EFFECTS OF MONITORING AND EVALUATION ON PERFORMANCE OF CONSTITUENCY DEVELOPMENT FUNDED PROJECTS IN KENYA: A CASE OF KIMININI CONSTITUENCY

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Abstract: **Monitoring and evaluation is crucial aspect of project performance, but many organizations and governments experience numerous challenges in carrying out this critical function (Njeri&Omwenga, 2019). The first challenge pertains to knowledge, competency and skills that are necessary in carrying out effective M&E. The most affected projects are particularly the public projects due to inadequate understanding based on lack of effective development of M&E system. In addition, another constraint is associated to lack of regulatory and legal framework which affects M&E of most of the countries in the world. The issue that was investigated by the study was the assessment of the effects of monitoring and evaluation on performance of CDF projects in Kiminini constituency, Trans Nzoia County. The overall objective of the study was to assess the effects of monitoring and evaluation on performance of CDF projects in Kenya: a case of Kiminini constituency. The study concentrated on specific objectives which were: To examine the influence of monitoring and evaluation tools on performance of CDF projects in Kiminini constituency. To determine effects of stakeholders involvement in monitoring and evaluation on performance of CDF projects in Kiminini constituency. To establish the influence of monitoring and evaluation cost on performance of CDF projects. To establish the influence training in monitoring and evaluation on performance of CDF projects in Kiminini constituency. Stakeholder's participation theory and evaluation theory were used in the study. The study used a descriptive survey design. The study targeted 25 CDF projects which were implemented in Kiminini constituency in the financial year 2018/ 2019. The target population for this study was3000 respondents comprising of CDF M & E Committee members, head of projects funded by CDF in Kiminini constituency, Project Committee members from the 25 projects: Chairman, Secretary and Treasurer, Community Leaders drawn from the five wards of Kiminini Constituency. Pilot study was carried out in Kwanza constituency involving 35 respondents. Three hundred and fifty three (353) questionnaires were distributed to the target population in Kiminini Constituency. The study findings showed that monitoring and evaluation tools are well assessed if they are applicable in organization activities and that employees are well trained on monitoring tools in organization project. The findings further showed that organization consults widely on the best monitoring tools to be used and audits its financial tools in controlling its project cost. The findings showed that stakeholders are not adequately involved in the M&E design phase. The study findings further revealed that the respondents doubt if stakeholders are involved in preparation of M&E timetables and work-plans. Also, stakeholder's feedback is not sought during all stages of M&E. The findings of the study revealed that M&E budgets are not sufficient for implementation of projects. The study further showed that M&E staff wages are not usually paid promptly. In**

addition, the study revealed that the respondents are of the view that M&E budget should be about 5 to 10 percent of the entire budget. Improve effectiveness of M&E. In addition, establishing the M&E department is necessary in improving the project performance. Finally the study established that the choice of M&E techniques improves the practice of M&E.This study recommends that project managers and team should assign clear responsibilities to stakeholders to aid in planning and accountability. This study recommended that stakeholders should be involved in data collection process. The constituency should ensure M&E budget is sufficient to enable it carry out monitoring and evaluation process. This study recommends that staff wages must be paid promptly to motivate the staffs to carry out M&E appropriately.

Keywords: **Monitoring, evaluation, cost, training, technique, tool, performance and practice.**

I. INTRODUCTION

Background of the study

The measurement of performance has become important aspect for both the public and private sectors and this began in the 1970s where it was associated with the decline of the economy, an increase in the international competition and the need to cut budgets and increase efficiency and effectiveness (Taylor, 2015).Globally, the performance of projects has been poor in the recent years (PWC, 2017). There is only little exemplary performance while most of the projects have performed below the expectations (Shenhar, 2018). There has been an increased global spending on projects that amounts to billions of dollars annually and this trend has continued with an upward progression unabated (Williams, 2015).In some cases, poor performance of projects has been linked to ineffective monitoring and evaluation. This has forced organizations to emphasize on the importance of monitoring and evaluation as a way of improving performance of the projects. According to Shapiro (2014) monitoring and evaluation is essential especially in examining the quality and impact of the project in comparison with the preset goals and objectives.

Global Perspective of Monitoring and Evaluation

Australian government is considered as one of the countries that have successfully implemented monitoring and evaluation. This success in monitoring and evaluation is attributed to the budgetary challenges that forced the government to find other ways of meeting the greater value for money, and also the presence of two crucial institutions that advocates for evaluation under the Department of Finance of the Australian National Audit Office (Zvoushe& Zhou, 2017). The ministers support and emphasis on operational monitoring and evaluation is a key decision making tool that has contributed immensely in the improved M&E system of Australia. However despite the steps made by the Australian government few challenges affect the monitoring and evaluation system which include uneven quality evaluations because of the absence of evaluation training. The effect of these inadequacies is that civil servants are inclined to avoid evaluations due to skepticism on the application of M&E process. However, there are lessons that can be captured from Australia practice of M&E such as combination of positive factors such as: strong political will, resource availability, organizational capacity, structural solidity and strong Monitoring and Evaluation systems design, all lead to overall success. (Morra, et al, 2019).On the other hand, Sri-Lanka has also adopted monitoring and evaluation as a result of increased demand for development of effective and accountable delivery of tangible results. Few lessons can be drawn from the experience of Sri-Lanka comprising of both the strengths and weakness of monitoring and evaluation system. From the design point of view, it is established that the system is operational and it has fewer loopholes. While the weaknesses identified in the Sri-Lanka M&E system which emerge from the absence of effective use of the system which results in undesired goals and targets (Zvoushe& Zhou, 2017).

According to Sivagnanasothy (2017) Sri-Lanka has a strong inclusive web-based national e-project monitoring method that captures performance progress as well as outcomes of every key development programmes and projects. The system provides policymakers and senior officials with on-line and real time access to progress information. The system generates early warnings and assists in trouble shooting of problem projects and projects behind schedule. The system identifies bottlenecks, delays, issues and constraints in the implementation of projects and any additional needs of the executing agency. However, monitoring and evaluation institutions and the planning units seem to function in isolation and do not have an effective formalized feedback arrangement to integrate lessons into the planning and design of new projects Moreover, ex post evaluations are done late and are treated as a "post-mortem" exercise, hence not contributing to strategic decision-making. From the case of Sri Lanka, the most obvious lesson is that in a Monitoring and Evaluation

System, design strengths should be accompanied by implementation and/or management strengths. Having one weak component and another strong will only dilute the power of the stronger component, thereby negatively affecting the smooth-functioning of the whole system.On the other hand, China has an extensive data reporting system that was built under the planned economy. This helps in generating a large volume of statistical information that compares well with other countries in terms of: coverage, periodicity and timeliness, but less in terms of quality. Two aspects of the system affect the quality of data and hinder the ability of the National Statistics Office (NBS) to act as an effective force to strengthen M & E: the fragmentation of the reporting system and the weak control over reporting data by sub national offices (Wong, 2013).

Regional Perspective of Monitoring and Evaluation

In the regional aspect, Africa is still struggling with the issue of setting up an effective monitoring and evaluation with a view of improving project performance. Some of the major constraints experienced include lack of sufficient data for M&E, inadequate skills in M&E, in some respect non-involvement of the stakeholders in the process, and the inability to choose appropriate tools for M&E (Muchelule, 2018).Ugandan Government on the other hand has incorporated monitoring and evaluation system in her Poverty Eradication Action Plan (PEAP).This incorporation was conceived due to the coordination and harmonization challenges pertaining to evaluation of PEAP (Zvoushe and Zou, 2017). The major challenges that were being experienced included the difficulties that the ministry was experiencing with regard to measuring outputs and outcomes, how to use measurable indicators, baselines, and targets which appeared not clear (Morra, et al, 2019). The major lesson that we can learn from the Ugandan situation is that there are weakness in designing and implementation of the M&E system. Another weakness identified was that the responsible personnel failed, manipulated and in other cases faltered the system for their personal gain. Structural challenges as epitomized by the absence of coordination and harmonization of government units in the operationalization of the system. Another thread of weaknesses pertains to the design weaknesses where data collection, reporting structures, indicator construction are incredibly poor and dysfunctional. Resource constraints, besides contribute to the woes the nation faces in its attempt to build a well-functioning Monitoring and Evaluation System.

In Botswana, the demand for effective monitoring and evaluation is on the rise due to weak project performance experienced which is linked to lack of consistency making it extremely hard to achieve the project goals and objectives. This failure is as a result of inadequate stakeholder's involvement in Monitoring and evaluation process (Nalianya&Wanyonyi, 2017).Subsequently, Ethiopia also experiences some challenges in demonstrating and achieving projects results in spite of the presence of sufficient resources that can guarantee the success of the project. The failure of the projects in Ethiopia is linked to ineffective monitoring and evaluation system in many of the projects (Nalianya&Wanyonyi, 2017). The study that was conducted by Tulema in Ethiopia further indicated that most projects did not address monitoring and evaluation practices and challenges which made them to poorly utilize M&E practices.

Local Perspective of Monitoring and Evaluation

The Kenyan government has implemented numerous projects since the establishment of the CDF act with a view to improve the living standards of people and the community at large (Biwott et al., 2017). Monitoring and evaluation has been a tool that the government uses to track the progress of the projects. However, most of these projects do not meet the deadlines and the needs of the community because the stakeholders are not involved in the implementation process (Kamlesh&Shashi, 2008).

In addition, Biwott et al. (2017) observed that although huge amounts of money are directed towards community development projects, there is lack of prudent utilization of the funds. Most project implementers as well as the managers do not understand the importance of monitoring and evaluation. The effect of this lack of knowledge on M&E leads to poor results, and difficult to complete the projects in the specified time. According to Ogolla and Moronga (2016) in Kenya, monitoring and evaluation systems especially in the government sector have not been very effective due to several challenges. For instance, in 2005, the Ministry of Planning and National Development commissioned work on the design of an appropriate framework for Monitoring and Evaluation (M & E) in the National Development Program. However, the proposed monitoring and evaluation framework has not been fully operational.

Statement of the problem

Although monitoring and evaluation is crucial aspect of project performance, many organizations and governments experience numerous challenges in carrying out this critical function leading to poor project performance (Njeri&Omwenga, 2019). The first challenge pertains to knowledge, competency and skills that are necessary in carrying out effective M&E (Kariuki, 2014). The most affected projects are particularly the public projects due to inadequate understanding based on lack of effective development of M&E system. In addition, another constraint is associated to lack of regulatory and legal framework which affects M&E of most of the countries in the world (Muthethwa&Jilli, 2017). The inadequacy of M&E competence is often manifested through insufficient demands by the law for organizations to implement effective M&E. For some organizations, M&E is treated as unnecessary expense which renders organizations to view it as a mere cosmetic aspect hence making them unable to implement a robust M&E (Njeri&Omwenga, 2019). Furthermore, M&E demands for holistic involvement of all critical stakeholders especially during project implementation. This has not been successful to involve all stakeholders due to the view that such involvement requires a lot of resources which may not be possible for many cash-strapped organizations (Phiri, 2015). Subsequently, for effective M&E to be attained more training of the staff, involvement of stakeholders, as well as training the staff on M&E is a necessary prerequisite. However, due to expenses and inadequate knowledge on the benefits of having an effective M&E system, some organizations find it difficult to implement this system. This shows the need to close the knowledge and practice gap in monitoring and evaluation practices in the Kenyan context. It is with this in mind that the study sought to examine the effects of monitoring and evaluation on performance of CDF projects in Kenya: A case of Kiminini Constituency.

Objectives of the study

General objective of the study

The purpose of the study was to examine the effects of monitoring and evaluation on performance of CDF projects in Kenya: A case of Kiminini Constituency.

Specific objectives

1. To explore the tools used in monitoring and evaluation on the performance of CDF projects

2. To determine the extent in which stakeholders involvement in monitoring and evaluation influences performance of CDF projects.

3. To find out how M&E cost influences the performance of CDF projects

4. To assess the extent in which Training in M&E influences the performance of CDF projects.

Study Hypothesis

1. Ho : The monitoring and evaluation tools have a significant effect on performance of CDF projects.

2. H_0: Stakeholders   involvement in M&E has a significant influence on performance of CDF projects.

3. H_o: monitoring and evaluation Cost has a significant influence on performance of CDF projects.

4. H_o: Training in Monitoring and Evaluation has a significant influence on performance of CDF projects.

Significance of the study

As the requirement for accountability and transparency in project management increases, more and more organizations are thinking about monitoring and evaluating projects as a way to cope with the demand.   Monitoring and evaluation is therefore an effective way to improve project performance, but very few organizations have faith in it. Therefore, this study will be important in the following ways:

This study is important for institutions such as local NGOs, international organizations and, more especially, for institutions with a questionable project performance and for those that intend to start practicing M & E to improve project performance. With this study, organizations are expected to start monitoring and evaluating projects with the sole objective of improving project performance and not necessarily as an obligation for the funder. This would be as a consequence of the evidence that this study will highlight on how M & E contributes to effectiveness of project performance. The study also aims at providing empirical literature to project management students as a step for future

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research that will add to M & E's body of knowledge. Finally; this study can find its importance among researchers in M & E, since it will offer the opportunity to compare M & E in tertiary education with other social sectors.

Scope of the study

The study focused only on development projects by both the national and the county government in Kiminini constituency implemented in the financial year 2018/2019. The Constituency is one of the areas where the government has financed the majority of urban and rural development projects in the country and is suitable to carry out the study to obtain the information required in this study. The study concentrated on personnel involved in the implementation of said project in Kiminini Constituency.

Limitations of the study

The limitation of the study was in the cost incurred due to the vastness of the area which required significant amount of time to collect adequate data, which the study had no control over. To overcome this limitation, the researcher contracted a research assistant. This ensured that the targeted population was reached.

2.   LITERATURE REVIEW

Introduction:

This chapter presents the literature reviewed in this study. The chapter is organized in the following ways. First it presents the theoretical review; in this the theories that are relevant to the study have been reviewed. Secondly, the chapter presents conceptual framework which shows the relationship between the independent and dependent variable. The chapter then reviews the variables. Finally, the chapter concludes with a critique of the literature reviewed, the summary, and the research gaps.

Theoretical review

According to Mugenda and Mugenda (2003) theoretical review is the process of linking up the existing models and tenets to the conceptual framework. Theoretical review therefore is very essential because it gives out in depth knowledge of the problem that is under investigation. It can be said to be analytical tools because it aim at helping in deepening our understanding of the phenomena, explicate the phenomena and even it allow for prediction to be made about a given topic. In summary therefore, theories refers to the collection of statements that elaborate some certain facts about the phenomena, especially those that have been repeatedly tested or are widely accepted and can be used to make predictions about natural phenomena (Hawking, 2003)

Stakeholder Theory

Stakeholder Theory was associated to stakeholder involvement variable. This theory notes that People's involvement in project work results to the achievement of project objectives that meets the needs of the implementing community based group. Richard Edward Freeman established Stakeholder theory in 1980.Stakeholder theory is derived from the study of management practices (Wagner, Alves and Raposo, 2011). Freeman (2010) projected a framework that fitted three stages of stakeholder analysis balance, process and transactional. At the rational level, an understanding of 'who are the stakeholders of the organization' and 'what are their perceived stakes' is essential. As a system, a generic stakeholder map is used as a starting point which helps in categorizing stakeholders by interest or stake and the second dimension is in terms of power. In summary, stakeholder theory proposes that every organization should pay attention to everyone that is affected by a decision or a policy. Therefore the project managers have the full responsibility as explained by this theory of balancing the various interest groups in NG-CDF project that ensures quality projects are implemented. The NG-CDF projects perform better when the local community is involved in identifying the location of the projects. The local community should be involved in identifying the projects so that the needs of the community are met hence the acceptability of the projects.

Theory of evaluation and monitoring and evaluation

The theory of evaluation provides effective means to address the problems of interest related to monitoring and evaluation process. Lessons are learned about what does not work, which can save time and resources for program designers and the evaluator (Donaldson, 2001). The theory of evaluation evaluates the effectiveness of the project to achieve its objectives and to determine the relevance and sustainability of an ongoing project.For the evaluation, the theory makes a comparison of the impact of the project with what was to be achieved in the project plan (McCoy, (2005).) According to

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Shapiro (2004), evaluations are mainly of two types depending on when they are carried out. They are formative and summative assessments. formative assessment is concerned with the efficient use of resources to produce results and focuses on the strengths, weaknesses and challenges of the project and assess whether the continued project plan will be achieved as planned by the project objectives or if a new design is needed, Passia (2004).A summative evaluation is carried out at the moment when the project is almost coming to an end.   The objective of the summative evaluation is to determine how the project progressed, what went well and what was wrong, and to capture the lessons learned.   There are two types of summative evaluation that aims to guide future projects by facilitating organizational learning through the documentation of good practices and errors Macdowall (2000).   The evaluation of results addresses the extent to which the established objectives are achieved and links the role of the project with the results to carry out the monitoring evaluation effectively.   However, there are some critical factors that must be taken into account.   These include: solid methods, use of relevant skills, adequate resources and transparency, to be a quality (Jones et al, 2009).Rogers (2008) advocated the use of multi-stakeholder dialogues in data collection, hypothesis testing and intervention to allow for greater participation and recognize differences that may arise.   But the limitation of the theory of evaluation is that for any evaluation process for projects to be carried out successfully, it must be carried out within an institutional framework of support, while being aware of political factors.

Conceptual framework

Mugenda and Mugenda (2006) define a conceptual framework as a model which shows the relationship between the variables. Accordingly, this study had independent variables and dependent variable. The study comprised of dependent variable (Performance of CDF projects) and the independent variables namely: M&E tools, stakeholders involvement in M&E, M&E Cost and Training in M&E as shown in figure 2.1below:
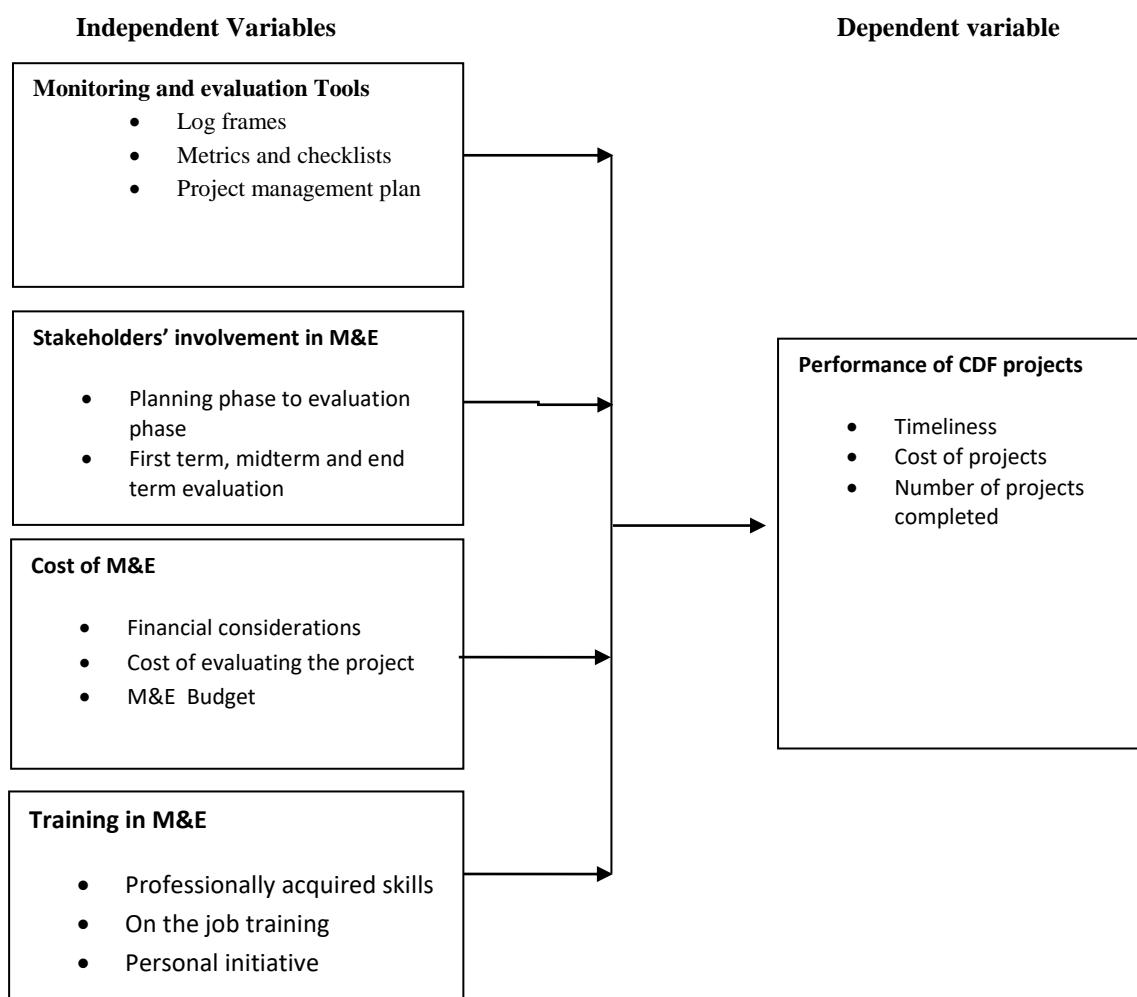

Figure 2.1 Conceptual framework

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Review of variables

Influence of monitoring and evaluation tools on performance of CDF project

Monitoring and evaluation tools by definition refer to the results frameworks that can be used to show shared results with the relevant partners. These tools are useful in planning policies and interventions. However, these results frameworks should be informed by the best available evidence (NHS, 2019).Muchelule (2018) carried out a study on influence of Monitoring Practices on Projects Performance of Kenya State Corporations and noted that monitoring and evaluation tools are essential in providing proof that informs the choices to be made throughout the project life cycle. To achieve this goal, the utilization of a dichotomy of M&E tools based on the working setting and the limits of executing office have to be taken into consideration. Chaplowe (2008) noted that numerous tools and procedures are available to aid project implementers and supervisors in controlling the project at different phases. These tools include: project initiation tools and strategies, project choice and hazard administration tools and systems, project planning apparatus and methods; project administration implementing tools and strategies, and project administration and controlling devices and strategies.

Muchelule (2018) further noted that the commonly used tools by corporations are: logical framework and result framework. By definition a framework or system refers to the manual for monitoring and evaluation which whose function is to lay down the means that are expected to be followed for a project to achieve the expected results (Jaszcolt, 2010). This structure develops the project in such a way that project objectives and target are linked up based on variables that are critical in execution of the project. It also explains the interior and exterior components that have a possibility to influence the project performance. For this systems and tools to be effective, it is therefore necessary to have a benevolent monitoring and evaluation structure that can help in tracking projects targets. To effectively track the progress of the project, it is advisable to use different tools which can be substitute or complementary to each other. This is because some of these tools are either limited or unable to meet all the monitoring and evaluation needs (World Bank, 2012).

Stakeholders involvement in monitoring and evaluation on Performance of CDF Projects

Historically, stakeholder's involvement process has been in existence for some decades. It is held that popular and community participation emerged around 1950s and 1960s. The pioneer organizations in implementing stakeholder's involvement were particularly the non-governmental organizations (NGOs) and other multilateral agencies such as Food and Agriculture Organizations (FAO, 2012).Stakeholder's involvement in M&E provides sufficient data and analysis in the process. It also leads to fulfillment of the right to be involved in all spheres of the project especially where their influence has the impact over their lives (Simister, 2009).

The study that was conducted by Nalianya&Wanyonyi (2017) on Monitoring and Evaluation Systems and Performance of Non-Governmental Based Maternal Health Projects in Bungoma South Sub-County in Kenya established that stakeholders are being involved in M&E activities particularly in the Non-governmental organizations (NGOs). Further, the study established that women participation in the entire process leads to achievement of greater goals thereby benefitting all spheres of the community (Srinivas, 2015).On the other hand, Were (2014) carried out a study on water projects in the Lake Victoria Basin and found out that involvement of youth and women in M&E process was not equally done in comparison to men. This is due to underlying cultural anecdotes that isolate youths and women from participating in M&E and in other development projects that requires their contribution to find a solution to the issues affecting them.In addition, stakeholders are not intensively involved in technical areas such as data analysis, data dissemination and M&E decision making areas. This is due to the notion that some stakeholders may be lacking requisite skills in M&E rendering it difficult for them to undertake such tasks. However, stakeholders can be involved in areas that are not very technical such as data collection and in providing information (Nalianya&Wanyonyi, 2017).

According to Simisters (2009) NGOs were reluctant in involving stakeholders on the basis that their involvement can result into a compromised quality of M&E data. Another constraint that interferes with the process of involvement of stakeholders pertains to the inadequate literacy skills, inadequate time, the intensity of analytical work to be carried out during the evaluation process (UNFPA, 2001).Involvement of stakeholders consumes a lot of time because of the time that is spent in negotiation before reaching consensus among different stakeholders. The other challenge is with regard to the inadequate qualifications especially among the key stakeholders. Based on this, more time is likely to be required in order to understand different tools and methods that are used in M&E process (Mugo&Eleche, 2015).The study by Mille and Marsh (2014) established that the main challenge that affect development agencies is the failure to recognize that any

programme that does not involve stakeholders only delivers to a certain limit, while those that understand the need to involve the stakeholders in the programme end up achieving much more which includes gaining a wider ownership among the communities where the programme is being implemented.

Maritim (2013) while presenting her findings on her encounter with the women in Beitshemash, near Jerusalem pointed out that community participation in development projects should be prioritized because in its absence, no meaningful successful implementation of the projects can be realized. To elucidate further, she highlighted how several health and community organizations established the development projects that are anchored on the guiding strategies and principles of participation, empowerment, multi-disciplinary, collaboration as well as equity to enable them attain project goals. Were (2014) cautioned that involvement of stakeholders can result into undue influence on M&E process leading to ineffective M&E implementation? Subsequently, community participation in projects results into delays. But he concluded by noting that despite the few constraints that were noted pertaining to stakeholders involvement in M&E, it is necessary and important to ensure stakeholders involvement in M&E process to provide rich and quality data.

Influence of Monitoring and Evaluation cost on Performance of CDF Projects

According to Bruign (2007) in most governments, the performance of monitoring is carried out at different interrelated stages. Functions such as budgeting, planning and monitoring and evaluation are carried out independently. The effect of this independent stages in assessing the performance of monitoring and evaluation leads to desynchronized and at times not aligned with the cost of the project. Consequently, it leads to unrealistic setting of targets, lack of accountability and poor quality of lessons learnt that are very essential in informing the performance of monitoring and evaluation.To make monitoring and evaluation a reliable tool in assessing the performance of the project, it is necessary to have a budget set aside specifically to facilitate M&E process. That budget should be used to facilitate all the activities involved in the process of M&E (Gyorkos, 2003). To achieve this goal, M&E cost should be separated from other budget of the project to avoid interfering with the funding of M&E activities (McCoy,2005). Accordingly, it is proposed that M&E budget should range between 5 to 10 percent of the overall budget of the project (Kelly &Magongo, 2004).The study conducted in Kajiado East Constituency (CDF Office, Kajiado East Constituency, 2013) established that out of the annual allocation, only 1 percent of the funds is allocated for monitoring and evaluation and capacity building. This is just half of the set target that is needed. This shows that several challenges and limitations affect the effectiveness of monitoring and evaluation rendering it difficult and complicated. For example, monitoring and evaluation is believed to be expensive, requiring high levels of skills, difficult to implement and requires a lot of resources (M&E Handbook, 2008).

The Ghanian government for instance faces several challenges pertaining to monitoring and evaluation implementation especially at the national level. These challenges comprise of lack of technical and operational capacity, as well as inadequate funds. Other challenges include institutional challenges coupled with unified information. As a solution to this challenge, CLEAR (2012) recommends that institutions should be strengthened to ensure adequate knowledge and skills to effectively implement M&E. Mulandi (2013) noted that the use of tools is among the challenges that affect the process of monitoring and evaluation. Log frames for instance are challenging to use because it tends to change the focus measurement of results to performance monitoring. Additionally, the use of several indicators makes it difficult for data analysis and to provide evidence. Log frames are also time and financially consuming because it requires a lot of resources to collect and analyze complex data (Edmund &Marchant, 2008).

Influence of training in M&E on the performance of CDF Projects

For monitoring and evaluation to be effective and enable the organization to achieve the intended objectives and goals, it is necessary to consider some aspects. For instance, Human capacity, with appropriate training and experience are crucial for the production of M&E results. Any organization is only as powerful as its human resource capabilities, In other words, an organization without the right people with the right training is as good as dead. According to World Bank (2011) there is a need to have an effective M&E human resource capacity in terms of quantity and quality. M&E being a new professional field, it faces challenges in effective delivery of results. Therefore, there is a great demand for skilled professionals, capacity building of M&E systems, and coordination of training courses as well as technical advice (Gorgens et al, 2009). M&E human capacity building needs a wide range of activities, including formal training, in-service training, mentorship, coaching and internships.Both formal training and on-the-job experience are imperative in rising evaluators with various selections for training and development opportunities which include: the public sector, the

private sector, universities, professional associations, job assignment, and mentoring programs (Acevedo et al., 2010). Monitoring and evaluation carried out by untrained and unknowledgeable people is certain to be time consuming, expensive and the results generated could be impractical and irrelevant.

Abalang (2016) carried out a study on the Assessment of Performance of Monitoring and Evaluation Systems at Caritas Torit, in South Sudan. The study focused on how tools and methods, influence management, training of employees and stakeholders involvement affect performance of M&E systems. Both qualitative and quantitative data were collected; quantitative data were analyzed using descriptive statistics and qualitative data were analyzed using content analysis. The findings established that; nearly all of the respondents were not M&E professionals but acquired their skills through on job training (OJT) which was highly applauded. The study recommended on provision of professional M&E training to the employees. Kawonga (2012), undertook a study on the HIV monitoring and evaluation system in South Africa and identified that the users of the system especially Health Information system (HIS) were not competent hence they needed training. The respondents of the study were programme managers and health facility managers who were not professionals in the M&E field; hence not conversant with the M&E system. These needed capacity building which would be an opportunity for them to take on programme specific M&E responsibilities.

Wanjiru (2013) on the same note undertook a study which looked into the determinants of effective Monitoring and Evaluation system in NGOs in Nairobi County, Kenya. Both qualitative and quantitative data were collected and analyzed using correlation and regression analysis. The findings revealed that 69.15% of the respondents had attended the training and it was comprehensive, she recommended that training courses should be coordinated across the NGO sector to inspire the induction of local M&E experts as well as to increase the quality of the M&E staff. Another study carried out in Kenya by Mulandi (2013) on the factors influencing the performance of M&E systems of NGOs in governance. Participants of the research were programme officers and managers who had experience due to earlier training to them.

In Uganda a study conducted by Nasambu (2016) on the factors influencing the performance of monitoring and evaluation systems in non-government organizations in Lira District, Northern Uganda established that both respondents had received required training on M&E. According to Jones (2011) monitoring and evaluations should be conducted by staff with relevant skills, enough resources and transparency in order to be quality. A research by Hardlife et al (2013) on utilization of monitoring and evaluation systems by development agencies case of UNDP Zimbabwe highlights that monitoring and evaluation demands plentiful of skilled and knowledgeable personnel and suitable expertise to set up and manage the systems, and therefore training of staff is inevitable, since organizations are required to monitor and make follow up on progress at each level (at input, output, outcome and impact) of the monitoring and evaluation system. Furthermore execution of M&E mandate cannot be accomplished with insufficient skilled human capacity.

Performance of CDF Projects

According to Robinson (2005) Project performance is a very important issue throughout the globe. This is because most of the organization in the world tends to use it to measure to establish where they are and what they can do to reach where they want to be. In that regard, some scientists have come up with parameters that can be used to aid in measuring the performance of the project (Gido& Clement, 2009). From their findings, they have identified four components that can be successfully used to measure project performance namely:plan (time), execution (quality and utility), spending plan (costs), and consumer loyalty.

Menoka (2014) conducted a research study on sustainability and stakeholder involvement related performance of construction projects. As a technique, the study adopted empirical investigation method by use of mixed research methods. The analysis of variance showed that the difference in companies strategic focuses views of participant's roles towardsstakeholder's involvement in construction projects performance and construction of sustainability. But, from this study it can be noted that internal factors and how they influence construction projects performance were not considered by the Nairobi city county. Another study by Akanni, Oke and Akpomiemie (2015) with a focus on impact of environmental factors on establishment of performance of the project in Delta state in Nigeria revealed that economic, financial and political variables affected the performance of the building industry projects. Subsequently, the study further showed that structures of the organization to some extent do not allow stakeholders to extensively get involved in the performance of the project.

Lindhard and Larsen (2016) sought to find out the major process factors upsetting the performance of the project. The results of the study showed that classification based on importance indicated that the ability to financing was a key determinant of the implementing firm in determining the performance of the project.According to Mahamid (2016) in his study on the factors that contribute to poor performance in construction projects, the study established that contractor's payment delays and costs were the challenges faced by construction projects in Saudi Arabia, and they are the cause of poor performance of those projects. The study conducted by Abuazoom, Hanafi, and Ahmad, (2017) on the influence of HRM Practices on Project Performance: Conceptual Framework indicated that with amplifying the training of employee's leads to improved efficiency and productivity throughout the project units which results into positive performance of the project. Njeri and Were (2017) conducted a study on the determinants of project performance in non-governmental organizations in Kenya, a case study of hand in hand Eastern Africa. The study revealed that the commitment from the project team greatly influence on the influence performance of the project especially of NGOs in Kenya. The study established that top management backing greatly influence on performance of projects of NGOs in Kenya. The study however considered just one project in NGO facility.

Critique of Existing literature

Muchelule (2018) posits that monitoring and evaluation tools are very vital in providing information during the project life cycle. To achieve this goal, he suggests that it is necessary to use several M&E tools to achieve the best results. While this is true, the authors fail to identify those tools that can be used and at which stage of the project life cycle. Simisters (2009) infer that involving stakeholders in the M&E can lead to a compromised M&E data. He cited that involvement of stakeholders in the M&E process cannot be successfully implemented because of the inadequate skills, inadequate time and the intensity of analytical work when stakeholders are involved in the process. Though this is true, but it is also possible that stakeholders can be involved in the M&E process and yield better results. Kelly and Magongo (2004) posit that M&E budget should range between 5 to 10 percent of the overall budget of the project. On the other hand, Constituency Development Act Gok (2003) stipulates that only 2 percent of the budget should be allocated for M&E. Though this seems sufficient, however, the study fails to address fundamental issues such as: do we have M&E department at the constituency Development Fund level? How many employees do we have in M&E departments? These are critical questions that need to be addressed. World Bank (2011) noted that there is need to have an effective M&E human resource capacity in terms of quantity and quality. Though this is true, it may not be properly be applied in Kenyan context where people are employed mostly based on tribalism and favoritism.

Research gaps

Many authors have elaborated their views on global and regional context while neglecting the local context like some regions in Kenya which include Kiminini constituency which gives a better comprehension of the effects of monitoring and evaluation on project performance.Therefore this study concentrated mainly on effects of M&E on projects performance in Kiminini constituency. It is becoming a major problem in comprehending the effectiveness of M&E especially in the local level. This study will help to fill the gap by analyzing effects of monitoring and evaluation on project performance at a local level.

Summary of the literature review

From the literature reviewed, a lot have been recorded about effects of monitoring and evaluation on performance of CDF projects. In nutshell the researcher conducted this study among the managers and staffs in Kiminini constituency, Trans Nzoia County to know exactly the effects of monitoring and evaluation on project performance in Kiminini constituency in Trans Nzoia County. Conceptual framework which constituted one dependent variable and four independent variables were reviewed.

3. RESEARCH METHODOLOGY

Introduction

This chapter presents the research methodology that was used in this study. In this, the chapter identified the research design, the target population, the sample size and sampling techniques, the research instruments, the validity of the instruments, the reliability of the instruments, the data collection procedures and the analysis techniques of data that the study used.

Research design

Research design simply refers to the valuable and logical way of looking the world (Adèr, Mellenbergh, and Hand 2008). The study utilized a descriptive survey. According to Orodho (2005) descriptive survey is appropriate method because it uses data collected from the population to make a judgment on the status of that population by considering one or more variables. In this design, data is collected by the researcher through administering of questionnaires or by interviewing the selected sample of individuals to obtain their past experiences, backgrounds, opinions and attitudes.

Target Population

The researcher targeted 3000 respondents residing in Kiminini constituency. Notably, the targets included CDF committee, Project Committee members, Community leaders (chiefs, Assistant chiefs, Village elders, Religious leaders and community members (youths, women and men). The unit of analysis was the entire population of Kiminini, Trans Nzoia county.

Sampling frame

According to Kothari (2014), a sampling frame is the list of all items in the research population used to draw the sample. The sampling frame of the study was as shown in table 3.1 below.

Table 3.1: Sampling frame

Type of Respondent	Total Population	Percent	Sample Size
CDF M&E Committee	10	0.33	1
Project leaders	25	0.83	3
Community leaders	320	10.67	38
Community members	2,320	77.34	273
TOTAL	**3,000**	**100.00**	**353**

Sample size and sampling techniques

Cooper &Schindker (2003) define sampling frame as the list that contains all the units of the population from where a sample can be drawn from. On the other hand, sampling refers to the process of choosing a certain number of individuals from the given population to act as a representation of the overall population. Subsequently, sampling procedure refers to the way or manner in which some individuals are drawn from the entire population to act as representatives of that population (Schindler, 2003).This study used simple random sampling method after the adopted of the Yamane formula in arriving at the sample size for the study as computed and presented in table 3.1 below;

$$n = \frac{N}{1+N (e)^2}$$

Where

n   sample size

N   the population size

e   the level of precision

$$n = \frac{3000}{1 + 3000 (0.05)^2} = 353 \text{ Respondents}$$

Research instruments

This study employed interviews and questionnaires as the research instruments that were used for data collection.The choice of questionnaires was informed by the advantage that is inherent in their use as data collection instruments such as: they are easy to administer since they can be self-administered. It is also easy to maintain confidentiality of the respondents when questionnaires are used. They can also be standardized to make them easy for analysis as well as collect data from large samples (Orodho, 2005). The questionnaires are preferred because the can have semi-structured questions

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that allows the respondents to select the appropriate response. They can also allow a researcher to collect more detailed information based on the need.

Procedures for data collection.

Before the commencement of the study, the researcher the researcher sought a letter of introduction from the Jomo Kenyatta University of Agriculture and Technology to obtain a research permit from the National Commission for Science, Technology and Innovation (NACOSTI), which is responsible for issuing research permits in Kenya. A copy of the letter was delivered at the office of Kiminini constituency.

Pilot test

In this study, the pilot test was conducted by the researcher prior to the actual investigation. This involved deliberately sampling some 35 respondents from Bidii ward in Kwanza Constituency to test the reliability of the research instruments before the actual study. Through this pilot, the researcher was able to determine the ambiguity in the information and adjustment was made to align the questionnaires for data collection.

Procedures for data analysis.

Kothari (2004) noted that analysis of data consist of the reduction of data to abstracts. In this study, the researcher begun by ordering the completed questionnaires to ensure they were accurate and complete. On the other hand, ambiguities were eliminated from qualitative data that was collected through questionnaires and interview guides by editing ,summarizing , codifying to enable classification, interpretation and tabulation to be undertaken. To analyze qualitative data, it is necessary to analyze it based on topics before converting it into percentages and tables. In this study, descriptive statistics was used to provide percentages and frequencies that were used in analysis of quantitative data based on objectives. Then, after analysis information was summarized and presented in form of tables.The data obtained from the questionnaire was analyzed through descriptive analysis. The multiple linear regression model that was used is the following:

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

Where

Y= Effective project performance

β_i = Regression coefficient, i=0, 1,2,3,4

ε= Error term

X_1= M&E tools

X_2= stakeholders involvement in M&E

X_3= Cost of M&E

X_4= Training in M&E.

4. RESEARCH FINDINGS AND DISCUSSIONS

Introduction

This chapter presents the findings of the study I carried out in Kiminini constituency on Effects of monitoring and evaluation on performance of CDF Projects in Kenya: a case of Kiminini constituency.

Questionnaire Return Rate

Three hundred and fifty three (353) questionnaires were distributed to the target population in Kiminini Constituency. Out of 353 questionnaires distributed, three hundred and forty (340) were satisfactorily filled and returned. Ten (10) were incompletely filled and therefore unsatisfactory for the purpose of this study. Three (3) questionnaires were not returned at all. This produced a return rate of 96.32 percent which is considered acceptable and convenient for analysis. These findings are in line with Mugenda and Mugenda (2013) who noted that a response rate above 70 percent is well recommended for research purposes.

Table 4.1: Response Rate

Questionnaire Response	Number	Percentage
Satisfactorily Filled	340	96.32
Not Satisfactorily Filled	10	2.83
Unreturned	3	0.85
Total	**353**	**100**

Pilot Study

The pilot study carried out in Kwanza Constituency, Trans Nzoia county involving 35 respondents who represented 10 percent of the sample size generated the following results and subsequent analysis as indicated below;

Reliability Analysis

Analysis of reliability was carried out using Cronbach'sAlpha which is used in measuring consistency of the research instrument. Gliem and Gliem (2003) established the Alpha value threshold at 0.7, thus forming the study's benchmark. Cronbach Alpha was established for every objective which formed a scale. Table 4.2 illustrates that all the five variables were reliable as their reliability values exceeded the prescribed threshold of 0.7.

Table 4.2: Reliability Analysis

Variables	Cronbach alpha	Comment
M&E tools	.0875	Acceptable
Stakeholders involvement in M&E	.885	Acceptable
Cost of M&E	.787	Acceptable
Training in M&E	.783	Acceptable
Performance of CDF projects	.845	Acceptable

Validity of Research Instruments

According to Kothari (2004) the degree of the research instrument to measure results drawn from data analysis is known as validity. Creswell (2013) showed that Validity is the process of establishing how questions in the instrument of research are linked to each other and how to arrive at accuracy expected and the level to which results obtained from analysis of data as a true reflection of the variables and accurately represents the phenomenon under investigation. The research instruments were checked and perfected by the supervisor who is an expert in research work to ensure the research instrument meets the required standards.

Demographic data

Gender of the respondents

The study was also interested in establishing the gender of the respondents. From the results obtained, 53.33 percent of the respondents indicated that they were male, while 46.70 percent were female. This study findings shows that more males took part in the study than women.

Age of the respondents

The study further sought to establish the age of the respondents who took part in the study. The results obtained revealed that 10.0 percent of the respondents were below 20 years, in addition 10.0 percent of the respondents were between the age 20-25 years, 20.0 percent were between 26-30 years, 16.67 percent of the respondents were between 31-35 years, 13.33 percent of the respondents were between 36-40 years, while 30.0 percent were above 40 years.

Table 4.3: Respondents Age

Age bracket (Years)	Frequency	Percent
Below 20	34	10.0
21-25	34	10.0
26-30	68	20.0
31-35	57	16.7
36-40	45	13.3
Above 40	102	30.0
TOTAL	**340**	**100**

Academic level of the respondents

From the study it was established 1.23 percent of the respondents had a primary school level of academic qualification, 14.81 percent had secondary levels, 38.28 percent of the respondents were diploma holders, 40.74 percent of the respondents had a degree qualification, while 4.98 percent had a postgraduate qualification.

Presentation of the findings

Influence of monitoring and evaluation tools on performance of CDF projects

The study sought to determine the influence of monitoring and evaluation tools on performance of CDF projects in Kiminini Constituency, Trans Nzoia County. The findings are presented in a five point Likerts scale where SA=strongly agree, A=agree, N=neutral, D=disagree, SD=strongly disagree T=Total.The respondents were asked whether monitoring tools are well assessed if they are applicable in organization activities. From the findings of the study obtained, 16.9 percent strongly agreed, 70.1 percent agreed, 6.4 percent had no idea, 6.7 percent disagreed, while none of the respondents strongly disagreed. These findings therefore imply that monitoring and evaluation tools are well assessed if they are applicable in organization activities.The respondents were asked also to give their opinion on whether employees are well trained on monitoring tools in organization project. The study findings revealed that 66.3 percent of the respondents strongly agreed, 11.9 percent agreed, 15.1 percent had no idea, 6.7 percent disagreed, while none of the respondents strongly disagreed. The findings of the study therefore show that employees are well trained on monitoring tools in organization project.

The respondents were further asked whether the organization consult widely on the best monitoring tools to be used. The results of the study indicated that 55.5 percent strongly agreed, 37.8 percent agreed, none of the respondents had no idea, 6.7 percent disagreed, and none of the respondents strongly disagreed. These findings show that organization consults widely on the best monitoring tools to be used. The respondents also were asked to give their opinion on whether the organization audits its financial tools in controlling its project cost. The findings showed that 22.1 percent of the respondents strongly agreed, 60.5 percent agreed, 10.8 percent had no idea, 6.7 percent of the respondents disagreed with the statement, and none of the respondents strongly disagreed. This means the organization audits its financial tools in controlling its project cost. Finally, the respondents were asked whether metrics are used to check risks in the organization. The findings showed that, none of the respondents strongly agreed, 27.9 percent agreed, 65 percent had no idea, 6.7 percent disagreed and none of the respondents strongly disagreed. These findings infer that there is a doubt whether metrics are used to check risks in the organization.

Table 4.4: lnfluence of monitoring and evaluation tools on performance of CDF projects in Kiminini Constituency

Statements		SA	A	N	D	SD
Monitoring tools are well assessed if they are applicable in organization activities	%	16.9	70.1	6.4	6.7	0
Monitoring tools are well assessed if they are applicable in organization activities Employees are well trained on	%	66.3	11.9	15.1	6.7	0
The organization consult widely on the best monitoring tools to be used	%	55.5	37.8	0	6.7	4.42
The organization audits its financial tools in controlling its projects cost	%	22.1	60.5	6.7	0	3.98
Metrics are used to check risks in organization	%	0	27.9	65	6.7	0

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Multiple Linear Regressions

In this study, the multiple linear regressions was calculated at a 95 percent confidence at a (margin error of 0.05).the aim of this was to show the existing relationship between the dependent and independent variables used in the study.The researcher carried out a multiple linear regression analysis to enable him determines the relationship between the factors affecting project performance and the four independent factors namely: monitoring and evaluation tools, stakeholder's involvement in M&E, M&E cost, and training in M&E. The regression equation was:

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$

Where: Y = performance of CDF Project

X_1 = M&E tools

X_2 = stakeholders involvement

X_3 = M&E cost

X_4 = Training in M&E.

In this study the R square was used. The R Square is called the coefficient of determination and demonstrates how project performance varied with Monitoring and evaluation tools, stakeholder's involvement in M&E, M&E cost, and training in M&E. The four independent variables that were studied explain 71.1% of the factors affecting performance of CDF projects as represented by R Squared (Coefficient of determinant). This implies that other factors not studied in this research contribute 28.9% of the factors affecting performance of CDF projects in Kiminini constituency, Trans Nzoia County.

Table 4.5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843	.711	.724	.4216

a. Predictors: (Constant), M&E tools, Stakeholders involvement in M&E, M&E cost, Training in M&E.

Analysis of Variance

In this study ANOVA was used to find out the significance of the regression model from which an f-significance value of p less than 0.05 was established. The model is statistically significant in predicting how Monitoring and evaluation tools, stakeholder's involvement in M&E, M&E cost, and training in M&E affect performance of CDF projects in Kiminini Constituency. This shows that the regression model has a less than 0.05 likelihood (probability) of giving a wrong prediction. These findings therefore show that the regression model has a confidence level of above 95% hence high reliability of the results. The results are summarized in Table 4.6 below.

Table 4.6: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	11.72	4	2.930	66.590	.000[a]
1	Residual	3.432	340	0.044		
	Total	15.152	344			

a) Predictors: (Constant), Monitoring and evaluation tools, stakeholder's involvement in M&E, M&E cost, and Training in M&E.

b) Dependent Variable: performance of CDF projects

Study findings in ANOVA table 4.11 showed that the discussed coefficient of determination was significant as evidence of F ratio of 66.590 with p value 0.000 <0.05 (level of significance). Thus, the model was fit to predict performance of CDF projects using monitoring and evaluation tools, stakeholder's involvement, monitoring and evaluation cost, and training in monitoring and evaluation.

Regression Coefficients

From the Coefficients table (Table 4.9) the regression model can be derived as follows:

$Y = 0.116 + 0.577X_1 + 0.157X_2 + 0.082X_3 + 0.021 X_4 + \dot{\varepsilon}$

5. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

This chapter presents the discussion of findings, conclusion as well as recommendations based on the objectives of the study.

Discussion of Findings

The influence of monitoring and evaluation tools on performance of CDF projects in Kiminini Constituency.

The study focused on establishing the influence of monitoring and evaluation tools on performance of CDF project in Kiminini Constituency, Trans Nzoia County. The study findings showed that monitoring and evaluation tools are well assessed if they are applicable in organization activities. The findings of the study also revealed that employees are well trained on monitoring tools in organization project. The findings further showed that organization consults widely on the best monitoring tools to be used. Also, the organization audits its financial tools in controlling its project cost. Finally, the study noted that there is a doubt whether metrics are used to check risks in the organization.

Conclusion

In conclusion, the study established that holding all factors (Monitoring and evaluation tools, stakeholder's involvement in M&E, M&E cost, and training in M&E) constant, factors affecting performance of CDF projects will be 0.116. The findings presented also shows that taking all other independent variables at zero, a unit increase in M&E tools results to a 0.577 increase in the scores of the performance of CDF projects. A unit increase in stakeholders involvement results to a 0.157 increase in performance of CDF projects

Recommendations

Based on the findings, the study recommended the following:

Since the study established that the project managers and team do not assign clear responsibilities to stakeholders for the purposes of planning and accountability. This study recommends that project managers and team should assign clear responsibilities to stakeholders to aid in planning and accountability. The study also established that Stakeholders are not involved in M&E data collection process. This study recommends that stakeholders should be involved in data collection process. The findings of the study revealed that M&E budgets are not sufficient for implementation of projects. The study recommends that the constituency should ensure M&E budget is sufficient to enable it carry out monitoring and evaluation process. As outlined in Constituency Development fund Act (Gok,2003), monitoring and Evaluation budget should range between 5 to 10 percent to make it sufficient to meet the cost. The study further showed that M&E staff wages are not usually paid promptly. This study recommends that staff wages must be paid promptly to motivate the staffs to carry out M&E appropriately.

Areas for further research

The current study focused on the effects of monitoring and evaluation on performance of CDF projects in Kiminini Constituency, Trans Nzoia County. This study recommends that there should be another study on how to improve the stakeholder's participation in monitoring and evaluation because the current study has recorded that stakeholder's involvement in M&E is not very effective. Furthermore, conducting a replication study in another sub-County is necessary so that there are sufficient and conclusive results in relation to study.

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