing projects globally. However, the projects fall short of expected quality standards and are characterized by both cost and time overruns (Khahro, Memon, Memon & Naresh, 2023). Cost, length, and quality are all key considerations in project evaluation, while the satisfaction of the customer, the transitions of the clients, the efficiency of the market as well as the health and safety are just a few of the additional aspects that influence construction project success. These metrics are no longer a trustworthy tool to track growth (Henriques, Coelho, & Cassidy, 2016).

Project failures have been witnessed by governments and their agencies in developing countries, especially in Africa with regard to the implementation of projects (Hanachor, 2013). Project failure, which is characteristic of poor performance, in Nigeria (a developing country) is attributed to several factors (Eja & Ramegowda, 2020). Additionally, some of these causative factors include socio-cultural, political interference, poor communication during project implementation, weak contracts, incompetence, lack of knowledge, frequent design changes as well as poor leadership, corruption, and poor planning and forecasting of projects. Project failure results in project cost overruns, loss of revenue to the state and citizens, substandard infrastructure, and slowed economic growth and development (Eja & Ramegowda, 2020).

In regard to Ghanaian state-funded housing construction projects, several factors have occasioned the delayed completion of the projects (Amoatey, 2015). It is occasioned by delayed payment of contractors and/or suppliers, inflation, an increase in price of construction materials, inadequate funding from project sponsors or clients, project

variation orders, as well as poor financial markets (Eja & Ramegowda, 2020). According to Ampadu-Asiamah (2013), the long bureaucratic process of honoring certificates, cash flow problems, shortage of liquidity, inefficiency of plants and equipment, lack of enthusiasm towards decision making, and variation of orders curtail completion of projects. Amoatey (2015) argues that any delayed project completion has negative consequences, which are contrary to the expected benefits. The authors further argue that some of the consequences of the delayed project completion are time and cost overruns, litigation, particularly due to disfranchised clients, arbitration, and also lack of continuity by clients.

Megaprojects in Kenya are critical for development in grassroots, especially rural as well as slum areas, yet these National Government Constituency Development projects are prone to failure (Auditor-General report of 2022). Several projects either delay to be completed or are never completed altogether (Müller-Mahn, Mkutu, & Kioko, 2021). The scholars further argued that the mega development projects that are completed in the country are usually associated with significant cost overruns. This is exemplified by the Standard Gauge Railway (SGR) project, whose completion between Nairobi and Mombasa cost US\$ 3.6 billion (Babu, Oswald, & Masu, 2019). This cost is considerably several times higher than the initial projection. The cost of such projects has attracted immense criticism, and the government has incurred huge debts (Juma, Adol, Abdulkadr, & Lóránt, 2020).

Cytonn (2022) argues that the issuance of the Kshs 75 billion infrastructure bond in February 2022 and September 2021 achieved an oversubscription of 176.3% and 201.7% rates, respectively. This is indicative of the value of the infrastructure bonds as a reliable source of financing for pertinent development projects in the country (Cytonn,

2022). Monitoring is crucial since it aids project managers in keeping track of the project implementation as well as how pertinent resources are utilized (Biwott, Egesah, & Ngeywo, 2017). Efforts to address the challenges of performance have been there.

The challenges of project completion are best addressed using monitoring and evaluation so as to determine the stage(s) at which the completion is hampered. According to Richard (2019), results-based monitoring is highly measurable since quantifiable results for any project implementation or completion phases are useful in the determination of the monitoring effectiveness, while checks and balances are utilized in assessing the results-based monitoring. Xue, Turner, Lecoeuvre, and Anbari (2013), opine that the value of this approach enables the identification and realization of benefits throughout the lifecycle of a project. Wanjohi (2021) posits that the rapid appraisal approach is valuable since it encapsulates monitoring methods that are cost-effective and quick in the collection of information and providing useful feedback, which ultimately enables a timely response to the needs of decision makers; however, it is essential to note that these methods are short-term.

The assumption of the constructivist approach shows that people act as a force behind the development of novelties with respect to changes in societies. The constructivism approach puts emphasis on learning outcomes, beneficiary engagement, and ownership of the project. The constructivist approach clearly identifies the responsibilities for different project stakeholders (Xue, Turner, Lecoeuvre, & Anbari, 2013). Reflexive monitoring, on the other hand, is embodied by its practicability, particularly in new practice, and that it emphasizes communication and feedback during the project process (Ross, Stevenson, Dack, Pal, May, Michie, & Murray, 2018). Often, the reflexive

approach concentrates on collective learning processes, which involve a group of actors and networks and on the outcomes reflected by learning and institutional change.

The need for personnel for effective implementation of Monitoring and Evaluation (M&E) is critical and Okello (2015) emphasized that stakeholders must be involved in M&E. Additionally, the culture of the organization as well their advocacy significantly influences effective. Different parameters influence the effectiveness of M&E, with Mwangi, Nyang'wara, and Ole Kulet (2015) citing allocation of the budget as well as the technical capacity of the M&E team, Mugo and Oleche (2015) citing institutional guidelines, while Kimweli (2013) cited beneficiary community participation and Ogolla and Moronge (2016) identifying management skill.

1.1.1 Performance in National Government Constituency Development Fund Projects

Richard, Devinney, Yip, and Johnson (2009) define project performance as the ability and willingness which a given project can meet the designed objectives and goals. Hult *et al.* (2008) argue that performance is the effectiveness and efficiency in resource use with the view of successfully realizing goals through core strategies. According to Mokuia and Mungai (2022), there is a strong correlation between monitoring as well as National Government Constituency Development Fund (NG-CDF) funded projects' performance with respect to the participation of stakeholders, significantly relating to the performance of NG-CDF projects. Consequently, the authors opine that project managers ought to be active in the design of both M&E systems as well as the timely provision of support and direction for purposes of ensuring that such operations are done correctly, and the community must be sensitized on the importance of participation in public projects.

A project's performance can also be determined in terms of achieved milestones where the latter describe the completion of a given crucial task or set of tasks over a scheduled time period (Sunmola, 2021). Milestones can take direct form, such as commencement and end of a project or indirect form, for instance, the point at which there is synchronization and stabilization of concurrent activities in a project (Ende & Marrewijk, 2014, and Sunmola, 2021). Milestones enable project managers to assess the project's progress. The milestones are essential in that they provide clarity as well as how the plans and tasks pertinent to the projects are required to be accomplished (Walter, Albers, Schelleis, & Kurrle, 2017).

Gavrea, Ilies, and Stegorean (2011) narrate that the tenets of performance are grounded on productive resources and how they are interactive with the view of value creation and happens when there is value creation stemming from meeting or overachieving expectations. A Klynveld Peat Marwick Goerdeler (KPMG) report of 2021 report documented that most of the government-funded projects were not delivered on time and lacked social audit in Latin America. The report suggested that Latin governments must do better in putting forward robust infrastructure plans with clear and transparent objectives and stable policies.

The metrics of financial performance include among others, return on sales, market share, revenue obtained from sales, price of shares as well as economic value (Richard, Devinney, Yip, & Johnson, 2009). Biwott, Egesah and Ngeyo, (2017) opines that operational performance is concerned with the efficiency of an organization with regard to production of commodities for the consumption using the least resources (cost and effort) possible. Operational performance is measured by an organization's efficiency in terms of costs, dependability, flexibility, quality, and speed (Biwott, Egesah &

Ngeywo, 2017). The scholars further argues that the market-based performance is interested in shareholders' expectations in respect of the firm's future. Dividend yields, earnings per share (EPS), price, and stock repurchases are some key indicators of performance based on the market (Slack, Chambers & Robert, 2008).

The performance in NG-CDF projects is considered in the context of the number of classrooms, infrastructure and installations that have been completed in the financial year under consideration and the incremental milestones, including the schools that have been renovated and specifically the number of classrooms, laboratories and other school buildings that have been renovated by the NG-CDF in Nakuru County. The performance has also been considered based on the cost ratio of the projects under consideration as well as the opinion of the overseers

Contextually, the study considered performance under the number of units completed against the number expected at such a time of monitoring, the incremental milestones of the project, the cost ratio, as well as the opinion of the overseers (NGCDF Board Report of 2017). Maslam (2023) argues that the performance of a project can be quantitatively determined using units completed, defined as a progressive technique that is concerned with tasks that involve repeated production in the case of pieces of work (project) that are easy to measure. Each piece of work or task requires a clearly defined amount of effort and/or resources, and it is crucial to underline that a project constitutes a set of tasks which are measurable in the form of units (Malsam, 2023). This means that the units completed tally with the tasks completed in respect of a particular project; measuring of project performance can be achieved through estimating the number of units or tasks completed within a defined timeline (Malsam, 2023). According to Abdullah and Ramly (2006), a development project is completed

successfully when it is done on or in time, within budget, as well as in conformity to pre-determined performance specifications. As echoed by Lim & Mohamed (1999), it is postulated that the completion criterion is a micro viewpoint of the success of a project. The management of a project should ensure that projects are completed both efficiently and effectively (Cleland & Ireland, 2002

Greer and Ksaibati (2019), are of the opinion that the cost-ratio essentially takes the form of benefit-cost ratio (BCR). The foregoing ratio is arrived at after analyzing the economic benefits of a project vis-à-vis its economic costs. Benefit-cost ratio refers to the proportion of income (returns or benefits) realized from a project against the project costs incurred (Shively, 2012). A high BCR demonstrates economic viability of a project whereas a low BCR indicate that the project does not have economic benefits (Greer & Ksaibati, 2019). This ratio is applicable to projects that are quantifiable (McCullouch, 2016).

Kitamura, Khanh, Yamauchi and Toan (2018) argue that the project overseers are individuals or entities entrusted with overseeing the actual projects incurred by a contractor in implementing a project. Szczepanska (2021) opine that the overseer also ensures that the project is effectively undertaken in accordance with the specifications laid down in the contract. Additionally, the authors argue that they oversee the activities of project as well as bear the overall responsibility of the project administration, implementation as well as completion. A rushed project is prone to failing to meet quality specifications when completed (Szczepanska, 2021).

1.1.2 Monitoring Approaches

According to Curry (2019), monitoring is a continuous function whose core objective is to provide continuous intervention with the help of progress early indicators

necessary in the realization of results. Monitoring approaches are means or methods by which implementation of projects is assessed in order to determine how the desired goals and targets are achieved (Banu, 2018). Various indicators are measured during the monitoring process and are subject to the sector under which the project or projects fall, for instance, agriculture, construction, health, sports, etcetera (Gibson, 2021). Dillion (2019) argues that the monitoring approaches encompass data collection and analysis on the implementation processes with the view of arriving at relevant results and strategies and make recommendations for corrective measures particularly when implementation of the project is not done according to plan.

Currently, both M&E are fundamental components when it comes to improving performance and the achievement of project objectives (Wambua, 2018). Wambua (2018) and Abdi (2018) assert that process of monitoring is a continuous procedure of data collection as well as analysis with the sole objective of providing timely indicators of project performance. Askari (2011) argues that monitoring, which is a continuous exercise for project managers, primarily focuses on providing quick and accurate feedback to managers and key stakeholders as well as the early progress indications or lack thereof. Monitoring compares actual results against the set targets for any given project and ultimately providing appropriate feedback including corrective actions (Kiura, 2017).

Jacobs, Barnett and Ponsford (2010) argue that logical framework, participatory monitoring and feedback systems are valueable techniques to project M&E. The result-oriented approach, the constructivists, the reflexive and the rapid appraisal approaches as proposed approaches by Zall and Rist (2004) were considered in the current study because of their appropriateness. Richard (2019) and (Matsiliza, 2018) contends that

results-based monitoring is highly measurable since quantifiable results for any project implementation or completion phases are useful in the determination of the monitoring effectiveness while checks and balances are utilized in assessing the results-based monitoring

The result-oriented approach is founded on the 'measuring' concept (Zall & Rist, 2004). In formulating the basis of determining the results about which monitoring should be conducted, stakeholders should be involved (Bhattarai, 2020). Results-based monitoring is regarded as a process of continuous improvement (Farrell, 2009). According to Xue, Turner, Lecoivre and Anbari (2013), the importance of results-based monitoring is premised on the fact that it enables identification and realization of benefits throughout the lifecycle of a project. The authors contend that approach defines clear duties for sponsors, owners of the project as well as other stakeholders. The metrics of result-oriented approach include inputs, activities, outputs, and outcomes (Kusek & Rist, 2004). A sequence that leads to the desired results starts with inputs where they move through particular activities and outputs, and culminate in individual outcomes (United Nations Development Group, 2011) and at the same time the monitors are majorly concerned with inputs, activities, and outputs as well as outcomes (Carvalho, Coupal, & Zend, 2017).

According to Abma and Widdershoven (2008), constructivist approach assumption indicate that people act as a force behind the development of novelties with respect to change processes in the society. The scholars further argues that constructivism approach puts emphasis on learning outcomes, participant engagement and ownership as well as the contextualization of relevant data. This approach defines clear responsibilities for sponsors, project owners as well as other stakeholders (Xue, *et al.*,

2013). They further argue about meaningful and relevant results that have a precise reflection of interventions on pertinent stakeholders. Constructivist approach has many metrics including responsive evaluation and ‘most significant change’ method while participatory approach is grounded on constructivism (Davies & Dart, 2005). Most significant change (MSC) as indicated in The International NGO Training and Research Centre (INTRAC) report of 2017 is a technique embodied in participatory monitoring, while responsive evaluation is a vital element in monitoring the implementation of a given project. With regard to constructivism, learning is perceived as a process of knowledge construction on the premise of experience (Jumaat, Tasir, Halim, & Ashari, 2017), constructivism is one of the crucial approaches alongside result-oriented and reflexive methods in project monitoring measured by responsive evaluation, learning histories, significant change and information sharing (Chege & Omondi, 2020).

Reflexive monitoring is embodied by its practicability particularly in new practice and that its emphasis is on communication and feedback during the project process (Ross, Stevenson, Dack, Pal, May, Michie, & Murray, 2018). In most cases, reflexive approach concentrates on collective learning processes, which involves a group of actors and networks and on the outcomes reflected by learning and institutional change (Vos, Astbury, Piers, Magnus, Heenan, Stanley, & Webster, 2006). According to Van Mierlo, Arkesteijn and Leeuwis (2010), reflexive monitoring holds the assumption that system innovation is only viable in the event that the institutions (that is, regulations, culture, and laws, etcetera) are changed particularly if they have hitherto propagated unsustainable practices. It is argued that reflexive monitors are important to the success of co-innovation projects (Fielke, Nelson, Blackett, Bewsell, Bayne, Park, & Small, (2017). As noted by McNaughton, Steven and Shucksmith (2019), some of the key

metrics of reflexive monitoring approach include; reconfiguration, individual and communal appraisals, and systematization.

Reflexive monitoring is described as the appraisal carried out in order to assess and understand how a new set of practices influence them (May, Rapley, Mair, Treweek, Murray, Ballini, & Finch, 2015). Systematization is part of reflexive monitoring. It is concerned with how effective and/or useful a particular monitoring tool is as well as collection of information in various ways (McNaughton, Steven & Shucksmith, 2019). The authors argue that communal appraisal is an approach where participants work together or in collaboration in evaluating the worth of a set of monitoring practices. It is one of the key components of reflexive monitoring in that it is aligned to involvement of peers during monitoring (Triste, Cooreman, Elzen, Adamsone-Fiskovica, Wijnands, Marchand & Schoorlemmer, 2019). Individual appraisal involves individuals expressing their personal technologies or complex interventions in the monitoring process (May, *et al.*, 2015). According to the authors, reconfiguration refers to the evaluation work completed by individuals or groups, which may result in attempts to revise policies, alter practices, or alter the design of a new technology or method used in the monitoring process.

Rapid appraisal method has been cited in previous research as one of the key monitoring approaches especially in the public sector (Kipkemoi, 2021). According to Beebe (1995), rapid evaluation is a method that includes creating a preliminary, qualitative knowledge of a particular circumstance. Wanjohi (2012) argue that rapid appraisal approach seeks to create a dialogue between the project implementers and the beneficiaries or clients of that project. Rapid appraisal approach is preferred because it encapsulated monitoring methods that are quick and cost-effective in information

gathering and provision of relevant feedback and consequently enables timely response to needs of decision makers; however, it is essential to note that these methods are short term (Wanjohi, 2012). Britan (2010) contend that rapid appraisal monitoring approach can be operationalized using individual interviews, group interviews, participatory techniques, and data collection techniques.

Bello and Ahmad (2021) suggest that individual interviews are used to obtain information on generalized topics or subjects as part of rapid appraisal but to obtain in-depth data on a particular subject, group interviews such as focus groups, group discussions, and community discussions are greatly viable (Britan, 2010). Williams (2022) argues that focus group interviews and key informant interviews, group and community discussions are some of the core methods employed by rapid appraisal monitors. The author further argues that participatory approach is associated with rapid appraisal monitoring approach and involves stakeholders designing, and collecting and analyzing pertinent data.

1.1.3 National Government Constituency Development Fund Projects in Nakuru County

The Fund was established in the year 2003 by Parliament, and its critical objective was to speed poverty alleviation at the grassroots level by launching and implementing community-based projects. At initiation, the Fund was allocated 2.5% of the ex-chequer revenue which is shared across the 290 constituencies in Kenya. According to the Act, the funds disbursed to respective constituencies are managed by NGCDF Committee and a manager who ensures that the funds are employed in accordance with the laid down Acts, laws and regulations. On the same note, the projects under the purview of the NGCDF are implemented by the Project Management Committee (PMC) (Republic

of Kenya, 2015). A Klynveld Marwick Goerdeler report of 2021 indicates that most of the government funded projects were not delivered on time and lacked social audit in Latin America. The report suggested that Latin governments must do better in putting forward robust infrastructure plans with clear and transparent objectives and stable policies.

Its huge success notwithstanding, the CDF has had a considerable share of controversies. This is exemplified by abandonment of projects and unaccounted funds (Ethics and Anti-Corruption Commission Report of 2018). As such, it is evident that there are many constituencies which have to contend with challenges of project completion. The foregoing is supported by earlier survey findings which indicated that the projected benefits of NGCDF operations have been compromised by the many challenges the Fund has been facing (Abdi & Kimutai, 2018). A scrutiny of these challenges points out to inappropriate implementation of projects which has, in turn, resulted in delay in completing some of the NGCDF projects (Abdi & Kimutai, 2018). This has orchestrated poor performance and delayed completion, if not total abandonment, of the projects under the NGCDF

The study was conducted in Gilgil, Naivasha, Subukia, Molo, Bahati, Kuresoi North, Rongai, Njoro, Kuresoi South, Nakuru Town West as well as Nakuru Town East. According to a report by the NGCDF Board, each of these constituencies is allocated funds amounting to Ksh 137 million each financial year purposely to finance activities, programmes, and projects under the purview of the national government (Republic of Kenya, 2021).

1.2 Statement of the Problem

Projects funded by the National Government Constituency Development Fund (NGCDF) are very crucial to the socio-economic development of Kenya. These projects are funded every financial year and are expected to be completed within the pre-set timelines. These timelines could be within one financial year, the life of the NGCDF committee (2 years) or within the life of the incumbent member of the national assembly (5 years). The Auditor-General in 2022 reported that 57 out of 103 projects, were not completed by the Naivasha NG-CDF for the year ended June 30, 2019, worth Ksh 134.11 million in that financial year. The delayed completion was linked to slow tendering processes as well as delays in disbursement of funds by the NG-CDF Board (Office of the Auditor General, 2021).

The Auditor General report of June 2020 shows a sluggish implementation of NG-CDF projects, with several projects having attained fewer milestones that was expected at the time. Sluggish completion, denied the tax payers the expected social benefits and consequently casting doubts on whether the projects' objectives will ever be met nor serve the taxpayers the value of their money (Auditor-General report of 2022).

Nearly 48 percent of projects in Kenya experienced a cost overrun, and a significant 87 percent faced delays beyond the initially projected timeframe, according to data from Africa Construction Cost in 2018. In 2021, the National Assembly Budget Committee highlighted that projects amounting to Sh9 trillion had come to a standstill in previous years, with a notable trend of road construction projects failing to meet their scheduled completion deadlines. Research conducted by Nakhumicha and Macharia (2017) in Imenti North Secondary schools, revealed non-completion of projects, while Mburu and Muturi (2016) study identified issues of inadequate completion in NG-CDF water

projects in Kinangop Constituency yet did not delve in to the monitoring of the projects. Additionally, Tore (2017) established rates of completion of CDF Schools' Building Infrastructure Projects in Kajiado Central Constituency but did not comment on the monitoring approaches.

Onyango (2019) examined efficacy of monitoring as well as evaluation mechanism on development project implementation but did not focus on monitoring approaches and at the same time adopted a comparative research design and targeted county development projects but the focus was the NGCDF projects. A study by Mathenge (2017) in Kiambaa Constituency focused on the effects brought by both monitoring and evaluation practices on NGCDF projects' performance using census. In the current study, monitoring approaches in terms of result-oriented, constructivist, reflexive, and rapid appraisal and project performance were covered in NGCDF projects across the 11 constituencies in Nakuru County. Uwamahoro (2018) concentrated on the mechanisms of M&E and the performance of government-funded projects in Rwanda while Otieno (2019) focused on how effective the M&E practice in project execution by the devolved units of government. Abdi and Kimutai (2018) found that the force behind change processes in the society was the people concerned with the M&E while Killo (2022) studied how tobacco contract farming in Tanzania was influenced by the practices of monitoring and evaluation. Sichuan, China, Chen, Ao, Wang and Li (2018) focused on the appraisal methods for rural infrastructure constructions, focusing on the satisfaction of the public.

1.3 Objectives of the Study

This study's broad purpose as well as the specific objectives with regard to monitoring approaches and NGCDF project performance are stated below.

1.3.1 General Objective

The study broadly sought to assess how the monitoring approaches influenced the performance in National Government Constituency Development Fund projects in Nakuru County, Kenya.

1.3.2 Specific Objectives

- i. To investigate the effect of a result-oriented approach on performance in National Government Constituency Development Fund projects in Nakuru County, Kenya.
- ii. To establish the influence of the constructivist approach on performance in National Government Constituency Development Fund projects in Nakuru County, Kenya.
- iii. To assess the effect of the reflexive approach on performance in National Government Constituency Development Fund projects in Nakuru County, Kenya.
- iv. To explore the role of the rapid appraisal approach on performance in National Government Constituency Development Fund projects in Nakuru County, Kenya.

1.4 Research Questions

- i. What is the effect of a result-oriented approach on performance in National Government Constituency Development Fund projects in Nakuru County, Kenya?
- ii. How does the constructivist approach influence performance in National Government Constituency Development Fund projects in the Nakuru County, Kenya?

- iii. What is the effect of the reflexive approach on performance in National Government Constituency Development Fund projects in Nakuru County, Kenya?
- iv. What is the role of the rapid appraisal approach on performance in National Government Constituency Development Fund projects in Nakuru County, Kenya?

1.5 Significance of the Study

For the economy to develop and grow, the national government's projects are very important. Therefore, their implementation should be of interest to pertinent stakeholders. This study is beneficial to project management practitioners, the makers of policies as well as the scholars in the world of academia. To policymakers, the study's findings enable them to come up with strategies and policies that can ensure enhanced project fulfillment. The key targeted persons include the NGCDF Board, the National Assembly as well as the National Treasury, which are mandated with formulation of strategies and policies that govern the use of NGCDF in Kenya. The findings are also informative to practitioners comprising the NGCDF account managers, NGCDF committees, and NGCDF project management committees with regard to the best approaches they can employ to monitor the implementation of NGCDF projects with the ultimate objective of ensuring their enhanced performance. Moreover, the study findings are for scholars in the field on strategic management as well as those with an interest in project planning as well as management.

1.6 Scope of the Study

The study was conducted across 11 constituencies that constitute Nakuru County. The study targeted the 11 fund account managers and 76 NGCDF committee members

drawn from the aforesaid constituencies. The study variables included result-oriented, constructivist, reflexive, and rapid appraisal approaches, and also project performance. The first four variables are predictor constructs, while the fifth is the dependent or outcome variable. Theories of project monitoring and project performance were reviewed and discussed. These include the theory of change and the balance scorecard theory. A census design was used in the study. The study period was between 2013 and 2023.

1.7 Limitations of the Study

There is a likelihood of finding difficulties in accessing all the NGCDF committee members and Fund Account Managers (FAMs). In this respect, arrangements were made beforehand with the FAMs and the NGCDF committees' chairpersons. Another challenge was the probability of some respondents being skeptical to participate in the study or to divulge honest information regarding monitoring and performance of projects within their jurisdictions. In addressing this limitation, the participants were reassured that their identity was not disclosed. The researcher also expressed the willingness to share the study findings with any interested respondent or participant.

1.8 Organization of the study

The study has been organized in a total of five chapters. Chapter one encompasses a background of monitoring approaches and project performance globally, regionally and locally. The problem statement, objectives, and hypotheses are stated. Justification and scope of study are highlighted in the same chapter. Literature review is covered in chapter two and it is pertinent to monitoring approaches as well as project performance. Relevant theories are reviewed and discussed in with respect to two study constructs. This is then followed by empirical review, and tabulated summary and research gaps.

The conceptual framework is the last part of the chapter and outlines the study variables and their presumed interactions. Chapter Three illustrates the methodology that will act as the blueprint of the entire research study. Methodology included research design, population, sampling procedure, instrumentation, data collection procedure and methods of analyzing the collected data. Chapter Four encompassed the analysis of the research findings. Chapter Five included the drawing of conclusions consistent with the study findings and suggestion of recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter entails an examination of theories and research on monitoring methodologies and project performance. Empirical studies are scrutinized and research gaps are outlined in a concise tabular format. The final part delineates the conceptual framework, illustrating the study constructs: result-oriented, constructivist, reflexive, rapid appraisal, as well as project performance.

2.2 Theoretical Literature Review

In this study, the theory of change and the balanced scorecard noted are reviewed and discussed relative to NGCDF project monitoring and project performance, with a brief summary of research gaps culminating this chapter.

2.2.1 Theory of Change

A theory of change is attributed to Talcott Parsons as one of its key proponents (Parsons, 1969). The theory is described as a meaningful model of how initiatives, for example, programme, strategy, and project are able to contribute to the intended outcomes with the help of a series of early as well as intermediate outcomes (Serrat, 2017). The theory is a participatory approach which is based on outcomes. Besides, the theory applies critical thinking with respect to design, implementation as well as evaluation of an initiative, for example, a project, strategy, or programme planned to facilitate emergent, projectable, and transformative change. As echoed by Kezar and Holcombe (2019), change theories transcend any single project and reflect both theoretical and empirical knowledge regarding the occurrence of change.

The characteristics of the theory of change are envisaged on the fact that it is meaningful, plausible, doable, and testable. By being meaningful, the theory states that the size or amount an outcome (long-term) being pursued is equal to the effort employed. The theory is plausible since; according to it, common sense and evidence point out to the fact that the implementation of interventions results in long-term outcome. On the 'doable' aspect, theory postulates that such resources as financial, human, knowledge, institutional, political, technical, time, and skills will not only be available but also sufficient to facilitate execution of the aforesaid interventions. The theory is testable in that it is aptly specific and complete for a person undertaking evaluation to track progress in both credible as well as useful ways (Serrat, 2017).

Some of the advantages or strengths of theory of change are its capability to aid in identifying resources and assessing their adequacy, designing strong action plans, clarifying lines of responsibility, fostering collaboration amongst financiers, as well as enabling the building of a successful monitoring and evaluation framework. The theory also enables reinforcement of focus, clarity, and effectiveness of project initiatives through more effective locating of rationale as well as ends of interventions in addition to success measurement. Another practical strength of the theory of change is the fact that it enables recognition of the most suitable audience, clients, and partners that a sponsor (funder or financier) can work with or hold conversation with in an open manner. The importance of the theory of change is emphasized by the assertion that such theory is often considered as part of grant proposals by funding agencies (Reinholz & Andrews, 2020).

The critics of the theory of change argue that it may fail to take into account the external context. This is in spite of the apparently important roles played by external actors such

regulators, peer organizations, etcetera. The plausibility of the theory may fail to be confirmed. As such, there is likelihood of lack of concerted effort to assess the plausibility of the theory at the end of the change development process. There is also the probability that the key elements of the theory may not be measurable (Forti, 2012).

This is premised on the postulation that, when projects are grounded on change theory, change agents are allowed to get insights from the existing knowledge regarding how to realize meaningful change (Reinholz & Andrews, 2020). It is further indicated that albeit the fact that the theory of change is mostly formulated during the planning phase, it can be useful when carrying monitoring and evaluation of projects (Serrat, 2017). The relevance of this theory to the present study is attributed to the assertion that the theory of change can be employed to design mechanisms for project monitoring (Gooding, Makwinja, Nyirenda, Vincent, & Sambakunsi, 2018). The entrenchment of the theory to the monitoring approaches as encapsulated in this study is further underlined by the postulation that theory of change develops an understanding upon which issues, hypotheses as well as evidence pertinent to monitoring can be used to assess and revisit a project (Barnett, 2013).

The assessment of projects envisaged by the theory of change is linked to results-based monitoring which is concerned with continuous improvement (Farrell, 2009), hence necessitating assessment emphasized by the theory of change. Constructivist approach of project monitoring seeks to illustrate the ‘most significant change’ in the project implementation (Davies & Dart, 2005). This is in conformity to the theory of change whose cornerstone is demonstration of change. Reflexive monitoring approach of projects is also anchored on the theory of change. In support of this argument, it is important to remember that the aforementioned project monitoring approach is

concerned with the outcomes reflected by learning and institutional change (Vos *et al.*, 2006). The theory of change advocates for collaboration amongst various stakeholders (Serrat, 2017); an aspect that is characteristic of rapid appraisal monitoring approach. Rapid appraisal monitoring is creating a dialogue between project stakeholders particularly project beneficiaries/clients and project implementers (Wanjohi, 2012).

2.2.2 Public Value Theory

A public value theory was proposed in the year 1995 by Moore and in his arguments, he stated that managers in public sectors should operate like their counterparts in private sectors for purposes of ensuring good management of public resources. This theory shows that if appropriate public resources management is practiced, then realization of public value would be achieved. Therefore, public sector managers need to employ strategies with respect to their operations for purposes of ensuring efficiency in utilization of public resources as well as attainment of public value. The theory asserts that public sector managers can achieve delivery of value when they efficiently use public resources. As noted by Moore (1995), the theory tends to check out obstacles in the line of delivery of public sector for purposes of realigning goals as well as resource apportionment in order to deliver value.

Other ways of effective delivery of public value are through social audit whereby stakeholders are invited for collective efforts. With respect to this cross-examination, social audit tends to play a critical role in highlighting the need for accountability of public value for money. The group mandated for the social audit should strive to deliver value, and in case of failure the citizens should make a follow up and push for delivery of public value. This theory was useful for the study because it addressed monitoring

approaches, result-oriented approach, constructivist approach, reflexive approach, and rapid appraisal approach with respect to NGCDF projects in Nakuru County.

2.2.3 Balanced Scorecard Model

The scored card was proposed by Kaplan and Norton (1992). The model is a strategic management tool which seeks to clarify the strategy and ultimately translate it into action. It consequently aims at contributing to the reduction of problems involved in using only financial measures, as has been the case with traditional approaches. BSC was proposed as a response (solution) to the growing difficulties of translating strategy into action and linking the operational management to the strategy. Secondly, BSC came into being to deal with the proven inability of traditional economic and financial measures in monitoring organizational performance (Kaplan & Norton, 1992).

The BSC model postulates that performance of an entity can be measured with the help of financial and customer perspectives, internal business processing and innovative and learning dimensions (Kaplan & Norton, 1992). The BSC was developed as a measure that provides top managers with a fast yet comprehensive perspective of business or an entity. Generally, the BSC encapsulates financial measures which depict the results of already-taken actions or steps. These measures are complemented by operational metrics on internal processes, customer satisfaction, as well as innovation and improvement activities of an entity. The latter constitute operational measures (Kaplan & Norton, 1992).

The model is limited in its application because it gives managers a scorecard that has no score. This is because; there isn't a single –valued measure on how the different perspectives have performance. This makes managers who have been evaluated using this system, not be able to make principled or purposeful decisions.

The four perspectives are used to translate vision and strategy (Kaplan, 2010). The financial dimension centers on how an entity views shareholders or stakeholders. In line with this perspective, the goals are to prosper, succeed and survive. Financial metrics include cash flow, increase in market share, return on equity, quarterly sales growth, operating income, which considers cost ratio as an indicator of performance in current study. From customer perspective, an entity is concerned with how it is perceived by customers. The goals of this perspective are to create customer partnerships, to have new products, to have preferred suppliers, and to have responsive supply. Some of the pertinent measures are timely delivery of commodities (goods and/or services), purchasing of part of major accounts, accounts' ranking, and engineering efforts that demonstrate cooperation (Kaplan & Norton, 1992). In the context of NG-CDF projects, customer perspective include oversees opinion.

The dimension of internal processes focuses on what an entity ought to excel in. The respective goals are to design productivity, achieve manufacturing excellence, introduce new products, and to have technology capability. Some of the measures of internal processes encompass cycle time and unit cost yield. Other factors include engineering efficiency, and actual introduction schedule with respect to planned schedule. The bottom line of innovation and learning perspective is whether or not an entity is able to continue improving and creating value. Regarding this perspective, some of the goals include product focus, manufacturing learning, and time-to-market as well as technology leadership. The performance in line with perspective is measured using approaches like new product introduction against competition.

The dimension of learning as well as growth focuses on the ability of the organization to not only enhance employee learning but the ultimately and prime growth goal of the

employee and the organization at large. The objective of any organization or employee is not only to learn and move with the changing working environment and production technology, but to also grow, become bigger, increase their individual capacity as that of the overall organization also expands. Learning and growth perspective was linked to the number of units completed in NGCDF projects and incremental milestones achieved over the years (growth).

2.3 Empirical Literature Review

The overview of earlier empirical research on various methods to project monitoring such as result-oriented, constructivist, reflexive, and quick appraisal is the main emphasis of this section. It also includes a review of earlier research on project performance.

2.3.1 Result-Oriented Approach and Performance in NG-CDF Projects

A study conducted by Pazvakavambwa and Steyn (2014) centered on the implementation of results-based management (RBM) with respect to public center of developing countries. The objective was to determine what was supposed to be considered relative to the aforesaid implementation. It also examined the challenges faced in implementing RBM in the public sector of different countries, developing and developed. The study adopted desktop analysis as the methodology. The findings shows that RBM and evaluation is a supporting component of integrated results-based management system (IRBM). This monitoring was observed to focus on higher level outcomes or objectives. This means that results of various implementation stages are measured for purposes of assessing the implementation success or failure. The present study focused on the effect of results-oriented approach in performance of NG-CDF

projects. The findings showed performance of NG-CDF projects in Nakuru County are influenced by result-oriented monitoring.

A local study examined the effective approach employed to monitor results-based financing projects (Makori, 2015). The specific objective was to examine the hitherto monitoring approaches as well as to review challenges that are experienced in the implementation of resource-based financing. A sample of 40 respondents was obtained from the development sector in Kenya through purposive sampling method. Demands for public sector management have obliged organizations as well as the government to be more accountable to their stakeholders by demonstrating results. The study emphasized on accountability as reflected by desire for results and outcomes in addition to measuring progress, success and failure of projects. The present study used census and the findings indicated that outputs are used to monitor the progress of NG-CDF projects.

A comparative examination of Embu County and Machakos County focuses on the effectiveness of the M&E framework in the implementation of development initiatives (Onyango, 2019). The research explored how dimensions of aforementioned framework, which included, results-based performance, participatory tracking, learning capacity, as well as beneficiary accountability influenced implementation of county development projects. The study employed comparative research design, targeting 132 staff tasked with monitoring as well as evaluation of projects under the purview of devolved functions in the two counties. Whereas Onyango's (2019) study focused on project implementation, the current study centered on performance of NG-CDF projects. The current study's research findings showed that expected project outcomes influence result-oriented approach.

2.3.2 Constructivist Approach and Performance in NG-CDF Projects

The objective was to grant meaning to M&E practices with respect to delivery of construction projects. An extensive desk review approach was adopted to explain the M&E process during the entire process of project delivery. The study findings indicated that participation of stakeholders with respect to M&E was bound to ensure enhanced in project outcomes. The current study covered constructivist approach in terms of responsive evaluation, learning histories, significant change, and information sharing. In the current study, findings showed that responsive evaluation was adopted.

A study by Uwamahoro (2018) in Rwanda centred on M&E mechanisms and performance of government-funded projects. One specific objective was to find out how human capacity for M&E contributed towards performance of government projects in the country. The study's findings revealed that employee satisfaction and retention rates, employee engagement, recruitment and project culture were the key monitoring as well as evaluation mechanisms which influenced government projects performance in Rwanda. The study focused on M&E while the current study covered monitoring approaches. Research results indicated that in monitoring NG-CDF projects in Nakuru County, a responsive evaluation was adopted.

Otieno (2019) investigated how county government projects were carried out purposely to explore how effective the M&E practice was in the implementation of these projects. The study results indicated that policies, planning, resource availability and process (aligned to constructivist monitoring) significantly influenced the adequacy of M&E of the county governments funded projects funded. The study addressed elements of constructivist while in the current study constructivist monitoring was measured in terms of responsive evaluation, learning histories, significant change and information

sharing to the performance in NG-CDF projects. The outcome of the current research showed significant changes enhance constructivist monitoring approach in NG-CDF projects.

The study carried out by Mathenge (2017) had the objective of determining how community participation influenced performance of the aforementioned projects in Ruiru. In line with constructivist approach of M&E people are assumed to be the force behind change processes in the society. In his study, Mathenge performed an investigation on 132 projects within the constituency and collected data using self-administered questionnaires. It was established that there was poor community participation. On the same vein, it was detected that community's involvement in monitoring as well as evaluation of projects under CDF was minimal. Therefore, project performance was significantly affected due to the minimal community participation in monitoring the projects. In the current study 121 projects were considered and the findings indicated that, information is shared among stakeholders during monitoring of performance in NG-CDF projects.

2.3.3 Reflexive Approach and Performance in NG-CDF Projects

A study conducted by Killo (2022) in Katavi Region in Tanzania on influence of monitoring as well as evaluating practices with respect to tobacco performance contract farming. The study aimed at determining how tobacco contract farming project success was impacted by stakeholder engagement in the M&E processes team, technical knowledge in M&E, and human resource capability. The theories of change, dynamic capabilities, and resource-based view anchored the study. In the study, explanatory and a cross-sectional survey research designs were used to randomly select selected 132 respondents. The results showed that the performance of tobacco contract farming

programmes was not significantly improved by either technical competence or the ability of human resources for M&E. Both the Balanced Scorecard and the Public Value theory are used in this study. The participation of the stakeholder in M&E procedures, however, had a notable and advantageous impact on these projects' performance. Balanced Scorecard model and the Public Value theory were used in current study. The current study established that, there was communal appraisal of NG-CDF projects in Nakuru County, Kenya.

Abalang (2016) studied the performance of M&E systems in Torit, South Sudan. The study specifically assessed the tools and methods employed in M&E systems, examined how systems management influenced M&E, and determined how training of M&E personnel related to project outcomes, as well as the participation of the stakeholders. The study targeted 1464 respondents from Torit County, using descriptive design. Management was found to influence M&E systems through objective design, system planning, and resource allocation. However, data was collected exclusively through questionnaires for the current study. The findings indicated that systematization facilitates accountability in NG-CDF projects in Nakuru County, Kenya.

Das and Ngacho (2017) conducted an empirical study on CDF projects, specifically focusing on CDF projects implemented between 2003 and 2011. The study involved 175 respondents, including contractors, consultants, and clients. Six critical success factors affecting project performance were identified, categorized as client-related, contractor-related, external environment-related, project-related, supply chain-related, and consultant-related factors. The sample size in Das and Ngacho's study was 175. The sample size in current study as 121 and the findings showed that, there was communal appraisal of NG-CDF projects in Nakuru County, Kenya

Related research by Muchelule and Muchelule (2017) focusing on Kajiado East Sub-County, focused on how performance in NGCDF projects were influenced by M&E. The objective was to find out influence of training as well as time allocated on performance of M&E of NGCDF projects. A sample of 122 respondents was obtained from an accessible population of 138. The study findings indicated that a considerable proportion of project performance could be explained by training, time management as well as the strength of the monitoring team. Importantly, reflexive monitoring approach is associated with individual and group (team) appraisal of projects). Therefore, study findings underline the importance of reflexive approach in regard to performance in NG-CDF projects. The current study covered reflexive monitoring approach in terms of systematization, communal approach, individual approach and reconfiguration. The study findings implied that project reconfiguration has enhanced reflexive approach in NG-CDF projects. Additionally, reflexive monitoring influences performance in National Government Constituency Development Fund projects.

2.3.4 Rapid Appraisal Approach and Performance in NG-CDF Projects

In a study carried out in Sichuan, China, Chen, Ao, Wang, and Li (2018) assessed appraisal methods for rural infrastructure constructions, focusing on how the public were satisfied. The study involved discussions with college students and households from rural areas in Sichuan, with data collected through 246 questionnaires. In the present study, the rapid appraisal approach was quantified in form of individual interviews, group interviews, participatory techniques, and various data collection methods. In the current study, it was established that, individual interviews are regularly conducted when monitoring NG-CDF projects in Nakuru County, Kenya.

Byaruhanga and Basheka (2017) conducted an empirical study employing a management model to investigate the monitoring of contractors and the performance of road infrastructure projects in Uganda. The study objectives included examining the relationship between contractor monitoring and the performance of projects and assessing how the components of contractor monitoring relate to project performance. Procurement officers and engineers were selected from the study population through purposive sampling, while members of parliament, private consultants, and civil society representatives were chosen randomly. One notable finding of the study was the absence of an appraisal system for contract supervisors and contractors. From the study, the adoption of systems that facilitate the appraisal of contractors and contract supervisors was recommended. The study findings indicated that, group interviews engage all stakeholders.

An empirical study conducted by Ogolla and Moronge (2016) sought to determine what influenced effective M&E of government-funded water projects in Nairobi City County. The study assessed how key stakeholders were involved in M&E and adopted descriptive survey research design. This was closely similar to the cross-sectional design used in the current study. Although a questionnaire was used to obtain data, sampling was not employed; rather, a census approach is adopted. According to the study results, 25% of the involved stakeholders were the implementing staff. Others involved included the project beneficiaries or clients, the donors as well as the government. It is evident that the study addressed aspects of rapid appraisal approach of project monitoring. This is founded on the fact that, the approach aims at creating a dialogue between implementers of the project and its beneficiaries of clients (Beebe, 1995). According to the study results, it was concluded that there were no apparent stakeholders who were tasked with ensuring effective project monitoring and

evaluation. The study did not analyse deeply the key elements like progress reports that could solidify the finding and also enhance the detection of potential weaknesses that require intervention. In the current study focus was to analyze if progress documents are reviewed to track progress. The study findings showed that documents such as progress reports are reviewed during monitoring of NG-CDF projects.

A study by Leariwala and Kamau (2021) found that the inadequate M&E has led to poor project performance. The study assessed how various aspects of M&E affected project performance under the purview of NG-CDF for the 2017/2018 financial year. Results indicated that the M&E planning as well as its resource allocation had significant effect on performance. This study used descriptive design and studied projects initiated in the 2017/18 FY. The findings in the current study indicated that, rapid appraisal monitoring influences performance in NG-CDF projects in Nakuru County, Kenya.

2.4 Summary of Literature Review and Research Gaps

The reviewed theories, concepts (variables) and empirical studies are covered in this section. The theory of change by Parsons in 1969 demonstrates how initiatives such as a programme, strategy, or project are able to contribute to the intended outcomes through a series of early and intermediate outcomes. The theory was applicable because it was the anchor for result-oriented, constructivist, reflexive, and rapid appraisal monitoring approaches in the current study, however, the theory did not cover the constructivist and reflexive approaches.

The balanced scorecard theory is also used to illustrate various dimensions that can be employed to demonstrate performance in NG-CDF projects. The financial, customer satisfaction, and internal processes are the main perspectives that were used to anchor

the performance in the aforementioned projects. However, the theory did not explain how projects are delayed.

Leariwala and Kamau (2021) found that the inadequate M&E has led to poor project performance focusing more on the adequacy and frequency of M&E activities while Sichuan, China, Chen, Ao, Wang and Li (2018) focused on the performance appraisal methods for rural infrastructure constructions with a concentration on public satisfaction. These studies presented both conceptual and contextual gaps that the current study sought to fill. Killo (2022) studied the influence of M&E practices on the performance of tobacco contract farming in Tanzania providing a contextual gap for the study while Abdi and Kimutai (2018) presented both a theoretical and conceptual gap when they focused the M&E personnel as a influence on the monitoring success. Otieno (2019) focused on the effectiveness of M&E practice in county government projects' implementation, while Uwamahoro (2018) concentrated on the M&E mechanisms and performance of government-funded projects in Rwanda, both providing contextual gaps for the study. Onyango (2019) focused on efficacy of M&E framework on execution of development projects, Makori (2015) on the other hand examined the effective approach employed to monitor results-based financing projects and Tengan and Aigbavboa (2018) sought to grant meaning to M&E practices with respect to delivery of construction projects, all providing both contextual, conceptual and theoretical gaps for the current study.

Constructivist approach is concerned with monitoring and evaluating progress of the collective learning process in a project. Reflexive approach involves a process of collective learning and outcome that are reflected by learning and institutional change. Rapid appraisal approach encompasses developing of a preliminary, qualitative

understanding of a given project, where it seeks to create a dialogue between the project implementers and the beneficiaries or clients of that project. Project performance is realization of a project outcome in terms of its meeting time and budgetary requirements and quality specifications. A summary of these studies and identified research gaps is illustrated in Table 2.1.

Table 2:1: Summary of Literature Review and Research Gaps

Author (year)	Study Variables	Main Findings	Gaps	Focus of Current Study
Pazvakavambwa & Steyn (2014)	Implementation of Results-Based Management in the Public Sector	Results-Based M&E focuses on higher-level objectives	Conceptual and contextual gaps	Conducted in Kenya and focus on results-oriented approach on project completion
Makori (2015)	Effective approaches of Monitoring results-based financing projects	Apart from measuring project progress, success or failure, there is need for results and outcomes	Contextual gaps and conceptual	Conducted in Kenya and results-oriented approaches and project completion
Onyango (2019)	Efficacy of M&E framework on development projects implementation for Embu and Machakos Counties	learning capacity, Results-based performance, participatory tracking & beneficiary accountability statistically affect project implementation	Conceptual gap	Focuses on the Monitoring and completion of projects
Tengan & Aigbavboa (2018)	Role of M & E in construction projects Management	Stakeholder involvement in M&E enhances project performance	Conceptual and contextual gaps	Conducted in Kenya Concerned with constructivist approach as well as completion of projects

Uwamahoro (2018)	M&E mechanisms and performance of government-funded projects in Rwanda	Project performance was influenced by employee satisfaction, retention rates, employee engagement and project culture	Conceptual gaps Contextual gaps	Conducted in Kenya Focused on the M&E approaches as well as project completion
Otieno (2019)	Effectiveness of M&E practices in public projects (County Government projects)	Policies planning, resources availability and process influenced the adequacy of M&E	Conceptual	Focused on four approaches to M&E not just constructivist approach Focused on NGCDF (National government rather than County)
Mathenge (2017)	M&E Practices and Performance of CDF in Kiambu County	Involvement of communities in M&E of CDF projects was low	Conceptual gap Theoretical	The current focused on M&E approaches and on completion of projects NOT performance Public Value Theory applied
Abalang (2016)	Assessment of performance of M&E systems at Caritas Torit, South Sudan	Management influenced M&E though objectives design, M&E systems planning	Contextual and conceptual gaps	Focused on M&E approaches conducted in Kenya
Das and Ngacho (2017)	Critical success factors for CDF projects performance	M&E systems outlined in the CDF Act are not sufficient to support M&E of projects	Conceptual gaps	The study focused on various M&E approaches

Muchelule and Muchelule (2017)	M&E Influence on Performance of CDF in Kajiado County	Project performance could be explained by training, time management and the strength of the M&E team	Conceptual Gaps	The study focused on M&E approaches and the completion of projects
Chen <i>et al</i> (2018)	Public satisfaction is used to assess performance in rural infrastructure projects.	Information transparency and longitudinal comparisons of perceived performance are most acceptable.	Conceptual and theoretical	The focus was M&E approaches, project completion The study used Balanced Score Card
Byaruhanga & Basheka (2017)	Contractor monitoring performance of road infrastructure in Uganda	Lack of appraisal system for contract supervisors and contractors	Conceptual gap Theoretical gap	M&E approaches was the focus of current study Use of Theory of change and public value theory
Ogolla and Moronge (2016)	effective M&E determinants for water projects	Rapid appraisal approaches are critical in project monitoring	Conceptual gap	Focused on additional approaches to M&E other than rapid appraisal only
Wanderi (2016)	Factors influencing project completion of CDF funded projects	Leadership, teamwork, project planning and monitoring influences project completion	Conceptual and theoretical gaps	Focused on M&E approaches only The study utilized public value and balanced scorecard theories

Source: Researcher (2023)

2.5 Conceptual Framework

Figure 2.1 is an expression of a conceptual framework, which is essential when it comes to explaining a phenomenon's natural progression (Camp, 2001). In most cases, this framework tends to describe relationship existing between variables under study (Grant & Osanloo, 2014). With respect to current study, the independent constructs act as monitoring approaches for a project and they entail result-oriented, constructivist, reflexive, as well as rapid appraisal approaches. The dependent variable in the study will be project performance.

As demonstrated in Figure 2.1, it is presumed that a relationship is existing between each of the independent variables (that is, monitoring approaches encompassing result-oriented, constructivist, reflexive, and rapid appraisal approaches) and the performance in NG-CDF projects. In this regard, it is hypothesized that result-oriented approach is related to performance; there exists a relationship between constructivist approach and performance; reflexive approach is related to performance; and that rapid appraisal approach and performance relate. However, the strength and significance of the aforesaid relationships are not apparent at this stage.

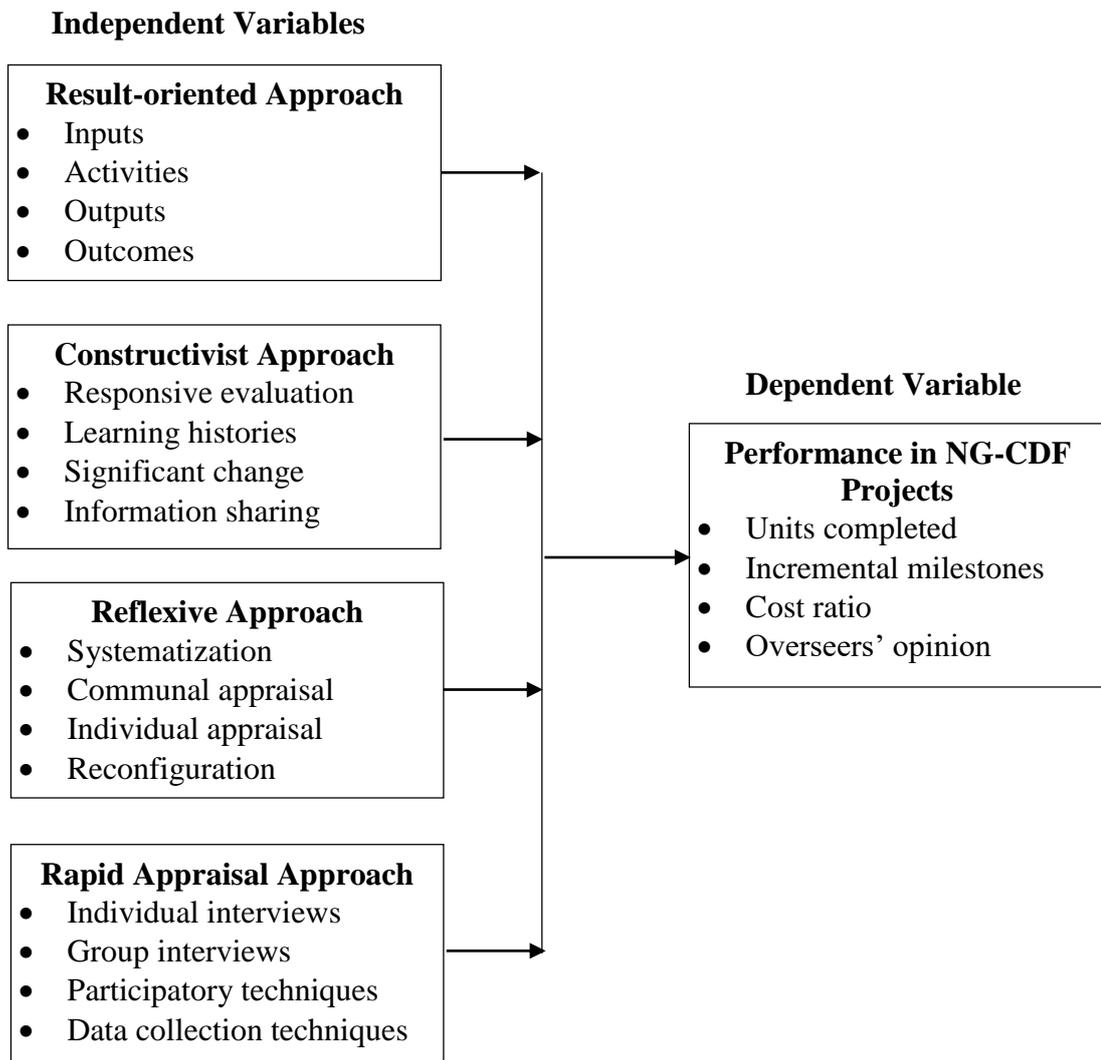


Figure 2:1: Conceptual Framework

Source: Researcher (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter encompasses several key elements of the research process. It outlines the research design, empirical model, data collection instrument, target population, data analysis methodology, and details on how the findings will be presented. The concluding section addresses the ethical considerations that will be taken into account throughout the research.

3.2 Research Design

The descriptive design was chosen dictated by the research problem, the study objectives, and scope of the study. The design allows for a description of “what exists” as well as the description of attitudes, opinions, or trends of a given population in respect of a particular phenomenon or phenomena. (Fowler, 2009). A framework, blueprint or procedures of inquiry that guides how a research study is carried out constitute a research design (Creswell, 2014).

3.3 Target Population

This is the total number of objects, subject, entities or individuals that share same features particularly in relation to a particular study. It is the refined part of the general population which contains the attribute or attributes of interest to a study (Creswell, 2014). In respect of the present study, the stakeholders involved in the oversight of the implementation of NGCDF projects comprised the target population. These included fund account managers (FAMs) and NGCDF committee members. The study targeted 11 constituencies in Nakuru County Kenya and consisted of Fund Account Managers and National Government Constituency Development Fund Committee members.

The population was drawn from Njoro, Subukia, Bahati, Kuresoi South, Nakuru Town East, Kuresoi North, , Molo, Naivasha, Gilgil, Rongai and Nakuru Town West. As per the NG-CDF Act 2015, the aforementioned committee must consist of 10 members (Republic of Kenya, 2015). Therefore, the study`s (accessible) population was 110 members (10 from each of the 11 constituencies) as well as 11 representatives from the Public Works. As such, the total number of the accessible population was 121.

The accessible population was 121 which was considerably low, therefore, a census design was used. A census is defined as a complete enumeration of all the entities or items in the population. A major advantage of this design is underlined by the assertion that highest accuracy is obtained since there is no element of chance that is left out (Kothari, 2004). This means that the findings emanating from a census survey are highly generalizable to the study and target populations. Essentially, all the 121 individuals constituting the accessible population will be included in the study.

Table 3:1: Target Population

Constituency	Committee Members	Fund Manager	Total
Bahati	10	1	11
Gilgil	10	1	11
Kuresoi North	10	1	11
Kuresoi South	10	1	11
Molo	10	1	11
Naivasha	10	1	11
Nakuru Town East	10	1	11
Nakuru Town West	10	1	11
Njoro	10	1	11
Rongai	10	1	11
Subukia	10	1	11
Total	110	11	121

NG-CDF Board (2023)

3.4 Data Collection Procedure

The data collection process involved obtaining authorization and adhering to ethical procedures to gather information from the study subjects using a structured questionnaire. Initially, the university, through the Graduate School, provided an authorization letter, which was used to obtain a research permit from NACOSTI. Additionally, a letter of consent from the NGCDF Board was obtained. The researcher personally collected data from the respondents, ensuring prior coordination with the Fund Account Managers (FAMs) responsible for the National Government Constituency Development Fund in respective constituencies. The questionnaires were distributed to the respondents through these FAMs.

3.5 Data Collection Instrument

Consistent with the descriptive design approach that this study employed, a quantitative research questionnaire was used in facilitating data collection. According to Cohen, Manion and Morrison (2007), survey data are collected using questionnaires. In other words, though not exclusively, surveys typically rely on large-scale data collected using such instruments typified by questionnaires (Morrison, 1997). Therefore, data collection was done using a questionnaire, which was self-designed and self-administered. The questionnaire was structured in conformity to an ordinal Likert scale. A structured questionnaire has the capacity of generating both quantitative and qualitative data.

3.6 Pilot Study

Given that the questionnaire was self-designed, it was pilot-tested for the purposes of determining its appropriateness for collection of data. The pilot testing of the questionnaire was conducted amongst the FAM and the NGCDF Committee members of a randomly selected constituency drawn from the neighbouring Baringo County. The

pilot study involved 11 committee members and 1 FAM, representing 10% of the study sample. The choice of the scope for the pilot study was premised on the fact that the county neighbours Nakuru County, and the characteristics of the NG-CDF projects are similar and both counties fall under the same region. The research plan included a pilot test to evaluate both survey questionnaire's usability and the effectiveness of the data collection processes (Fraser, Fahlman, Arscott & Guillot, 2018). The pilot study involved an assessment of the validity and reliability of the questionnaire to ensure the instrument is robust and produces accurate and consistent results.

3.6.1 Validity of Research Instrument

Validity involved what a data collection instrument measure as well as how well it does so (Mohajan, 2017). This validity indicates extent to which the data items of questions in a data collection instrument and the scores obtained from the said items or questions represent all possible items or questions pertinent to the specific content being researched (Creswell, 2005). It is averred that there is not statistical test to determine content validity, and that its measure largely depends on the expert judgment in the pertinent field (Thatcher, 2010). Content and construct validity of the questionnaire were both determined through pilot study.

3.6.2 Reliability of Research Instrument

Reliability is mainly concerned with faith in data derived from collection instrument with respect to random error control from the measuring tool (Mohajan, 2017). For the research questionnaire, internal consistency was tested using Cronbach alpha because it is capable of measuring instrument's internal consistency (Mohajan, 2017). Results computed with the help of SPSS version 24, indicate that result oriented approach had a Cronbach alpha of 0.857, constructive approach had 0.825, reflexive approach, 0.757

whereas Rapid appraisal approach had 0.787. The results indicate that all the study variables had a Cronbach alpha of more than 0.7 signifying that the study instrument was reliable for this research.

3.7 Data Analysis and Presentation

The collected data was screened in order to ensure their completeness and appropriateness. Both descriptive and inferential statistics were done with the help of the SPSS. Addressing the outliers is crucial since their presence may lead to biased results from statistical analysis (Zijlstra, van der Ark, & Sijtsma, 2011).

Before conducting the inferential statistical analysis, pertinent diagnostic tests consistent with the assumptions for inferential analysis will be done. Expectedly, the collected data in respect of the study objectives were ordinal (categorical). Therefore, only tests for linearity (consistent with correlation and linear regression analyses) and multicollinearity (consistent with multiple regression analysis) were conducted. The results of the aforesaid analyses will be presented in both tabular and graphical formats. Pertinent interpretations and discussions were also presented. The multiple regression model below shall guide the study;

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

Where:

Y represents 'Project Performance'

B₀ represents 'Constant'

X₁ represents 'Result-Oriented Approach'

X₂ represents 'Constructivist Approach'

X₃ represents 'Reflexive Approach'

X_4 represents 'Rapid Appraisal'

ε represents 'Error Term'

$\beta_1, \beta_2, \beta_3, \beta_4$ represent 'Regression Coefficients of the Independent Variables'

3.8 Diagnostic Tests

3.8.1 Linearity

The linearity assumption of linear estimation requires that the dependent variable has a linear relationship with the independent variables, which can be tested using ANOVA. If the ANOVA results show a significant model ($F_{cal} > F_{tab}$ and $p\text{-value} < 0.05$), the null hypothesis will be rejected, confirming the linear relationship.

3.8.2 Normality

Normality will be assessed using graphical or numerical methods, with the latter including inferential tests like Kolmogorov-Smirnov and Shapiro-Wilk. For a sample size of 121, the Kolmogorov-Smirnov test is more appropriate due to its suitability for larger samples (Neamvonk & Phuenaree, 2022).

3.8.3 Multicollinearity

Multicollinearity will be examined to identify strong correlations among independent variables, which can increase standard errors and create model instability. Variance Inflation Factor (VIF) values over 1 or tolerance values below 0.1 may suggest multicollinearity, potentially impacting predictor significance (Park & Lee, 2023; Mansour & Chen, 2023).

3.8.4 Heteroscedasticity

Heteroscedasticity testing, using the Breusch-Pagan test, assesses if error variances are consistent across levels of independent variables. A non-significant Breusch-Pagan test

result ($p > 0.05$) would indicate homoscedasticity, meaning the model meets the assumption of equal error variances, thus improving reliability (Lee & Wang, 2020). Finally, the Durbin-Watson test checks for autocorrelation, which is critical in time-series data, as it detects correlation among residuals over time. Values around 2 indicate no autocorrelation, while deviations signify positive or negative autocorrelation, depending on whether the value is significantly above or below 2.

3.9 Ethical Considerations

All the respondents were expected to provide informed consent before participating in the study. Besides, the consenting participation was on a voluntary basis. Therefore, the participants were not coerced to take part. Instead, they had the right to withdraw at any time unconditionally and without providing reasons for their withdrawal. Data collected was confidential, this fact was disclosed to all the participants. The researcher made soft copies of the research project available to the participants. The collected data was exclusively used for academic purposes.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter provides the findings of this study. The presentation is guided by the study specific objectives. The results are interpreted and their implications outlined. The chapter also discusses the results which are cross referenced with the reviewed literature to point out new knowledge established from the study.

4.2 Response rate

A total of 121 questionnaires were administered to 110 NG-CDF Committee members and 11 Public Works representatives in Nakuru County, Kenya. Seventy-six (76) questionnaires were returned giving a 62.81% rate of response. The rate was sufficient since Mugenda and Mugenda (2003) opined that a response rate of more than 50 per cent is considered enough for the research findings to be analysed.

4.3 Reliability test

The supervisor was given access to the data collection tool by the researcher to check its validity before making recommendations about what should be included in the study. As a result, the data gathering tool was guaranteed to cover every topic that the research was meant to address.

The research undertook a pilot test to determine the reliability of the questionnaire. A Cronbach alpha was calculated in addition; the findings were as demonstrated in Table 4.1.

Table 4:1: Cronbach Alpha’s results Reliability

Variable	Number of items	Cronbach Alpha
Result-oriented approach	4	0.857
Constructive approach	4	0.825
Reflexive approach	4	0.757
Rapid appraisal approach	4	0.7

Source: Research Data (2024)

Results indicate that result result-oriented approach alpha of 0.857, the Constructive approach had 0.825, the Reflexive approach, 0.757, whereas the Rapid appraisal approach had 0.787. The results indicate that all variables had a Cronbach alpha of more than 0.7, signifying that the study instruments were reliable for this research. These results agree with the arguments by Ngechu (2004) who notes that a coefficient of over 0.7 signifies that the instrument is reliable for the research.

4.4 Demographic Information

To attain the practicability of research, it is vital to question the respondents, the background information as a manner to develop a sturdy link amongst the respondents along with the investigator (Kvale, 2007). With this in mind, the study asked the respondents the demographic information, ranging from age, gender, Designation at the NGCDF and Experience with NGCDF projects. Results are as displayed in the section underneath. Data for this study were gathered from 110 NG-CDF Committee members and 11 Public Works representatives in Nakuru County.

4.4.1 Gender of respondents

The respondents` gender were noted and the results are as depicted in figure 4.1 below.

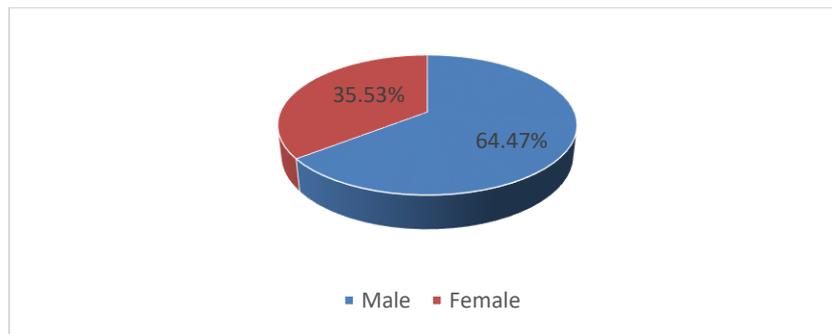


Figure 4:1: Gender of respondents

Source: Research Data (2023)

The findings above indicate that, majority of respondents as denoted by 64.47% were male, whereas 35.53% were female. The distribution shows that the composition of the committee is skewed with more male than female. There is need to enhance gender parity in the formulation of the committee for these constituencies.

4.4.2 Age of respondents

The respondents were queried on their age and asked to pick their age brackets from the provided age brackets. The responses are as displayed in figure 4.2 below.

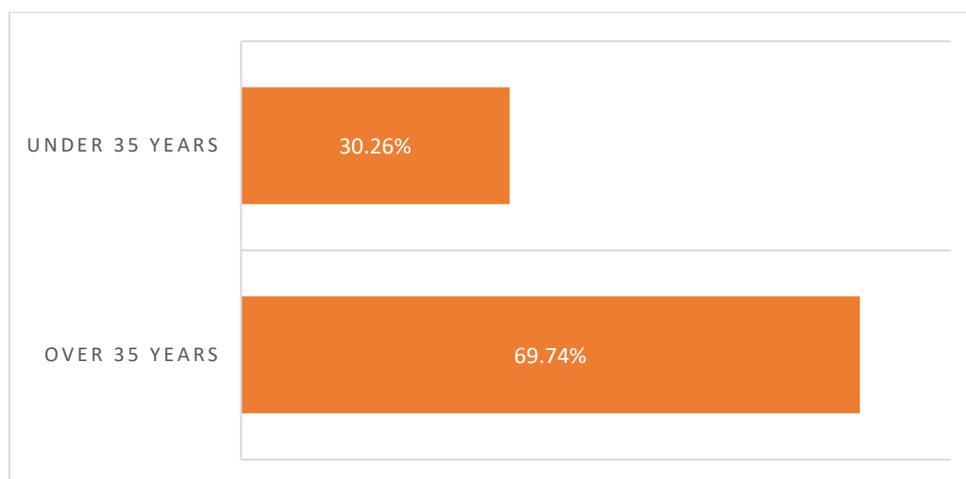


Figure 4:2: Age of respondents

Source: Research Data (2024)

Most of respondents were over 35 years as indicated by 69.74%, whereas 30.26% were under 35 years. It is noticeable that nearly three quarters of the sample were over 35 years of age, an indication that the committee representation is skewed against the youth (below 35 years). This is an undoing since the majority of the population in Kenya are youth below the age of 35 and therefore their representation in these committees should be enhanced.

4.4.3 Designation at the NGCDF

The respondents were further queried about their designation at the NG-CDF. The results are as tabulated in table 4.2 below.

Table 4:2: Designation at the NGCDF

Designation at the NG-CDF	Frequency	Percentage
FAM	11	14.47%
Public Works Representative	10	13.16%
Member	13	17.11%
Chairperson	8	10.52%
DCC	8	10.52%
Secretary	9	11.84%
Male adult	1	1.32%
Female adult	3	3.95%
PWD representative	5	6.58%
Representative of the board	3	3.94%
Male youth	1	1.32%
Female youth	1	1.32%
persons with disability	2	2.63%
Female youth representative	1	1.32%

Source: Research Data (2024)

Pertaining the respondents` designation at the NGCDF, most of the respondents were Members as designated by 17.11%, followed by FAM at 14.47%, Public Works Representative at 13.16%, Secretary at 11.84%, Chairperson at 10.52%, DCC at 10.52%, PWD representative at 6.58%, female adult at 3.95%, Representative of the board at 3.95%, persons with disability at 2.63%, Male youth at 1.32%, male adult at 1.32%, Female youth representative at 1.32% and Female youth at 1.32%.

4.4.4 Experience in NGCDF projects

The respondents were also asked about their experience with NG-CDF projects. The findings are as displayed in figure 4.3 below.

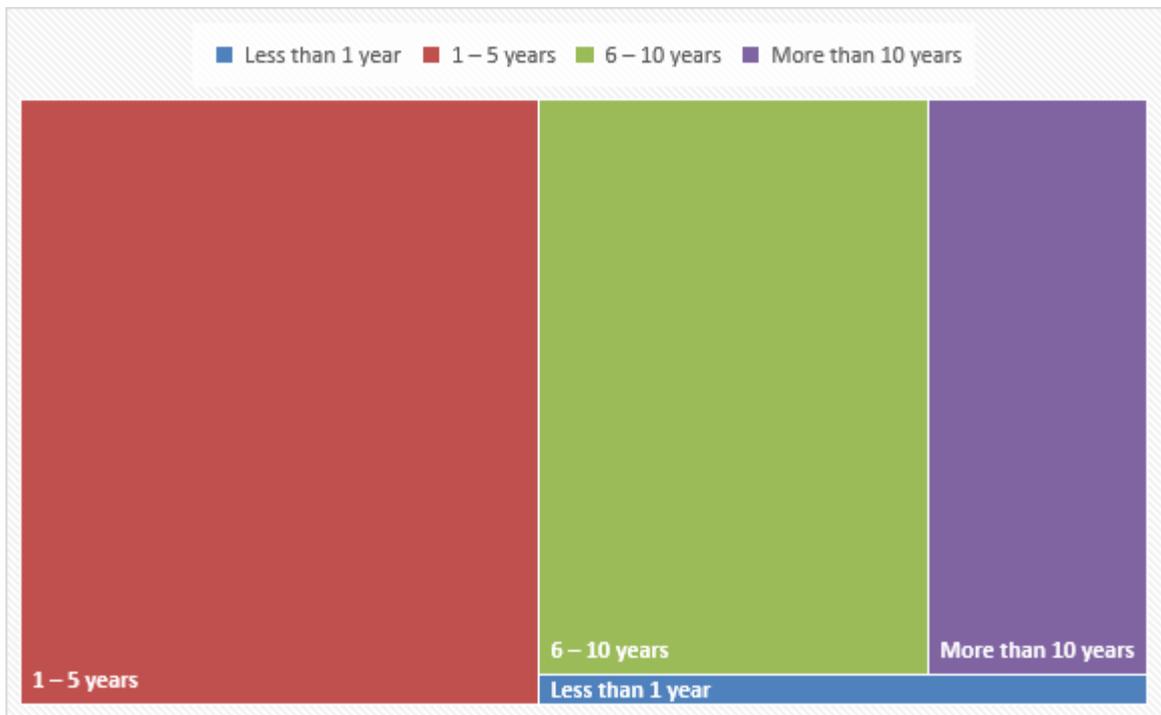


Figure 4:3: Experience with NGCDF projects

Source: Research Data (2024)

Concerning the Experience with NGCDF projects, most of the respondents had a 1 – 5 years` experience as designated by 46.05%, followed by 6 – 10 years` experience at 32.89%, More than 10 years at 18.42%, whereas less than 1 year were represented by 2.63% it is fundamental to note that nearly half of the respondents (24.05%) had an

experience of less than 5 years. This raises the question as to how much contribution and expertise do they bring into the committee and its functionality.

4.5 Diagnostic Tests

Diagnostic tests were conducted to evaluate whether the data set was appropriate for regression analysis. They were designed to test the adherence of the model to the assumptions of regression analysis.

4.5.1 Normality Test

It was vital to conduct a test to ascertain if the data was distributed normally. This was accomplished by utilizing the standard PP plot graph, as shown in the Figure 4.4 below.

Normal P-P Regression Plot Standardized Dependent Variable: project performance

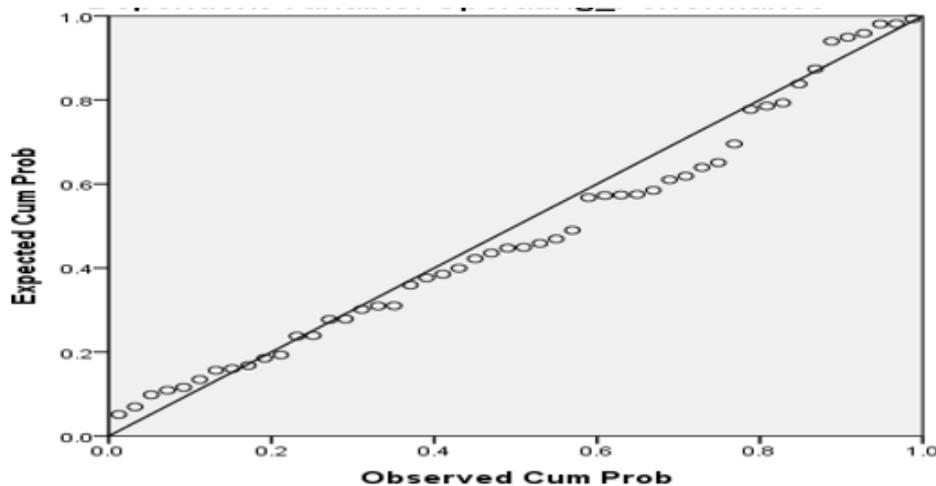


Figure 4:4: Normal PP Plot

Source: Research Data (2024)

Most of the data points falls along PP line, as displayed in Figure 4.4 above indicative of the fact that the study's data were regularly distributed.

4.5.2 Multicollinearity Test

Multicollinearity was also tested. Given that it violates the presumptions of regression analysis; this shouldn't be the case.

Table 4:3: Multicollinearity Test for Dependent Variable: Operating Performance

Collinearity Statistics	Tolerance	VIF
Resulted-oriented approach	.442	2.171
Constructivist approach	.433	1.113
Reflexive approach	.619	1.341
Rapid-Appraisal approach	.765	1.465

Source: Research Data (2024)

Table 4.3 displays the VIF values, which range from 1 to 2.2 and since they are within the accepted range of 1 and 10, the data can be said not to have been multicollinear. As a result, the VIF values were above one, indicating that there was no multicollinearity in the study's data.

4.5.3 Homoscedasticity Test

Homoscedasticity test was conducted using scatter plot and the results are as displayed in figure 4.5 below.

Dependent Variable: Project Performance

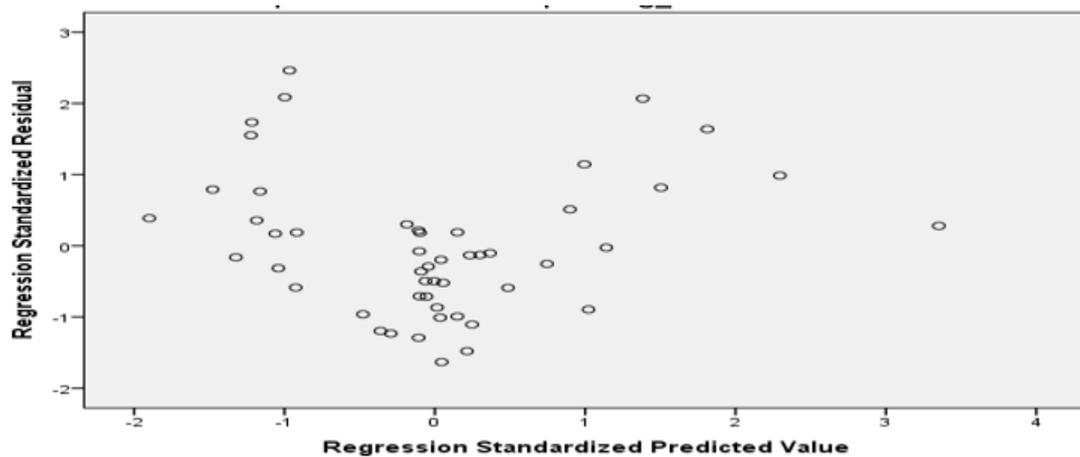


Figure 4:5: Scatter Diagram

Source: Research Data (2024)

The majority of variables are widely distributed, with no discernible pattern, as shown in Figure 4.5. This implies that the data utilized in the analysis lacks homoscedasticity.

4.6 Descriptive Statistics

In order to analyze the monitoring approaches and performance of NG-CDF projects in Nakuru county, Kenya Likert scale was used to gather information from 121 respondents. The analysis of the responses is shown in Table 4.7, which contains data for each of the study variables.

4.6.1 Result-oriented approach and performance of NG-CDF projects

This was the first objective for the current study, it aimed at analyzing how result-oriented approach impacted the fulfillment of NG-CDF projects within the County of Nakuru. The findings are as presented in table 4.4 below.

Table 4:4: Result-oriented approach and performance in NG-CDF projects

Statement		1	2	3	4	5	Mean	Std. Dev
The NGCDF has enough inputs in form of competent personnel to monitor the results in the projects.	F	1	0	5	28	42	4.45	1.23
	%	1.32	0	6.58	36.84	55.26		
The project inputs largely determine the kind of activities required in NG-CDF projects.	f	1	0	2	30	43	4.50	0.89
	%	1.32	0	2.63	39.47	56.58		
There are specific activities in NG-CDF projects	f	0	0	1	24	51	4.66	0.76
	%	0	0	1.32	31.58	67.11		
The project activities lead to identification of pertinent insights.	f	0	0	4	20	52	4.63	1.0
	%	1.32	0	5.26	38.16	55.26		
There are clear and verifiable ways of monitoring outputs.	f	1	0	4	21	50	4.63	0.97
	%	0	0	5.26	26.32	68.42		
The outputs are used to monitor the progress of NG-CDF projects.	f	1	0	4	21	50	4.57	0.87
	%	1.32	0	5.26	27.63	65.79		
The expected project outcomes influence result-orientation	f	0	0	3	19	54	4.67	1.10
	%	0	0	3.95	25	71.05		
The outcome of NGCDF project implementation is observed in the quality of infrastructure.	f	0	0	1	23	52	4.67	1.05
	%	0	0	1.32	30.26	68.42		
Result-oriented monitoring influences performance in NG-CDF Projects.	f	0	1	4	26	45	4.51	1.06
	%	0	1.32	5.26	34.21	59.21		

Source: Research Data (2024)

On whether NGCDF has enough inputs in form of competent personnel to monitor the results in the projects, 92.1% of the respondents agreed, with 55.26% strongly agreed and the other 36.84% agreed. A paltry 6.58% were undecided whereas 1.32% strongly disagreed. A mean of 4.45 indicates that the respondent agreed that NGCDF has

sufficient inputs while the standard deviation of 1.234 shows that there was slight variation. Project inputs largely determine the kind of activities required in NG-CDF projects, strongly agreed by 56.58% of respondents while another 39.47% agreed. The mean of 4.5 shows that the project inputs largely determine the kind of activities required in NG-CDF projects though variation in activities was not much (standard deviation of 0.89). Only 2.63% were undecided and 1.32% strongly disagreed. This finding is in agreement with Malsam's (2023) study on the meaning, types and examples of projects. The study's findings established that, a project constitutes a set of tasks which are measurable in form of units. This means that the units completed tally with the tasks completed in respect of a particular project. Measuring of project performance can be achieved through estimating the number of units or tasks completed within a defined timeline.

Majority of respondents (67.11%) strongly agreed that there are specific activities in NG-CDF projects, 31.58% agreed, whereas 1.32% were undecided. With a mean of 4.66, the respondents strongly agreed that there are specific activities in NG-CDF projects with a low variation as indicated by standard deviation of 0.76. On whether the project activities lead to identification of pertinent insights most of the respondents (55.26%) strongly agreed, 38.16% agreed, 5.26% were undecided whereas 1.32% strongly disagreed. The mean of 4.63 shows also that the respondents strongly agreed while the standard deviation of 1.0 shows that variation is not quite wide. Majority of the respondents (68.42%) strongly agreed while another 26.32% agreed that there were clear and verifiable ways of monitoring. Only 5.26% of the respondents were undecided. A mean of 4.63 indicates that their ways of monitoring outputs are clear and variable but variation was low as shown by a standard deviation of 0.87.

About 65.79% of the respondents strongly agreed that outputs are used to monitor the progress of NG-CDF projects, 27.63% agreed, 5.26% were undecided and 1.32% strongly disagreed. These findings concur with those of Mokua and Mungai's (2022) study. The results indicates that, on average, respondents strongly agreed (4.57) that the outputs are used to monitor the progress of NG-CDF projects and the variation was low (standard deviation of 0.87).

The results showed a strong correlation between M&E planning and performance of CDF funded projects with respect to participation of stakeholders significantly relating to performance of NGCDF-funded projects. Consequently, the researchers opine that project managers ought to be active when it comes to design of both M&E systems as well as timely provision of support and direction for purposes of ensuring that such operations are done correctly and the community must be sensitized on importance of participation in public projects

On whether the expected project outcomes influence result -orientation, 71.05% of the respondents strongly agreed 25% agreed. Only 3 respondents or 3.95% were undecided. With a mean of 4.67 project outcomes influence results orientation and led to slight variation (standard deviation of 1.10). The outcome of NGCDF project implementation is observed in the quality of infrastructure as 68.42% strongly agreed 30.26% agreed, whereas 1.32% were undecided. The mean of 4.67 confirms that outcome of NGCDF project implementation is observed in the quality of infrastructure there was little variation (standard deviation of 1.05). On result-oriented monitoring influencing performance in NG-CDF Projects, 59.21% strongly agreed and 34.21% agreed), 5.26% were undecided, whereas 1.32% strongly disagreed. The mean of 4.51 shows that result-oriented monitoring influences performance in NG-CDF Projects leading to little variation (standard deviation of 1.06). This finding is consistent with El-Sabek and

McCabe's (2018) research findings which concluded that addressing coordination challenges in international megaprojects requires special attention in the planning and control systems.

The findings above imply that the NG-CDF projects in Nakuru County have enough inputs in the form of competent personnel to monitor the results in the projects. In addition, the project inputs largely determine the kind of activities required in NG-CDF projects and there are specific activities in NG-CDF projects. Moreover, the project activities lead to the identification of pertinent insights. Additionally, there are clear and verifiable ways of monitoring outputs. Furthermore, the outputs are used to monitor the progress of NG-CDF projects. Moreover, the expected project outcomes influence the result-oriented. The outcome of the NG-CDF project implementation is observed in the quality of infrastructure and result-oriented monitoring influences performance in NG-CDF Projects in Nakuru County.

4.6.2 Constructivist approach and performance of NG-CDF projects

The second objective for the current research entailed the analysis of the influence of a constructivist approach on the fulfillment of NG-CDF projects in the County of Nakuru. Likert scale of 1 to 5 on a Likert scale was used with 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree; 1=Strongly Disagree to gather information on different statements under this objective. The study`s findings are as shown in table 4.5 below.

Table 4:5: Constructivist approach and performance in NG-CDF projects

Statement		1	2	3	4	5	Mean	Std. Dev
In monitoring NGCDF projects, responsive evaluation is adopted.	f	0	0	3	30	43	4.53	0.97
	%	0.00	0.00	3.95	39.47	56.58		
In monitoring NGCDF projects, the monitors are responsive of stakeholders' interests in the projects.	f	2	0	4	25	45	4.46	1.02
	%	2.63	0.00	5.26	32.89	59.21		
Learning histories are crucial in monitoring NGCDF projects.	f	1	0	8	29	38	4.36	0.87
	%	1.32	0.00	10.53	38.16	50.00		
In monitoring NGCDF projects, monitors rely on related past experiences.	f	8	6	13	13	36	3.83	0.73
	%	10.53	7.89	17.11	17.11	47.37		
Projects are monitored to identify existence of relevant significant changes.	f	0	0	4	28	44	4.53	0.67
	%	0.00	0.00	5.26	36.84	57.89		
Significant changes enhance constructivist monitoring approach in NG-CDF projects	f	0	1	4	24	47	4.54	0.93
	%	0.00	1.32	5.26	31.58	61.84		
Information is shared among stakeholders during monitoring of performance in NG-CDF projects.	f	0	2	3	25	46	4.51	1.0
	%	0.00	2.63	3.95	32.89	60.53		
Information sharing during project monitoring is crucial	f	0	0	2	22	52	4.66	0.92
	%	0.00	0.00	2.63	28.95	68.42		
Constructivist monitoring approach is always used in monitoring performance in N-CDF projects	f	0	3	1	30	42	4.46	1.01
	%	0.00	3.95	1.32	39.47	55.26		

Source: Research Data (2024)

On the first statement that stated that, in monitoring NG-CDF projects, responsive evaluation is adopted, most of the respondents agreed as depicted by 96.05% (56.58% strongly agreeing and 39.47% agreeing), whereas 3.95% were undecided. The mean of 4.53 shows that the respondents strongly agreed that in monitoring NG-CDF projects, responsive evaluation is adopted while the deviation was low (Standard deviation of 0.97). In regards to monitoring NGCDF projects, the monitors are responsive of stakeholders' interests in the projects as 59.21% of the respondents strongly agreed while 32.89% agreed. The remaining 5.26% were undecided while 2.63% strongly disagreed. The mean of 4.46 shows that the respondents agreed that, in monitoring NGCDF projects, the monitors are responsive of stakeholders' interests in the projects. There was a slight variation as indicated by standard deviation of 1.02. Half of the respondents (50%) strongly agreed that learning histories are crucial in monitoring NGCDF projects, 38.16% agreed, 10.53% were undecided, whereas 1.32% strongly disagreed. The mean of 4.36 shows that the respondents agreed that learning histories are crucial in monitoring NGCDF projects while the standard deviation of 0.87 shows that the variation was low. These findings are in agreement with argument by Mattar (2018) who asserts that, even though the origins of the constructivist theory can be found in Ancient Greece, it was formulated as a distinct educational theory comparatively later in the future. The findings, however, differ with Otieno's (2019) argument that practical lessons in monitoring of projects are fundamental.

More than half of the respondents, (57.89%) strongly agreed that projects are monitored to identify existence of relevant significant changes while 36.84% agreed and 5.26% were not decided. A mean of 4.53 shows that projects are monitored to identify existence of relevant significant changes. However, variation in the approach as a result of the changes wasn't much (standard deviation of 0.67). Monitors relied on experience

to monitor NGCDF projects (mean of 3.83). Variation in monitoring due to experience was low (standard deviation of 0.73). About 47.37% of the respondents strongly agreed that monitors relied on experience to monitor NGCDF projects while 17.11% agreed, 17.11% were undecided, while 18.42% disagreed whose mean was 3.83 and standard deviation was 0.73. Most of the respondents (61.84%) strongly agreed and 31.58% agreed that significant changes enhance constructivist monitoring approach in NG-CDF projects while 5.26% were undecided and 1.32% disagreed. A mean of 4.54 shows that significant changes enhance constructivist monitoring approach. However, variation in the approach as a result of the changes wasn't wide (Standard deviation of 0.93). The findings concur with those of Jumaat, Tasir, Halim and Ashari (2017) who assert that, with regard to constructivism, learning is perceived as a process of knowledge construction on the premise of experience.

Slightly above sixty percent of the respondents (60.53%) strongly agreed that information is shared among stakeholders during monitoring of performance in NG-CDF projects while 32.89% agreed, 3.95% were undecided and 2.63% disagreed. With a mean of 4.51, the information is shared among stakeholders during monitoring of performance in NG-CDF projects. The standard deviation of 1.0 shows slight variation. More than two thirds of the respondents (68.42%) strongly agreed that the information sharing during project monitoring was crucial, 28.95% agreed and the remaining 2.63% were undecided. The mean of 4.66 indicates that information sharing is crucial though variation was low (standard deviation of 0.92).

Nearly all the respondents (94.73%) agreed that constructivist monitoring approach was always used in monitoring performance in NG-CDF projects, 3.95% disagreed and a paltry 1.32% were undecided. The mean of 4.46 shows that constructivist monitoring

approach is always used in monitoring performance in NG-CDF projects which in turn varied slightly as shown standard deviation of 1.01. The finding concurs with research findings by Otieno (2019) who conducted research to explore the effectiveness of M&E practice in the project execution. The study results showed that policies, planning, resource availability and process (aligned to constructivist monitoring) significantly influenced the adequacy of M&E of the projects funded by county governments in Kenya.

The results above infer that, in monitoring NGCDF projects, responsive evaluation is adopted. Additionally, in monitoring NGCDF projects, the monitors are responsive of stakeholders' interests in the projects. Moreover, learning histories are crucial in monitoring NGCDF projects. Similarly, in monitoring NGCDF projects, monitors rely on related past experiences. Besides, Projects are monitored to identify existence of relevant significant changes. Also, significant changes enhance constructivist monitoring approach in NG-CDF projects and the Information is shared among stakeholders during monitoring of performance in NG-CDF projects. Additionally, Information sharing during project monitoring is crucial and the Constructivist monitoring approach is always used in monitoring performance in NG-CDF projects.

4.6.3 Reflexive approach and performance in NG-CDF projects

The third objective for the current study involved the examination of the effect of a reflexive approach on the fulfillment of NG-CDF projects in the County of Nakuru. A Likert Scale was used to gather information on different statements under this objective, and the results are tabulated in Table 4.6 below.

Table 4:6: Reflexive approach and performance in NG-CDF projects

Statement		1	2	3	4	5	Mean	Std. Dev
Monitoring the progress of NG-CDF projects is highly systematized.	f	3	4	14	34	21	3.87	1.24
	%	3.95	5.26	18.42	44.74	27.63		
Systematization facilitates accountability in NGCDF projects.	f	0	1	4	22	49	4.57	1.1
	%	0.00	1.32	5.26	28.95	64.47		
There is communal appraisal of NG-CDF projects.	f	0	2	5	28	41	4.42	0.97
	%	0.00	2.63	6.58	36.84	53.95		
Communal appraisal is highly effective in ensuring successful performance in NG-CDF projects.	f	0	2	4	22	48	4.53	1.12
	%	0.00	2.63	5.26	28.95	63.16		
NGCDF projects are appraised individually.	f	8	1	9	19	39	4.05	1.01
	%	10.53	1.32	11.84	25.00	51.32		
Individual appraisal is highly effective in NG-CDF projects.	f	6	0	4	21	45	4.30	0.67
	%	7.89	0.00	5.26	27.63	59.21		
The final project outcomes are reconfigured to ensure that they are within the set timelines	f	0	0	6	36	34	4.37	0.78
	%	0.00	0.00	7.89	47.37	44.74		
Project reconfiguration has enhanced reflexive approach in NG-CDF projects.	f	0	0	10	25	41	4.41	0.82
	%	0.00	0.00	13.16	32.89	53.95		
Reflexive monitoring influences performance in NGCDF projects	f	0	0	7	23	46	4.51	0.68
	%	0.00	0.00	9.21	30.26	60.53		

Source: Research Data (2024)

On whether monitoring the progress of NG-CDF projects is highly systematized 27.63% strongly agreeing and the other 44.74% agreeing. Only 18.42% were undecided whereas 9.21% disagreed. With a mean of 3.87, the respondents agreed on that the monitoring the progress of NG-CDF projects is somewhat systematized and a standard deviation of 1.24 shows little variation. Approximately 64.47% of the respondents strongly agreed while 28.95% agreed that systemization facilitated accountability. Only 5.26% were undecided, and 1.32% disagreed. The mean of 4.57 shows that the respondents strongly agreed that systemization facilitated accountability, which in turn varied slightly (standard deviation of 1.1). The finding is in line with McNaughton, Steven and Shucksmith's (2019) argument that systematization is part of reflexive monitoring. The scholars are concerned with how effective and/or useful a particular monitoring tool is, as well as the collection of information in various ways.

On the sentiment that there is communal appraisal of NG-CDF projects, 53.95% of the respondents strongly agreed and 36.84% agreed, 6.58% were undecided, whereas 2.63% disagreed that there was communal appraisal of NG-CDF projects. The mean of 4.42 shows that communal appraisal existed, though variation was low (standard deviation of 0.97). The majority of the respondents strongly agreed (63.16%) that communal appraisal is highly effective in ensuring successful performance in NG-CDF projects, 28.95% agreed, 5.26% were undecided, and 2.63% disagreed. The mean of 4.53 shows that communal appraisal is highly effective for performance, which varied slightly (standard deviation of 1.12). These results are in agreement with the argument by Triste, Cooreman, Elzen, Adamsone-Fiskovica, Wijnands, Marchand and Schoorlemmer (2019) that, communal appraisal is an approach where participants work together or in collaboration in evaluating the worth of a set of monitoring practices and

it is one of the key components of reflexive monitoring in that it is aligned to involvement of peers during monitoring.

More than half of the respondents (51.32%) strongly agreed that the NGCDF projects are appraised individually, while 25% agreed, 11.84% were undecided, 10.53% strongly disagreed, and 1.32% disagreed. The mean of 4.05 shows that projects are appraised individually, and there was little variability (standard deviation of 1.01). On whether individual appraisal is highly effective in NG-CDF projects, 59.21% strongly agreed and 27.63% agreed, while 7.89% disagreed and 5.26% were undecided. The mean of 4.30 shows that individual appraisal was highly effective. The standard deviation was low (standard deviation of 0.67). The finding is similar to May *et al's* (2015) study results which indicated that a considerable proportion of project performance could be explained by training, time management as well as the strength of the monitoring team. Importantly, reflexive monitoring approach is associated with individual and group (team) appraisal of projects.

Nearly half of the respondents (47.37%) agreed that the final project outcomes are reconfigured to ensure that they are within the set timelines, 44.74% strongly agreed and 7.89% were undecided. The mean of 4.37 shows that there is configuration but variation was low as indicated by standard deviation of 0.78. More than half the respondents (53.95%) strongly agreed while 32.89% agreed that the project reconfiguration has enhanced reflexive approach in NG-CDF projects while 13.16% were undecided. The mean of 4.41 shows that reflective approach has been enhanced though its variation was low (standard deviation of 0.82). The findings concur with findings by Marrewijk (2014) and Sunmola (2021) that a project's performance can also be determined in terms of achieved milestones where the latter describe the completion of a given crucial task or set of tasks over a scheduled time period.

Milestones can take direct form such as commencement and end of a project or indirect form, for instance, the point at which there is synchronization and stabilization of concurrent activities in a project.

About sixty percent of the respondents (60.53%) strongly agreed, 30.26% agreed, 21% were undecided that reflexive monitoring influences performance in NGCDF projects. The mean of 4.51 shows that reflexive monitoring influences performance of NG-CDF projects whose variation was low (standard deviation of 0.68 shows

4.6.4 Rapid Appraisal Approach and performance in NG-CDF projects

The last objective encompassed the exploration of the impact of a rapid appraisal approach on the fulfillment of the NG-CDF projects in the County of Nakuru. A Likert scale was used to gather information on different statements under this objective. The study's results are as shown in Table 4.7 below.

Table 4:7: Rapid appraisal approach and performance in NG-CDF projects

Statement		1	2	3	4	5	Mean	Std. Dev
NG-CDF projects are monitored through rapid appraisal approach	f	1	0	6	34	35	4.34	0.97
	%	1.32	0.00	7.89	44.74	46.05		
Individual interviews are regularly conducted when monitoring NG-CDF projects.	f	4	2	3	25	42	4.30	1.34
	%	5.26	2.63	3.95	32.89	55.26		
The chairpersons of PMCs are individually interviewed so as to monitor the progress of NG-CDF project implementation.	f	4	2	3	23	44	4.33	1.12
	%	5.26	2.63	3.95	30.26	57.89		
Group interviews are held with PMC members to assess the progress of the NG-CDF projects.	f	1	0	4	24	47	4.53	1.1
	%	1.32	0.00	5.26	31.58	61.84		
The group interviews engage all stakeholders	f	1	0	4	21	50	4.57	0.87
	%	1.32	0.00	5.26	27.63	65.79		
Focus group discussions are held with key stakeholders	f	0	1	4	20	51	4.59	0.93
	%	0.00	1.32	5.26	26.32	67.11		
The Focus Group Discussions held are free and help members open up about the project progress	f	0	2	2	24	48	4.55	0.99
	%	0.00	2.63	2.63	31.58	63.16		
Representatives of the local community participate in monitoring of NG-CDF projects.	f	0	0	5	20	51	4.61	0.78
	%	0.00	0.00	6.58	26.32	67.11		
Community participation provides important insights in the implementation of NG-CDF projects.	f	0	0	2	22	52	4.66	0.69
	%	0.00	0.00	2.63	28.95	68.42		
Direct observation is used to collect data required in monitoring NG-CDF projects.	f	0	0	2	15	59	4.75	0.57
	%	0.00	0.00	2.63	19.74	77.63		
	f	0	1	4	9	62	4.74	0.97

Documents such as progress reports are reviewed during monitoring of NG-CDF projects.	%	0.00	1.32	5.26	11.84	81.58		
Rapid appraisal monitoring influences performance in NG-CDF projects.	f	0	0	7	15	54	4.62	0.88
	%	0.00	0.00	9.21	19.74	71.05		

Source: Research Data (2024)

The majority of the respondents (46.05%) strongly agreed, 44.74% agreed, 7.89% were undecided while 1.32% disagreed that NG-CDF projects are monitored through rapid appraisal approach. A mean of 4.34 indicates that NG-CDF projects are monitored through rapid appraisal approach while the standard deviation of 0.97 shows that the variation low. Fifty five percent of the respondents (55.26%) strongly agreed that individual interviews are regularly conducted when monitoring NG-CDF projects while a third (32.89%) agreed. About 5.26% strongly disagreed, 2.63% disagreed and 3.95% were undecided. With a mean of 4.30, the respondents agreed that individual interviews are regularly conducted when monitoring NG-CDF projects. The standard deviation of 1.34 indicates that there was slight variation. Many respondents (57.89%) strongly agreed that the chairpersons of PMCs are individually interviewed in order to monitor the progress of the NG-CDF project implementation, while 30.26% agreed. Only 5.26% strongly disagreed, 2.63% disagreed and 3.95% were undecided. The results produced a mean of 4.33 (agreed), showing individuals are interviewed before they monitor projects. The standard deviation of 1.1 shows there was little variation. The findings above are consistent with Wanjohi's (2012) and Britain's (2010) argument that the rapid appraisal monitoring approach can be operationalized using individual interviews, group interviews, participatory techniques, and data collection techniques.

The majority of respondents (61.84%) strongly agreed that group interviews are held with Project Management Committee (PMC) members to assess the progress of the NG-CDF projects, 31.58% agreed, 5.26% were undecided, whereas 1.32% strongly disagreed. A mean of 4.53 shows that group interviews are held with Oversight and Monitoring Committee (OMC) members and a standard deviation of 1.1 shows slight variation. About 65.79% strongly agreed and 27.63% agreed, 5.26% were undecided and 1.32% strongly disagreed that the group interviews engage all stakeholders. A mean of 4.57 shows that in group interviews, all stakeholders are engaged but variation was low (standard deviation of 0.87). Slightly above sixty-seven percent (67.11%) of the respondents strongly agreed that the focus group discussions are held with key stakeholders, while 26.32% agreed. Only 5.26% of the respondents were undecided, whereas 1.32% strongly disagreed. The mean of 4.59 shows that focus group discussions are held with key stakeholders. However, variation was low (standard deviation of 0.93).

Over sixty percent of the respondents (63.16%) strongly agreed that the FGDs held are free and allow members to deliberate on the progress of the project, while 31.58% agreed. Only 2.63% were undecided and 2.63% disagreed. With a mean of 4.55 shows that members are free in focused group discussions and variation was low (standard deviation of 0.99). These findings correspond with suggestions by Bello and Ahmad (2021) that, individual interviews are used to obtain information on generalized topics or subjects as part of rapid appraisal but to obtain in-depth data on a particular subject, group interviews such as focus groups, group discussions, and community discussions are greatly viable.

Concerning representatives of the local community participating in the monitoring of the projects, 67.11% strongly agreed, 26.32% agreed, and 6.58% were undecided. With

a mean of 4.61, representatives of the local community participate in the monitoring of the projects. The variation was low (standard deviation of 0.78). Over sixty percent (68.42%) of the respondents strongly agreed that the community participation provides important insights in the implementation of NG-CDF projects, while 28.95% agreed and 2.63% were undecided. A mean of 4.66 confirms that participation provides insights useful in implementation, which did not vary much (standard deviation of 0.69). More than three-quarters of the respondents (77.63%) strongly agreed that direct observation is used to collect data required in monitoring NG-CDF projects, while 19.74% agreed. The mean of 4.75 indicates that direct observation is used to collect data necessary for monitoring. The standard deviation of 0.57 indicates low variation.

More than three-quarters of the respondents (81.58%) strongly agreed that documents such as progress reports are reviewed during monitoring of NG-CDF projects, while 11.84% agreed, 5.26% were undecided, and 1.32% disagreed. A mean of 4.74 indicates that documents were reviewed during monitoring, but variation was low due to the standard deviation of 0.97. The findings concur with research findings by Mokuia and Mungai (2022) that there is a strong correlation existing between monitoring as well as evaluation planning and performance of CDF-funded projects with respect to participation of stakeholders, significantly relating to performance of NGCDF-funded projects. Consequently, the researchers opined that project managers ought to be active when it comes to design of both monitoring and evaluation systems as well as timely provision of support and direction for purposes of ensuring that such operations are done correctly and the community must be sensitized on importance of participation in public projects as they hold important information to the realization of project implementation.

More than two-thirds of the respondents (71.05%) strongly agreed that the rapid appraisal monitoring influenced performance in NG-CDF projects, 19.74% agreed and only 9.21% of them were undecided. A mean of 4.62 shows that the influence was strong but variation in performance was low (Standard deviation of 0.88). The results imply that the NG-CDF projects are monitored through a rapid appraisal approach. In addition, individual interviews are regularly conducted when monitoring NG-CDF projects, and the chairpersons of Project Management Committees (PMC) are individually interviewed in monitoring the progress of the NG-CDF project implementation. Group interviews are held with PMC members to assess the progress of the NG-CDF projects, and the group interviews engage all stakeholders. Additionally, focus group discussions are held with key stakeholders, and the Focus Group Discussions (FGDs) held are free and help members open up about the project progress. In addition, representatives of the local community participate in the monitoring of NG-CDF projects. Similarly, Community participation provides important insights in the implementation of NG-CDF projects and direct observation is used to collect data required in monitoring NG-CDF projects. Moreover, documents such as progress reports are reviewed during the monitoring of NG-CDF projects. And also, Rapid appraisal monitoring influences performance in NG-CDF projects.

4.6.5 Performance in NG-CDF Projects

Using the Likert scale, the study further assessed the performance in NG-CDF projects within Nakuru County. The results are as tabulated in table 4.8 below.

Table 4:8: Performance in NG-CDF Projects

Statement		1	2	3	4	5	Mean	Std. Dev
The performance in NGCDF projects is per the units completed	f	1	0	8	22	45	4.45	1.32
	%	1.32	0.00	10.53	28.95	59.21		
The number of projects successfully completed over the past 10 years is more than 50% of all the projects initiated over the same time period.	f	4	2	9	16	45	4.26	1.45
	%	5.26	2.63	11.84	21.05	59.21		
Incremental milestones are considered when assessing performance in NG-CDF projects.	f	0	0	5	23	48	4.57	0.73
	%	0.00	0.00	6.58	30.26	63.16		
In line with incremental milestones, most performance in NG-CDF projects deliverables are done timely.	f	1	2	6	27	40	4.36	1.21
	%	1.32	2.63	7.89	35.53	52.63		
The cost ratio results are significant in performance of NG-CDF projects.	f	0	0	5	18	53	4.63	0.97
	%	0.00	0.00	6.58	23.68	69.74		
The actual costs of NGCDF projects are higher than the targeted costs.	f	8	12	8	18	30	3.66	1.43
	%	10.53	15.79	10.53	23.68	39.47		
The opinions of the project overseers are crucial in assessing project performance.	f	0	0	0	14	62	4.82	0.87
	%	0.00	0.00	0.00	18.42	81.58		
In the opinion of project overseers, most of the NGCDF projects are completed satisfactorily.	f	1	0	5	19	51	4.57	0.89
	%	1.32	0.00	6.58	25.00	67.11		

Source: Research Data (2024)

Fifty-nine percent of the respondents (59.21%) agreed strongly that the performance in NGCDF projects is per the units completed. 28.95% agreed, 10.53% were undecided, and 1.32% strongly disagreed. A mean of 4.45 shows that performance in projects

depends on the number of units completed. There was little variation as shown by the standard deviation of 1.34. Many respondents (59.21%) strongly agreed that the number of projects successfully completed over the past 10 years is more than 50% of all the projects initiated over the same time period, 21.05% agreed, 11.84% were undecided, 5.26% strongly disagreed and 2.63% disagreed. The mean of 4.26 indicates the completion and signifies little variation (standard deviation of 1.45). These findings are in line with the argument of Lönnefjord and Johansson (2018) that, from a global perspective, performance of a project is described in terms of efficiency and effectiveness where it is determined by meeting constraints (in terms of time, cost as well as scope) and the value created by the project.

Sixty-three percent (63.16%) strongly agreed that incremental milestones are considered when assessing performance in NG-CDF projects, 30.26% agreed, whereas 6.58% were undecided. The mean of 4.57 shows that incremental milestones are considered, though the influence on performance in projects was low (standard deviation of 0.73). The majority of respondents (52.63%) agreed strongly that the performance in NG-CDF projects' deliverables is done timely in line with incremental milestones, 35.53% agreed, 7.89% were undecided, 1.32% strongly disagreed, and 2.63% disagreed. The mean of 4.36 shows that the respondents agreed that the incremental milestones are considered when assessing performance in NG-CDF projects and there was little variation (standard deviation of 1.21). Most of the respondents (69.74%) strongly agreed that the cost ratio results are significant in the performance of NG-CDF projects, 23.63% agreed, and 6.58% were undecided. The mean of 4.63 affirms, while the standard deviation of 0.97 shows that the variation was not so wide. The results are in agreement with the NGCDF Board (2017) assertion that noted that, contextually, the study considers performance under the number of units

completed against the number expected at such a time of monitoring, the incremental milestones of the project, the cost ratio, as well as the opinion of the overseers. In addition, the current study's findings concur with Malsam's (2023) study results which indicated that, the performance of a project can be quantitatively determined using units completed defined as a progressive technique that is concerned with tasks that involve repeated production in the case of pieces of work (project) that are easy to measure. Each piece of work or task requires a clearly defined amount of effort and/or resources.

When asked whether the actual costs of NGCDF projects are higher than the targeted costs, the majority of the respondents (39.47%) strongly agreed, 23.68% agreed, 26.32% disagreed (10.53% strongly disagreed, 15.79% disagreed, and 10.53% were undecided. The mean of 3.66 shows that the actual costs of NGCDF projects are higher than the targeted costs. A standard deviation of 1.43 shows that there was slight variation. All the respondents (100%) agreed with 81.58% strongly agreeing and the remaining 18.42% agreeing, that the opinions of the project overseers (Member of National Assembly, Fund Account Manager, NGCDF committee, Project Management Committee) are crucial in assessing project performance. A mean of 4.82 shows that overseers' opinions are crucial, and a standard deviation of 0.87 shows that the variation was low. The findings agree with the argument of Kitamura, Khanh, Yamauchi, and Toan (2018), who argued that the project overseers are individuals or entities entrusted with overseeing the actual projects incurred by a contractor in implementing a project. The overseer also ensures that the project is effectively undertaken in accordance with the specifications laid down in the contract. Additionally, the authors argue that they oversee the activities of the project as well as bear the overall responsibility of the project administration, implementation as well as completion. A rushed project is prone to failing to meet quality specifications when completed (Szczepanska, 2021).

The majority of the respondents (67.11%) strongly agreed that in the opinion of project overseers, most of the NGCDF projects are completed satisfactorily, while a quarter of them (25%) agreed. The remaining 6.58% of the respondents were undecided and the remaining 1.32% strongly disagreed. The mean of 4.57 confirms that the respondents strongly agreed that most of the NGCDF projects are completed satisfactorily in the opinion of the project overseers. A standard deviation of 0.89 shows that the variation was low. The findings above show that the performance in NGCDF projects is per the units completed, and the number of projects successfully completed over the past 10 years is more than 50% of all the projects initiated over the same time period. In addition, incremental milestones are considered when assessing performance in NG-CDF projects, and in line with incremental milestones, most performance in NG-CDF projects' deliverables are done timely. Furthermore, the cost ratio results are significant in the performance of NG-CDF projects and the actual costs of NG-CDF projects are higher than the targeted costs. Similarly, the opinions of the project overseers (Members of the National Assembly, Fund Account Manager, NGCDF committee, Project Management Committee, among others) are crucial in assessing project performance. Also, in the opinion of project overseers, most of the NGCDF projects are completed satisfactorily.

The objective was to find out the influence of training as well as the time allocated on the performance of M&E of projects funded by the NGCDF. The study findings indicated that a considerable proportion of project performance could be explained by training, time management as well as the strength of the monitoring team. Additionally, the respondents were asked to express their position by rating the performance in NGCDF projects in terms of their completion as per the laid down standards and/or specifications, budget, and schedule.

Most of the respondents (17.11%) rated that 9 out of 10, followed by 15.79% who rated it as above average, followed by 13.16% who rated it to be 8 out of 10, followed by 10.53% who stated that, project completion was at the rate of 80%, followed by 6.58% who rated it as 90%, followed by 3.95% who rated it as good, followed by 2.63% who rated it to be 7 out of 10, similarly, 2.63% rated it to be 6 out of 10, additionally, 2.63% rated it as excellent, another 2.63% rated it to be average, also, 2.63% rated it to be 95%, another 2.63% rated it to be 10. 1.32% of the respondents rated it to be, highly rated, similarly, 1.32% rated it to be the project are fully funded. This ensures completion of projects within the stipulated timelines. 1.32% stated they are 85% successful, 1.32% of the respondents noted that the project is completed on time and they are well done. Additionally, 1.32% of the respondents asserted that most projects, if funded well, are completed. Similarly, 1.32% indicated that Structures are completed well as planned. Another 1.32% of the respondents agreed on cost-effective, timely results, quality workmanship and within budget. About 1.32% of the respondents indicated that project completion standards are at 97% and completed on time, but the biggest issue with the NG-CDF projects is that their budgets are limited since inflation and taxes are high. With Reference to other Government projects. 1.32% of the respondents rated it as 98%, 1.32% rated it to be 75%, similarly, 1.32% of the respondents rated it as best, 1.32% of the respondents rated it as 100% and 1.32% rated it to be about 80%

These findings imply that, many respondents were satisfied with the performance in NGCDF projects in terms of their completion as per the laid down standards and/or specifications, budget, and schedule. This is attributed to the high ratings that the respondents offered for this inquiry. These findings are in line with what Hult *et al.* (2008) defined as the true performance of a project as this researcher argued that

performance is the effectiveness and efficiency in resource utilization with the view of successfully realizing goals through core strategies.

4.7 Inferential Statistics

The statistical link between the study variables was determined using a regression model. The R^2 value, regression coefficients (Beta), and ANOVA were the major metrics utilized to demonstrate the existence of the link. To evaluate the model's goodness of fit and the significance of the association between the dependent and independent variables, the Analysis of Variance (ANOVA) was used using a 5% level of significance.

The model summary is shown in Table 4.9. This study's findings point out that the result-oriented approach, constructivist approach, reflexive approach, and rapid appraisal approach have positive and statistically significant correlation with NG-CDF project performance as indicated by a Pearson correlation, R value of 0.909. In contrast, the proportion of the variance clarified through the multivariate regression models is designated through " R^2 " = 0.825. This shows that a proportion of 82.5% of the variation in project performance can be explained by the result-oriented approach, constructivist approach, reflexive approach and rapid appraisal approach as variables in the research are elucidated through the regression model. The remaining 17.5% can be elucidated thru other aspects not involved in the study.

Table 4:9: Analysis of the coefficient of Determination using SPSS Version 24

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909 ^a	0.825	21	0.037

Source: Research Data (2024)

Table 4.9 shows the regression coefficients exactly as they are. The regression model is suitable for determining population parameters as the p-value is less than alpha (α) at 95% confidence level ($p=0.001, \leq 0.05$), which is compatible with ANOVA statistics. The calculated F-value was higher than the crucial limit ($56.560 > 2.48$), and R^2 value of 0.825 indicates that 82.5% of variation in performance is due to the result-oriented approach, constructivist approach, reflexive approach, and rapid appraisal approach have a positively and statistically significant link with the performance of NG-CDF projects, while 17.5% is contributed by other factors not considered in the current study.

Table 4:10: Analysis of Variance Using SPSS Version 24

Model	Sum of Squares	df	Mean Square	F
Regression	2.320	2	4.640	17.234
				.003b
Residual	38.412	87	.226	
Total	40.732	89		

a. Dependent Variable: Performance of projects

b. Predictors: (Constant), Result-oriented, constructivist, reflexive and rapid appraisal approaches

Source: Research Data (2024)

As it is precise from the ANOVA results in Table 4.10 above, the Regression includes a Sum of Squares that was 2.320, Degrees of Freedom (df) which was 2, Mean Square of 4.640, F-value of 17.234, and a Significance (Sig.) of .003 (indicated as .003b). The Residual incorporated a Sum of Squares that was 38.412, Degrees of Freedom (df) of 87, and a Mean Square of .226, the total was a Sum of Squares of 40.732 and Degrees of Freedom (df) of 89.

These findings imply that the regression model as a whole, which includes the predictors (Result-oriented approach, constructivist approach, reflexive approach, and rapid appraisal approach), is statistically significant. This means that at least one of the predictors is related to the dependent variable (Performance in projects). The F-value of 17.234 is significant at a level of .003 ($p = .003$). This indicates that the model as a whole is statistically significant. And the significance level (.003) is less than the typical alpha level of .05, suggesting that the regression model is statistically significant.

In conclusion, the predictors collectively have a significant effect on project performance. These findings concur with the research results of Pazvakavambwa and Steyn (2014), who studied the execution of RBM with respect to public sector of developing countries. The objective was to determine what was supposed to be considered relative to the aforesaid implementation. It also examined the challenges faced in implementing RBM for developed and developing countries and found that results-based M&E is a supporting component of integrated RBM.

In addition, findings of the current study are in agreement with Otieno (2019)'s research results of a study on the effectiveness of monitoring and evaluation practice in the implementation of these projects in county governments. The study results indicated that policies, planning, resource availability and process (aligned to constructivist monitoring) significantly influenced the adequacy of M&E of the projects funded by county governments in Kenya.

Table 4:11: Analysis of coefficients using SPSS version 24

Model	Standardized Coefficients	Standardized Coefficients	t	Sig.	P
	β	Std. Error	β		
(Constant)	0.116	0.421	0.219	0.317	0.001
Result-oriented approach	0.31	0.023	0.511	6.226	0.002
Constructivist approach	0.432	0.039	0.691	8.592	0.001
Reflexive approach	0.237	0.036	0.317	6.083	0.000
Rapid-Appraisal approach	0.275	0.032	0.782	6.412	0.0002

Source: Research Data (2024)

A multiple regression analysis was utilized by the investigator to ascertain the related impacts of the result-oriented approach, the constructivist approach, the reflexive approach, and the rapid appraisal approach on the performance of NG-CDF projects

As per the data above, the regression equation was:

Where: - Y= Performance of Agriculture Projects

β_0 =constant

$\beta_1, \beta_2, \beta_3, \beta_4$ = regression coefficients

X_1 = Result-oriented approach

X_2 = Constructivist approach

X_3 = Reflexive approach

X_4 = Rapid-appraisal approach

ε =Error Term

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4$ now becomes:

$Y = 0.116+0.31X_1 + 0.432X_2 + 0.237X_3+ 0.275X_4$

From the equation, it is evident that taking all aspects in the research as constant at zero, the NG-CDF projects' performance would be 0.116, signifying that with the result-oriented approach factor, 0.116 of the performance of NG-CDF projects is influenced by other factors not considered in the current research. The interpretation of the regression results is positively and statistically influenced the study variables. This is to say that the regression coefficient, $\beta=0.31$, is significant since its p-value = 0.002 is less than 0.05. Since it is positive, it implies that an improvement in result-oriented practices will result in an enhancement in the project's performance.

The performance would also improve by a factor of 0.31 with a unit increase in the result-oriented approach. Hence, an improved result-oriented approach will result in better performance from NG-CDF projects. The results demonstrate that the use of a result-oriented approach had a positive and significant impact at the 5% level of significance because the p-value ($p = 0.002$, $p = 0.05$) was less than alpha, indicating that the result-oriented approach is positively besides statistically linked to the performance of NG-CDF projects. These findings are in agreement with those of Pazvakavambwa and Steyn (2014) who examined the implementation of RBM with respect to public center of developing countries. The findings from this study determined that, results-based M&E is a supporting component of integrated (IRBM) system. This monitoring was observed to focus on higher level outcomes or objectives. This meant that, results of various implementation stages are measured for purposes of assessing the implementation success or failure.

According to the study, NG-CDF projects would become more effective by a factor of 0.432 if constructivist approach was raised by one unit. Consistent with the results shown in Table 4.11 ($p=0.001$, $= 0.05$), performance of NG-CDF projects in Nakuru County and the engagement of constructivist at the 5% level of significance, were

statistically significant. This indicates that constructivist approach would contribute to rise in performance of NG-CDF projects. The results are tandem with the findings of Otieno (2019). This study's findings determined that, policies, planning, resource availability and process (aligned to constructivist monitoring) significantly influenced the adequacy of M&E of the projects funded by county governments in Kenya.

The results of the research point out that a unit rise in reflexive approach would foster a change by a factor of 0.237 on the NG-CDF projects' performance. It was observed that at 5% significance level, reflexive approach had a statistically significant influence on the NG-CDF projects completion in Nakuru County ($p=0.000$, $\alpha = 0.05$). The implication is that if more reflexive approach is carried out could lead to enhanced performance of NG-CDF projects in Nakuru County. This study's findings concur with those of Muchelule and Muchelule (2017) who studied on the influence of monitoring as well as evaluation with respect to performance in NGCDF projects in Kenya with a specific focus on Kajiado East Sub-County. This study's results determined that, a considerable proportion of project performance could be explained by training, time management as well as the strength of the monitoring team. Importantly, reflexive monitoring approach is associated with individual and group (team) appraisal of projects.

A positive unit change in rapid appraisal approach would also, as shown in table 4.11, raise the level of performance of NG-CDF projects by an aspect of 0.275. At a 5% level of significance, the link between rapid appraisal approach and project success in NG-CDF was statistically significant ($p=0.0002$, $= 0.05$). This implies that improving rapid appraisal would have a beneficial effect on how well NG-CDF work in Nakuru County. The findings agree with those of Ogolla and Moronge (2016) who found that 25% of

the involved stakeholders were the implementing staff. Others involved included the project beneficiaries or clients, the donors, as well as the government.

4.7.1 Qualitative data on the Result-Oriented Approach in the Performance of NG-CDF projects

This finding was observed by one Public Works Representative who noted that;

“Our county has offered adequate inputs in the form of competent personnel especially from the many reputable universities and colleges that train and arm their students with vital information and expertise that enhances their ability and capability to do quality job. This encompasses the ability to plan, execute, monitor and evaluate the impacts attained. It is through these high-class measures that our workforce is able to execute their jobs in a good manner with realization of utmost impacts.”

These findings are in agreement with that of Pazvakavambwa and Steyn (2014) who examined the implementation of RBM with respect to public centers in developing countries. The findings from this study determined that results-based M&E is a supporting component of an integrated results-based management system (IRBM). This monitoring was observed to focus on higher-level outcomes or objectives. This meant that, results of various implementation stages are measured for purpose of assessing the implementation success or failure.

4.7.2 Constructivist approach in performance of NG-CDF projects

For instance, one chairperson noted that;

“I have served in numerous leadership positions in different places and in diverse institutions. What I can attest is paramount to ensuring success is the presence of a properly working M&E system that enhances the realization of

the progress of a given project undertaken in order to enhance its success probability. It is through monitoring and evaluation of projects that errors are detected, good actions fostered and productive mechanisms implemented to promote a high-level success. That is the same case for the county of Nakuru's NG-CDF projects, of which I serve as a chairperson."

These results are in line with findings by Otieno (2019), who studied how effective M&E practice in the implementation of these projects. This study's findings determined that policies, planning, resource availability, and process (aligned to constructivist monitoring) significantly influenced the adequacy of M&E of the projects funded by county governments in Kenya. Additionally, the aforementioned findings are in line with research results of Tengan and Aigbavboa (2018) studied monitoring and evaluation practices with respect to the delivery of construction projects. The findings from this study indicated that, participation of stakeholders with respect to monitoring and evaluation was bound to ensure improvement in project performance.

4.7.3 Reflexive Approach and Performance in NG-CDF projects

For example, one public works representative attested that;

"We have a well-systematized monitoring and evaluation structure that goes from the lowest level of a support staff (member) that includes the reporting of the challenges encountered in pursuit for the realization of the project goals including funds, and tools to use, to their representative who then forward to the relevant authorities for assistance and the topmost representative from the county government where high-level problems are solved to enhance the proper working of the team."

This study's findings concur with research results of Muchelule and Muchelule (2017), who studied the influence of monitoring as well as evaluation with respect to performance in NGCDF projects in Kenya with a specific focus on Kajiado East Sub-County. This study's results determined that a considerable proportion of project performance could be explained by training, time management, as well as the strength of the monitoring team. Importantly, the reflexive monitoring approach is associated with individual and group (team) appraisal of projects.

4.7.4 Rapid Appraisal Approach and Performance in NG-CDF projects

This was made loud by one representative of the board who noted that;

“My board, in collaboration with other stakeholders, has always ensured a good working teamwork in order to maximize on success. It is through our teamwork that we are able to conduct and achieve our individual assigned responsibilities, which in the long run promote the overall success of the county project's goals.”

This was further made loud by one fund account manager who noted that;

“My office greatly relies on properly argued facts and figures in order to ensure accountability is realized in all we do. This greatly relies on the monitoring and evaluation findings from different departments and in diverse levels of working in order to realize this. I can attest that it is through the routine monitoring and evaluation that project objectives are realized. In addition, the funds are allocated in a manner that upholds good planning in order to avoid over-funding or underfunding in pursuit for the utmost achievement of project goals.”

The research findings are similar to the findings of Leariwala and Kamau (2021), who studied how various aspects of M&E affected the performance of projects under the

purview of NG-CDF. This research's results indicated that M&E planning, as well as its resource allocation, had a significant effect on performance

4.7.5 Performance in NG-CDF Projects

For instance, one public works representative who noted that;

“I am happy to tell you that the performance in NGCDF projects is per the units completed, and the number of projects successfully completed over the past 10 years is more than 50% of all the projects initiated over the same time period. What makes us achieve this is our able personnel who undergo routine training to acquaint them with the relevant skills and expertise needed to tackle different works. In addition, when recruiting, we go for the best who show a great understanding of what is required of them in the work field.”

This further strengthened by a testimony presented by one member who noted that;

“In the five years I have worked in the NG-CDF projects` different works, I have witnessed a huge success in what we do, this is attributed to our proper and well organization characterized with proper planning, good time management attained through supervision and individual discipline that enhances the effective working.”

The findings above align well with the findings of Muchelule and Muchelule (2017) that examined the influence of monitoring as well as evaluation with respect to performance in NGCDF projects in Kenya with a specific focus on Kajiado East Sub-County.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter includes a summary of the study's findings and conclusions, as well as recommendations based on the study findings for improving instructional supervision by head teachers in public primary schools. The chapter also provides suggestions for more research that were identified during the course of the study.

5.2 Summary of the Findings

The first objective was to investigate the effect result-oriented approach on performance in NG-CDF projects in Nakuru County. The study established that the NG-CDF projects in Nakuru County have enough inputs in the form of competent personnel to monitor the results in the projects. In addition, the project inputs largely determine the kind of activities required in NG-CDF projects, and there are specific activities in NG-CDF projects. Moreover, the project activities lead to the identification of pertinent insights. Additionally, there are clear and verifiable ways of monitoring outputs. Furthermore, the outputs are used to monitor the progress of NG-CDF projects. Moreover, the expected project outcomes influence the result-oriented. The outcome of the NG-CDF project implementation is observed in the quality of infrastructure and result-oriented monitoring influences performance in NG-CDF Projects in Nakuru County in Kenya.

The second objective was to establish the effect of the constructivist approach on performance in NG-CDF projects in Nakuru in Kenya. The research determined that, in monitoring NGCDF projects, responsive evaluation is adopted. Additionally, in monitoring NGCDF projects, the monitors are responsive of stakeholders' interests in

the projects. Moreover, learning histories are crucial in monitoring NGCDF projects. Similarly, in monitoring NGCDF projects, monitors rely on related past experiences. Besides, Projects are monitored to identify the existence of relevant significant changes. Also, significant changes enhance the constructivist monitoring approach in NG-CDF projects, and the Information is shared among stakeholders during monitoring of performance in NG-CDF projects. Additionally, Information sharing during project monitoring is crucial, and the Constructivist monitoring approach is always used in monitoring performance in N-CDF projects.

The third objective was to assess the effect of the reflexive approach on performance in NG-CDF projects in Nakuru County in Kenya. It was established that monitoring the progress of NG-CDF projects is highly systematized. Additionally, Systematization facilitates accountability in NGCDF projects. There is a communal appraisal of NG-CDF projects, and Communal appraisal is highly effective in ensuring successful performance in NG-CDF projects. In addition, NGCDF projects are appraised individually, and individual appraisal is highly effective in NG-CDF projects. Besides, the final project outcomes are reconfigured to ensure that they are within the set timelines, and project reconfiguration has enhanced a reflexive approach in NG-CDF projects, and also reflexive monitoring influences performance in NG-CDF projects.

The fourth objective was to explore the effect of the rapid appraisal approach on performance in NG-CDF projects in Nakuru County in Kenya. The study found out that NG-CDF projects are monitored through a rapid appraisal approach. In addition, individual interviews are regularly conducted when monitoring NG-CDF projects, and the chairpersons of PMCs are individually interviewed in order to monitor the progress of the NG-CDF project implementation. Group interviews are held with PMC members

to assess the progress of the NG-CDF projects and the group interviews engage all stakeholders. Additionally, focus group discussions are held with key stakeholders and the FGDs held are free and help members open up about the project progress. In addition, representatives of the local community participate in the monitoring of NG-CDF projects. Similarly, community participation provides important insights in the implementation of NG-CDF projects, and direct observation is used to collect data required in monitoring NG-CDF projects. Moreover, documents such as progress reports are reviewed during the monitoring of NG-CDF projects. Additionally, rapid appraisal monitoring influences performance in NG-CDF projects.

5.3 Conclusion

Based on the findings of the study, it can be concluded that a result-oriented approach in the form of enough inputs, like competent personnel to monitor the results in the projects, along with the presence of clear and verifiable ways of monitoring outputs, influences the performance in NG-CDF projects. Constructivist approach in the form of monitors being responsive of stakeholders' interests in the projects, learning histories, monitoring projects to identify the existence of relevant significant changes along with information sharing during project monitoring, influences the project implementation.

Reflexive approach in the form of a systematized project monitoring, communal engagement in the project, individual appraisal of projects, and the reconfiguration of projects to ensure their timeliness, influences the performance in NG-CDF projects. Rapid- appraisal approach through the monitoring of projects by means of rapid appraisal approach, regular conduction of individual interviews when monitoring projects, holding up of group interviews with PMC members to assess the progress of projects, conduction of focus group discussions with key stakeholders, engagement of

the local community's representatives in the monitoring of projects along with the review of documents like progress reports during monitoring of projects, influence the implementation of projects.

5.4 Recommendations

Based on the conclusions of the study, the following recommendations can be made; For the first objective that was on a result-oriented approach, the study recommends that the government Should Implement policies to ensure that NG-CDF projects have access to competent personnel with the necessary skills and expertise to effectively monitor project results. In addition, the government ought to allocate sufficient resources for training and capacity-building programs to enhance the skills of personnel involved in the NG-CDF project monitoring. Furthermore, the government should develop a comprehensive monitoring and evaluation framework for NG-CDF projects that includes clear and verifiable indicators to assess project outputs and outcomes, and there should be enforcement of policies that promote transparency and accountability in the allocation and utilization of NG-CDF funds, including regular reporting on project progress and outcomes.

The second study objective encompassed the examination of the constructivist approach. The study recommends that there should be the development and implementation of a stakeholder engagement framework that ensures active participation of stakeholders throughout the project lifecycle. In addition, there should be an introduction of policies that promote a culture of learning and adaptive management within project monitoring teams. Moreover, the promotion of a culture of transparency and information sharing during project monitoring by providing stakeholders with access to relevant project data, reports, and findings. Besides, there should be investment in capacity-building programs for project monitors to enhance

their skills in stakeholder engagement, participatory monitoring approaches, and adaptive management techniques.

On the third objective that encompassed the evaluation of the reflexive approach. The study recommends that, there should be development of a comprehensive and standardized project monitoring framework that outlines clear objectives, methodologies, and indicators for assessing project progress and outcomes. Additionally, there should be an implementation of policies to promote communal engagement in project planning, implementation, and monitoring processes. Also, there should be an establishment of mechanisms for monitoring project timelines and milestones to ensure that projects are completed within stipulated timeframes. Besides, there should be an implementation of policies to enable timely decision-making and resource allocation to address project delays or setbacks, including the reconfiguration of project plans and activities as needed.

On the fourth objective that encompassed the examination of the rapid appraisal approach, the study recommends that there should be a development and implementation of a standardized rapid appraisal methodology for monitoring projects, outlining clear procedures, tools, and indicators for assessing project progress and outcomes. In addition, there should be active engagement of local community representatives in project monitoring activities, including site visits, progress reviews, and data collection efforts. Furthermore, the community members should be empowered to serve as monitors and watchdogs, advocating for their interests, raising concerns, and holding project implementers and authorities accountable for project outcomes.

Implement a performance-based incentive system for project monitoring personnel, rewarding effective results monitoring and timely intervention. Develop clear and measurable performance metrics aligned with project objectives, such as completion timelines, quality standards, and stakeholder satisfaction. Provide regular training and capacity building to equip monitoring personnel with the skills and tools necessary to assess and improve project performance. Foster a culture of accountability and continuous improvement by regularly reviewing and sharing performance data, highlighting successes, and addressing areas for improvement. This practice will incentivize proactive monitoring efforts, leading to enhanced project outcomes and stakeholder satisfaction.

Establish regular participatory workshops or forums involving project stakeholders to co-create project monitoring frameworks and indicators aligned with their interests and priorities. Foster a collaborative environment where stakeholders can share experiences, co-generate knowledge, and collectively identify relevant changes and impacts. Encourage ongoing dialogue and mutual learning to deepen understanding and ownership of project goals and outcomes. This practice will enhance project relevance, engagement, and effectiveness by ensuring that monitoring efforts reflect the diverse perspectives and needs of stakeholders, ultimately leading to more meaningful and sustainable project outcomes.

Implement regular reflexivity sessions within project monitoring teams, where members engage in critical reflection on their monitoring practices, project outcomes, and stakeholder interactions. Encourage open dialogue, self-assessment, and continuous learning to foster a culture of reflexivity and improvement. Incorporate feedback from these sessions into decision-making processes to adapt monitoring

strategies in real-time, ensuring responsiveness to evolving project dynamics and stakeholder needs. This practice will enhance the effectiveness and agility of project monitoring efforts, leading to more meaningful engagement, informed decision-making, and ultimately, improved project outcomes.

Regular training on rapid appraisal techniques for monitoring teams, standardized interview protocols for gathering detailed stakeholder feedback, facilitating group interviews with Project Management Committee members to encourage collaboration and decision-making, organizing focus group discussions with key stakeholders to gather diverse perspectives, establishing community monitoring committees for local engagement and oversight, and implementing systematic document review processes to ensure project compliance. These practices aim to enhance project monitoring effectiveness, stakeholder engagement, and accountability, fostering better project outcomes and community impact.

5.5 Recommendations for Further Research

The study sought to examine the monitoring approaches and performance of NG-CDF fund projects in Nakuru County. Therefore, other similar studies ought to be conducted in different counties and countries to enhance a representative finding as the results presented in the current study cannot be used as a representative for other locations.

The study investigated the impact of a result-oriented approach on the fulfillment of NG-CDF projects, the influence of a constructivist approach on the fulfillment of NG-CDF projects, the effect of a reflexive approach on the fulfillment of NG-CDF projects and impact of a rapid appraisal approach on the fulfillment of NG-CDF projects. Therefore, other approaches like the participatory Approach, which involves actively involving stakeholders in decision-making processes related to project planning,

implementation, and M&E. Additionally, the Systems Thinking Approach that considers the project within the broader context of interconnected systems, recognizing the complex relationships and feedback loops that influence outcomes.

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APPENDICES

Appendix I: Letter of Introduction

GLORIA JELIMO KEITANY

D53/OL/NKU/27839/2014

Department of Business Administration

Kenyatta University

RE: Request to fill the Questionnaire

Dear Respondent,

My name is **GLORIA JELIMO KEITANY**, a postgraduate student at Kenyatta University is conducting a study on 'Monitoring Approaches and Performance of National Government Constituency Development Fund Projects in Nakuru County, Kenya.'. In order to partially complete requirements for an honour Master's degree in Strategic Management (MBA), I humbly ask for your patience in responding to the questionnaire based on your expertise and experience; rest assured that your answers will be treated in the strictest of confidence. Thanks

Yours faithfully,

GLORIA J KEITANY

D53/OL/NKU/27839/2014

Appendix II: Questionnaire

Instructions:

This questionnaire is a crucial component of the research study titled 'Monitoring Approaches and Performance of National Government Constituency Development Fund Projects in Nakuru County, Kenya.' Your participation in the study is kindly requested by indicating your choice for each statement/question/proposition with a tick (✓). Please tick only once for each item.

Demographic Information: -

Kindly indicate your:

Gender: Male [] Female []

Designation at the NGCDF:

FAM [] Public Works Representative [] DCC []
Chairperson [] Secretary [] Member []

Experience with NGCDF projects:

Less than 1 year [] 1 – 5 years []
6 – 10 years [] More than 10 years []

Project Monitoring Approaches and Project Performance

Kindly indicate your opinion with regard to project monitoring approaches adopted by NGCDF. For purposes of expressing your level of agreement or disagreement, kindly fill the following table; Strongly Disagree (SD), Disagree (D), Undecided (U), Disagree (D), and Strongly Disagree (SA).

Result-oriented Monitoring Approach					
Statements	SD	D	U	A	SA
The NGCDF has enough inputs in form of competent personnel to monitor the results in the projects.					
The project inputs largely determine the kind of activities required in NG-CDF projects.					
There are specific activities in NG-CDF projects.					
The project activities lead to identification of pertinent insights.					
There are clear and verifiable ways of monitoring outputs.					
The outputs are used to monitor the progress of NG-CDF projects.					
The expected project outcomes influence result-oriented					
The outcome of NGCDF project implementation is observed in the quality of infrastructure.					
Result-oriented monitoring influences performance in NG-CDF Projects.					

What is your view regarding the NGCDF projects being monitored based on the results of respective project implementation phases.....

.....

.....

Constructivist Monitoring Approach					
Statements	SD	D	U	A	SA

In monitoring NGCDF projects, responsive evaluation is adopted.					
In monitoring NGCDF projects, the monitors are responsive of stakeholders' interests in the projects.					
Learning histories are crucial in monitoring NGCDF projects.					
In monitoring NGCDF projects, monitors rely on related past experiences.					
Projects are monitored to identify existence of relevant significant changes.					
Significant changes enhance constructivist monitoring approach in NG-CDF projects					
Information is shared among stakeholders during monitoring of performance in NG-CDF projects.					
Information sharing during project monitoring is crucial					
Constructivist monitoring approach is always used in monitoring performance in N-CDF projects					

In what ways does constructivist monitoring influence performance in NGCDF projects?

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

Reflexive Monitoring Approach					
Statements	SD	D	U	A	SA
Monitoring the progress of NG-CDF projects is highly systematized.					

Systematization facilitates accountability in NGCDF projects.					
There is communal appraisal of NG-CDF projects.					
Communal appraisal is highly effective in ensuring successful performance in NG-CDF projects.					
NGCDF projects are appraised individually.					
Individual appraisal is highly effective in NG-CDF projects.					
The final project outcomes are reconfigured to ensure that they are within the set timelines.					
Project reconfiguration has enhanced reflexive approach in NG-CDF projects.					
Reflexive monitoring influences performance in NGCDF projects.					

How does reflexive monitoring affect performance in NG-CDF project?.....

.....

Rapid Appraisal Monitoring Approach					
Statements	SD	D	U	A	SA
NG-CDF projects are monitored through rapid appraisal approach.					
Individual interviews are regularly conducted when monitoring NG-CDF projects.					
The chairpersons of PMCs are individually interviewed in order to monitor the progress of NG-CDF project implementation.					

Group interviews are held with PMC members to assess the progress of the NG-CDF projects.					
The group interviews engage all stakeholders					
Focus group discussions are held with key stakeholders					
The FGDs held are free and help members open up about the project progress					
Representatives of the local community participate in monitoring of NG-CDF projects.					
Community participation provides important insights in the implementation of NG-CDF projects.					
Direct observation is used to collect data required in monitoring NG-CDF projects.					
Documents such as progress reports are reviewed during monitoring of NG-CDF projects.					
Rapid appraisal monitoring influences performance in NG-CDF projects.					

Explain how rapid appraisal monitoring influence performance n NG-CDF projects

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

Performance in NG-CDF Projects

Statements	SD	D	U	A	SA
The performance in NGCDF projects is per the units completed					

The number of projects successfully completed over the past 10 years is more than 50% of all the projects initiated over the same time period.					
Incremental milestones are considered when assessing performance in NG-CDF projects.					
In line with incremental milestones, most performance in NG-CDF projects deliverables are done timely.					
The cost ratio results are significant in performance of NG-CDF projects.					
The actual costs of NGCDF projects are higher than the targeted costs.					
The opinions of the project overseers (Member of National Assembly, Fund Account Manager, NGCDF committee, Project Management Committee etc.) are crucial in assessing project performance					
In the opinion of project overseers, most of the NGCDF projects are completed satisfactorily.					

Kindly rate the performance in NGCDF projects in terms of their completion as per the laid down standards and/or specifications, budget, and schedule

.....

Appendix III: KU Authorization Letter



KENYATTA UNIVERSITY
GRADUATE SCHOOL

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

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Website: www.ku.ac.ke

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 14th February, 2024

TO: Gloria Jelimo Keitany
C/o Business Administration Dept.

REF: D53/OL/NKU/27839/2014

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

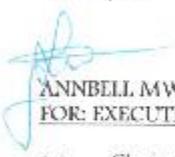
This is to inform you that Graduate School Board at its meeting of 14th February, 2024 approved your Research Project Proposal for the M.B.A Degree Entitled, "**Monitoring Approaches and Performance of National Government Constituency Development Fund Projects in Nakuru County, Kenya**".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and progress report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.


ANNBELL MWANIKI
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration.

Supervisors:

1. Dr. Kipkorir Sitienei
C/o Department of Business Administration
Kenyatta University

AM/ta

Appendix IV: NACOSTI Permit

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RefNo: 253044	Date of Issue: 20/February/2024
RESEARCH LICENSE	
	
This is to Certify that Ms. Gloria Jelimo Keitany of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: MONITORING APPROACHES AND PERFORMANCE OF NATIONAL GOVERNMENT CONSTITUENCY DEVELOPMENT FUND PROJECTS IN NAKURU COUNTY, KENYA for the period ending : 20/February/2025.	
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