

**FACTORS INFLUENCING MONITORING AND EVALUATION OF COUNTY  
GOVERNMENT PROJECTS IN KENYA: A CASE OF ROAD CONSTRUCTION  
PROJECTS IN NAIROBI COUNTY**

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**DECLARATION**

This research project report is my original work and has not been presented for a degree in any other university.

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## **DEDICATION**

I wish to dedicate this project to my entire family specifically to my beloved mum Duby Dubet, my beloved wife Zeitun Adow Nur, my children Imran and Sumeya, and my brother Siyat Hirsi.

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**TABLE OF CONTENTS**

**DECLARATION**..... ii

**DEDICATION**..... iii

**ACKNOWLEDGEMENT**..... iv

**TABLE OF CONTENTS** ..... iv

**LIST OF TABLES** ..... ix

**LIST OF FIGURES** .....x

**ABBREVIATIONS AND ACRONYMS**.....x

**ABSTRACT**..... xii

**CHAPTER ONE: INTRODUCTION**..... 1

    1.1 Background of the Study..... 1

    1.2 Statement of Problem .....3

    1.3 Purpose of the Study .....4

    1.4 Objectives of the Study .....4

    1.5 Research Questions .....4

    1.6 Significance of the study.....5

    1.7 Limitations of the Study .....5

    1.8 Delimitations of the Study.....5

    1.9 Assumptions of the Study .....5

    1.10 Definitions of Significant Terms.....6

    1.11 Organization of the Study .....6

**CHAPTER TWO: LITERATURE REVIEW** .....8

    2.1 Introduction .....8

    2.2 Monitoring and Evaluation of Nairobi County Projects .....8

    2.3 Stakeholder Participation and Monitoring and Evaluation of Nairobi County Road  
    Construction Projects .....10

    2.4 Budgetary Allocation and Monitoring and Evaluation of Nairobi County Road  
    Construction Projects .....13

    2.5 Level of Training and Monitoring and Evaluation of Nairobi County Road  
    Construction Projects .....15

2.6 Logical Framework and Monitoring and Evaluation of Nairobi County Road Construction Projects .....	17
2.7 Theoretical Review .....	19
2.7.1 Stakeholder Theory .....	19
2.8 Conceptual Framework .....	20
2.9 Knowledge Gap.....	21
2.10 Summary of Literature Review .....	22
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>23</b>
3.1 Introduction .....	23
3.2 Research Design.....	23
3.3 Target Population .....	23
3.4 Sampling and Sample Size .....	24
3.5 Data Collection Methods.....	24
3.6 Piloting of Instruments .....	24
3.6.1 Validity of Research Instruments.....	25
3.6.2 Reliability of Research Instruments.....	25
3.7 Data Analysis Technique .....	26
3.8 Ethical Consideration .....	26
3.9 Operational Definition of Variables.....	26
<b>CHAPTER FOUR: DATA ANALYSIS, PRESENTATIONS AND INTERPRETATION .....</b>	<b>28</b>
4.1 Introduction .....	28
4.2 Questionnaire Return Rate .....	28
4.3 General Information .....	28
4.3.1 Respondent’s Gender .....	28
4.3.2 Respondents’ Age .....	29
4.3.3 Respondents’ Level of Education .....	30
4.3.4 Involvement in Conducting M&E .....	30
4.4 Stakeholder Participation .....	31
4.4.1 Stakeholder Involvement in M&E Process.....	31
4.4.2 Statements on Stakeholder Participation .....	32

4.4.3 Issues Pertaining Stakeholders’ Participation .....	33
4.5 Budgetary Allocation .....	34
4.5.1 Budgetary Allocation .....	34
4.5.2 Statements on Budgetary Allocation .....	35
4.5.3 Influence of Budgetary Allocation.....	36
4.6 Level of Training.....	36
4.6.1 Understanding of Monitoring and Evaluation .....	36
4.6.2 Training on Monitoring and Evaluation .....	37
4.6.3 Months of Training on Monitoring and Evaluation.....	38
4.6.4 Statements on Level of Training.....	38
4.6.5 Influence of Level of Training.....	39
4.7 Logical Framework .....	39
4.7.1 Level of Agreement on Logical Framework.....	39
4.7.2 Statements on Logical Framework .....	40
4.7.3 Influence of Logical Framework .....	42
4.8 Monitoring and Evaluation.....	42
4.8.1 Characteristics of Monitoring and Evaluation .....	42
4.8.2 Determinants of M&E of Projects .....	44
4.9 Inferential statistics .....	44
4.9.1 Correlation Analysis .....	44
4.9.2 Regression Analysis.....	45
<b>CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS</b>	
<b>AND RECOMMENDATIONS .....</b>	<b>48</b>
5.1 Introduction .....	48
5.2 Summary of Findings .....	48
5.3 Discussion of the Findings .....	49
5.4 Conclusion.....	50
5.5 Recommendations .....	51
5.6 Suggestions for further Research .....	51
<b>REFERENCES.....</b>	<b>52</b>
<b>APPENDICES .....</b>	<b>59</b>

Appendix 1: Letter of Introduction .....	59
Appendix 2: Questionnaire.....	60
Appendix 3: Research Authorization Letter from Department of Basic Education .....	66
Appendix 4: Research Permit.....	67
Appendix 5: Research Authorization Letter from NACOSTI .....	68



## LIST OF TABLES

Table 4.1: Response Rate.....	28
Table 4.2: Gender of the Respondents.....	29
Table 4.3: Age of the Respondents.....	29
Table 4.4: Level of Education.....	30
Table 4.5: Involvement in Conducting M&E.....	31
Table 4.6: Stakeholder Involvement.....	31
Table 4.7: Stakeholders Participation.....	32
Table 4.8: Budgetary Allocation.....	34
Table 4.9: Statements on Budgetary Allocation.....	35
Table 4.10: Level of Understanding.....	37
Table 4.11: Training on Monitoring and Evaluation.....	37
Table 4.12: Statements on Level of Training.....	38
Table 4.13: Level of Agreement.....	40
Table 4.14: Statements on Logical Framework.....	41
Table 4.15: Statements on M&E.....	43
Table 4.16: Determinants of M&E.....	44
Table 4.17: Correlation Analysis.....	45
Table 4.18: Model Summary.....	46

## LIST OF FIGURES

Figure 1: Conceptual Framework .....	21
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## **ABBREVIATIONS AND ACRONYMS**

<b>CDF</b>	Constituency Development Fund
<b>CDFB</b>	Constituencies Development Fund Board
<b>IP-ERS</b>	Implementation of the Economic Recovery Strategy
<b>M&amp;E</b>	Monitoring and evaluation
<b>MfDR</b>	Managing for Development Results
<b>NIMES</b>	National Integrated Monitoring and Evaluation System
<b>UNDP</b>	United Nations Development Programme
<b>USA</b>	United States of America

## **ABSTRACT**

The construction projects concerning roads is on the rise in Kenya and generally Nairobi County. Nevertheless, management of road construction projects has become one of the main glitches in Nairobi County, Kenya. As such, this study aimed at establishing the influence of monitoring and evaluation on road construction projects in Nairobi County, Kenya. The objectives of this study were to; to determine how stakeholder participation influence monitoring and evaluation of road construction projects in Nairobi County, Kenya, to establish the influence of budgetary allocation on the monitoring and evaluation of road construction projects in Nairobi County, Kenya, to assess the influence of level of training on the monitoring and evaluation of road construction projects in Nairobi County, Kenya, and to determine how logical framework influence monitoring and evaluation of road construction projects in Nairobi County, Kenya. This study adopted a descriptive survey design. This study focused on projects in Nairobi County and targeted 104 employees. A semi structured questionnaire involving both open and closed inquiries was utilized to gather information. The study involved utilizing 10% of the specimen estimate which constitutes 10 representatives was utilized for the pilot ponder. Validity and reliability were also tested in this study. In carrying out analysis of data, the researcher utilized of inferential statistics and descriptive statistics.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

Monitoring is a continuous procedure of collecting information on– going undertakings or programmes vis-à-vis the nature and level of their execution (Mulwa and Nguluu, 2013). Mulwa (2010) describes monitoring as a procedure of gathering and overseeing venture information that gives criticism in accordance with the advance of a task. Additionally, Gladys (2010) adds that the process includes assessing, surveying, recording and breaking down the venture data on a persistent premise and conveying the same to the concerned audience. Project evaluation is a procedure that includes orderly accumulation, examination and translation of venture related information that can be utilized to see how the undertaking is working in connection to its targets (Kusek, 2010). Monitoring and evaluation (M&E) need to be designed as an intertwined participatory exercise where all stakeholders are involved (Mackay, 2007). M&E ensures that project resources and inputs are put into the intended use and that the project addresses what it initially intended to do. It also makes sure that the project renders its services to the targeted population. The lack of M&E has caused many youth projects to collapse soon after establishment (Nyandemo, 2010).

According to United Nations Development Programme (UNDP) (2009), project M&E essential to various individuals for different reasons. M&E is vital to project managers and their partners (counting contributors/government) since they have to know the degree to which their activities are meeting the set destinations and accomplishing the coveted impacts. M&E maintains more prominent straightforwardness and responsibility in the utilization of undertaking assets, which is especially required by funders or advancement accomplices (World Bank, 2013). Third, information created through the M&E procedure is fundamental for enhancing decision– making. M&E fortifies undertaking usage, enhance nature of task mediations and improve learning (Briceno and Gaarder, 2009). M&E ought to be essential segments of the administration cycle including project planning and outline. Minja (2009) and Koffi-Tessio (2012) posit that task organizers ought to incorporate a plainly portrayed M&E design as an essential piece of the general project planning that

incorporate M&E exercises, people to complete the exercises and recurrence of exercises (Casley and Kumar, 2008).

In most developed nations such as the United States of America (USA), China and Germany, there exist exchange of political power, basic leadership limit and assets from key to sub-national levels of government (Hulme, 2010). This transfer, which Minja (2009) refer to as decentralization, has led to resuscitation of old institutions. Moreover, numerous nations particularly the created ones have sought after outcomes orientated advancement activities by embracing more viable M&E hones. As a feature of the more extensive endeavors to standardize Managing for Development Results (MfDR), a large number of administrations in developed nations have found a way to fortify M&E System at their national level. The M&E framework have gotten top-level political help in these Governments. The advance for ventures, programs, division execution and organizations have been looked into on a quarterly premise and the gathering has filled in as a directing and investigating discussion with top level political responsibility (Koffi-Tessio, 2012).

In Africa, M&E systems in most governments operate in complex landscape (Gladys, 2010), and are prisoners to different powers in government to some extent. Yet, given an outcome driven change motivation, impetuses can be set up for the confirmation created to help advancements in conveyance, planning, and M&E are reliably intended to help esteemed change in individuals' lives, especially the underprivileged (Kusek, 2014). In actuality, the apparatuses of administration are adjusted to citizenry, not inner bureaucratic wants. The noteworthiness of results arrangement for government is broadly pondered, and discovers appearance openly administration and improvement writing (Kelly and Magongo, 2014).

Following quite a while of actualizing the national M&E framework, there has been a critical advance in Ghana (Romero, 2009). Be that as it may, challenges incorporate serious money related requirements; institutional, operational and specialized limit imperatives; divided and awkward data, especially at the segment level. To address these difficulties, Chikane (2009) contends that the current institutional game plans must be fortified with sufficient ability to help and manage viable M&E, and existing M and E instruments must be reinforced, fit and adequately planned (Rogers, 2009).

In Kenya, M&E of Constituency Development Fund (CDF) ventures are said to be completely and thoroughly done if its culmination status can be learned. It is on spending plan, and on the off chance that it can be demonstrated that it was finished by determinations according to the Bill of Quantities. The Act has taken into consideration 2% of the aggregate CDF assignment to be utilized as a part of the M&E of the ventures and also limit building (Constituencies Development Fund Board [CDFB], 2013).

## **1.2 Statement of Problem**

According to Nyandemo (2010), it takes time to build an effective M&E system, and as such strengthening of institutions and learning from mistakes plays a key role. Aukot, Okendo and Korir (n.d) further add that M&E has therefore emerged as a key policy development and performance management tool. To meet these goals, strengthen programs and demonstrate value for money, there should be a strong utilization of M&E systems to report accurate, timely and reliable data on programmatic performances progress and impact. Nevertheless, without viable M&E, it is hard to know whether the expected outcomes are being accomplished as arranged, what remedial activity might be expected to guarantee conveyance of the planned outcomes, and whether activities are making positive commitments towards human advancement (African Development Bank and World Bank, 2009).

Studies carried out in Kenya demonstrate that a significant number of ventures have been fruitful. For instance, an investigation by Edward (2013), on factors impacting execution of M&E of development projects (a contextual analysis of Machakos District), found that M&E spending plan, partners' cooperation, M&E design, wellspring of financing (benefactor) and preparing in M&E had a positive connection with the likelihood of actualizing M&E which was critical at 95% certainty level. The author did not however cover data on sensible system, which was canvassed in this examination. Nabulu (2015) did an investigation on the elements impacting execution of M&E of government projects in Kenya: a case of constituency development fund projects in Narok east sub-region, Kenya. He found that cost, preparing and time had an effect on the execution of M&E of government extends in Kenya. This examination secured the hole left by Nabulu's (2015) which includes the impact of partners' support, budgetary portion and intelligent system on

M&E. From the empirical evidence, few studies have attempted to analyze the factors that influence monitoring and evaluation of road construction projects especially in Nairobi County. To bridge gap, this study attempted to investigate the factors influencing M&E of road construction projects, with Nairobi County being the case study.

### **1.3 Purpose of the Study**

The purpose of this study was to establish the influence of monitoring and evaluation on road construction projects in Nairobi County, Kenya.

### **1.4 Objectives of the Study**

- i. To determine how stakeholder participation influence monitoring and evaluation of road construction projects in Nairobi County, Kenya.
- ii. To establish the influence of budgetary allocation on the monitoring and evaluation of road construction projects in Nairobi County, Kenya.
- iii. To assess the influence of level of training on the monitoring and evaluation of road construction projects in Nairobi County, Kenya.
- iv. To determine how logical framework influence monitoring and evaluation of road construction projects in Nairobi County, Kenya.

### **1.5 Research Questions**

- i. How does stakeholder participation influence the monitoring and evaluation of road construction projects in Nairobi County, Kenya?
- ii. How does budgetary allocation influence the monitoring and evaluation of road construction projects in Nairobi County, Kenya?
- iii. To what extent does the level of training influence the monitoring and evaluation of road construction projects in Nairobi County, Kenya?
- iv. How does logical framework influence monitoring and evaluation of road construction projects in Nairobi County, Kenya?



## **1.6 Significance of the study**

The findings of this study may be vital to various stakeholders (project manager, technical staff, county government staff and locals. The Public Project support supervisors may profit by the consequences of this exploration by empowering them consolidate instruments and pointers for observing and assessment. Other than they can learn best process and techniques that advance compelling M&E.

Every one of the partners in the management and administration of the task was sharpened on their parts in the administration of the store. This can pre-exhaust any contentions and contradictions related with the fund.

## **1.7 Limitations of the Study**

The researcher may have been faced with limited information because the respondents may have not been willing to give information for fear of being victimized their respective organization. To curb this constraint, the researcher assured the respondents that the study were used for academic purpose only and confidentiality was maintained by not having any personal identifiers such as name, address and telephone numbers of the respondents.

Furthermore, identification of all stakeholders and bringing them on round table to discuss real issues took a lot of time. Balancing resources and budget allocation to all programs was also a big challenge since all projects were in dire need of resources.

## **1.8 Delimitations of the Study**

The exploration was designed to investigate the influence of M&E of road construction projects in Nairobi County, Kenya. The variables that was considered in this study include stakeholder participation, budget allocation, level of training and logical framework.

## **1.9 Assumptions of the Study**

The exploration was conducted under the assumption that the respondents was available and also that they give honest responses. This study assumed that respondents had a good understanding of the the influence of M&E on road construction projects in Nairobi County, Kenya.

## **1.10 Definitions of Significant Terms**

<b>Budget Allocation</b>	It is an impression of venture work and the planning of that work.
<b>Logical Framework</b>	It is a lattice that determines what the venture is expected to accomplish (destinations) and how this accomplishment was measured (markers).
<b>Monitoring and Evaluation</b>	The accumulation of information by different techniques to understand common frameworks and highlights, assessing the effects of advancement recommendations on such frameworks, and evaluating the execution of alleviation measures.
<b>Projects</b>	Is an individual or community oriented venture that is deliberately arranged and intended to accomplish a specific point.
<b>Stakeholder Participation</b>	It is the means for identifying who the organizations are, what their expectations are from the organization, how they influence and evaluate the organization, what the organization needs from them, and how important they are to the success of the organization.
<b>Level of Training</b>	Refers to the knowledge and skills acquired by employees for their present job.

## **1.11 Organization of the Study**

The investigation was sorted out in five chapters. Section one is acquaintance including foundation with the investigation, proclamation of the issue, reason for the examination and targets that guided the investigation. In this part, explore questions, hugeness of the investigation, impediments and delimitations of the examination are likewise included. In addition, it likewise introduces fundamental suspicions of the investigation, meanings of

critical terms utilized as a part of the examination. Chapter two captures literature review done on the basis of key study variables. Also outlined in the chapter are hypothetical and conceptual models, and summary of the literature review. Chapter three captures research methodology are used, examination plan, populace of the investigation, test measure and test outline. Besides, it also presents data collection instruments, piloting, validity of the instruments and instruments' reliability. In addition, it also outlines the procedures used for data collection, and methods that are used for data analysis. Chapter four covered analysis of the data collected from the field. Data was analyzed using means, standard deviation (SD) and other infographics in representing the analyzed data. The analyzed data was presented in tables. Further the chapter had interpretation of the findings in write up to explain the tables. Chapter five described the summaries of findings with regard to the objectives of the study. Main findings was discussed at length with linkages to existing knowledge. The chapter finally provided a conclusion of the study and suggest possible recommendation of the study problem.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter reviews all the literature related to the study variables. The chapter review the monitoring and evaluation for projects and discuss the independent variables (stakeholder participation, budgetary allocation, and level of training and logical framework) and how they influence monitoring and evaluation of projects. The chapter also outlines the theories that anchor the study. In addition, the chapter offer a graphical representation of the association between independent and dependent variables in the form of a conceptual framework. Lastly, the research gaps of this study are provided.

### **2.2 Monitoring and Evaluation of Nairobi County Projects**

Managing development ventures require an operational M&E framework. The M&E framework is the arrangement of arranging, data social event and combination, refection, and revealing procedures, alongside the fundamental supporting conditions and limits required for the yields of M&E to settle on profitable commitments to basic leadership and learning (Chikane, 2009). A well-working M&E framework figures out how to coordinate the more formal, information orientated side generally connected with the assignment of M&E together with casual observing and correspondence, for example, venture field staff offering impressions of their hands on work to each other and their directors over lunch (Donaldson and Lipsey, 2010). Clear meaning of the reason and extent of the expected M&E framework helps when choosing of issues, for example, spending levels, number of markers to track, kind of correspondence required et cetera. While planning the undertaking reason at examination or reexamining it amid start-up, put forth the accompanying inquiries; What are the fundamental motivations to set up and execute M&E for actualizing accomplices and essential partners – and for other key partners (Gladys, 2010).

M&E framework's structural arrangements are critical from various points of view; one is the need to guarantee the objectivity, validity and thoroughness of the M&E data that the framework products (Mackay, 2007). Briceno and Gaarder (2009) agree that the theoretical outline of an M&E framework should deliver issues concerning the destinations of the

framework, able expert, validity of data, its administration, dispersal and reusing into the arranging procedure with unique accentuation on group cooperation. As indicated by Jaszczolt, Potkanski and Stanislaw (2010), M&E frameworks ought to be worked such that there is an interest for comes about data at each level that information are gathered and broke down. Moreover, clear parts, obligations, formal hierarchical and political lines of expert must be set up (Kusek, 2014).

Globally, the utilization of M&E findings remains central as they provide a means for corrective as they tracking of performance and measurement of the impacts of management actions providing feedback on progress towards goals and effectiveness of the program interventions (Failing and Gregory, 2003). For instance, the examination of the implementation of the health Programme in Great Britain through evaluations provides useful lessons for current elimination attempts (Najera, 2011). As per Carvil and Sohail (2007), the use of such M&E findings is also known to supplement and support program enactment through ways such as pertinent data and knowledge.

In Africa and generally Nigeria, the M&E function in the region remains a relatively new practice, to the extent that all countries within this region are described as being in a Monitoring and Evaluation formative stage (Porter, 2013). This automatically implies that the use of findings in the implementation of programs remain scant. This is not any different from the sub-Saharan Africa, where utilization of monitoring the evaluation findings is poor, as the vast region is characterized by skills and capacity gaps of designing and implementing M&E activities, with several of the experts in M&E preferring to work outside Africa (Zogo, 2015). Much as a number of countries have shown positive initiatives with regard to movement towards best practice in public sector administration reforms that includes M&E (Porter and Goldman, 2013), a number of issues remain unresolved, amongst which is the nature of the demand for M&E in the region, lack of a learning culture, low level of control and accountability and personalization of rulers of state institutions (Schacter, 2000). The M&E function is for the most part giver driven, yet the area is gotten in a circumstance including absence of apparatuses for evaluating and giving an account of part of the projects actualizing associations.

In Uganda, there have been significant efforts towards the utilization of M&E systems that have been noticed characterized by the introduction of planning, results based budgets, monitoring systems and developing the institutional capacity to design and implement M&E arrangements (Annual Performance Assessment Report, 2013/2014). Similarly national efforts have been directed towards providing a basis for performance improvement as provided for in the NDP that the utilization of Monitoring and Evaluation findings have been valued to improve malaria program implementation (Uganda Bureau of Statistics, 2010). Such efforts have also been characterized by the establishment of an M&E function to support this role enshrined in the M & E national policy (National M&E Policy, 2013).

Historically, incorporated M&E in Kenya traverses not as much as 10 years, despite the fact that undertaking and program-based observing and assessment have highlighted in Kenya since the 1980s (Kusek, 2014). M&E framework in the Kenyan market has played an important role on the spending procedure. M&E data is drawn from Kenya's line services that is currently an essential contribution to accomplishing better an incentive for the Kenyan open's duties (Government of Kenya, 2011). These changes are acknowledged through broad spending considerations in which area working gatherings and line services survey recommendations, consider exchange offs and offer for spending assignments (Gyorkos, 2013). In spite of the various accomplishments that have been made under NIMES, M&E framework in Kenya still facades tasks in the usage including human capital, money related and infrastructural challenges (Kariungi, 2014). Kenya's Constitution 2010 has on a very basic level changed the focal and declined administration structures and gave a chance to reinforcing the nation's M&E framework and also representing a hazard for its proceeded with presence in that there is vulnerability over political bearing (Minja, 2009).

### **2.3 Stakeholder Participation and Monitoring and Evaluation of Nairobi County Road Construction Projects**

According to Shapiro (2010) stakeholders involvement is a social procedure of transaction between individuals' distinctive needs, desires and perspectives. It is a very political process which tends to issues of value, power and social change. It stresses changing

degrees of support (from low to high) of various sorts of partners in starting, characterizing the parameters for, and directing M&E Stakeholder examination is an efficient accumulation and investigation of subjective data to decide the premiums and impact of various people, gatherings and associations in the definition and execution of activities (UNDP, 2007).

Connecting with partners in dialogs about the what, how, and why, of program exercises is frequently engaging for them and also, advances incorporations and offices significant interest by various partner gatherings (Work, 2012). Partner cooperation implies enabling advancement recipients as far as assets and requirements distinguishing proof, anticipating the utilization of assets and the genuine usage of improvement activities (Muthuri, Chapple and Moon, 2008).

Best practice illustration shows that a focal factor encouraging refresh of assessments is partner association. This inclusion must be acquired at the beginning periods of the Evaluation procedure, incorporate the help of high – profile champions and draw in political operators intrigued by learning or utilizing instruments to shows adequacy (Mwangi, Nyang'wara and Ole Kulet, 2015). Muthuri et al. (2008) additionally found that the entire procedure of effect assessment and especially the examination and elucidation of findings could significantly be enhanced by the cooperation of planned recipients, who are the essential partners in their own improvement. Notwithstanding, partners engagement should be made do with mind excessively partner's inclusion could prompt undue effect on the assessment, and too little could prompt evaluators overwhelming the procedure (Mwangi et al., 2015).

Participation implies something other than recipient commitment to the venture execution; rather, it ought to envelop all partners and be formalized at all phases of the undertaking cycle (Patton, 2010). As per Soyoung and Sungchan (2014), creating participatory observing and assessment implied fundamentals of M & E are comprehended. This is finished by giving key partners the data expected to manage the task system towards accomplishing the objective and targets; give early cautioning of hazardous exercises and procedures that need remedial activity (Owuor, 2008); help enable essential partners by making open doors for them to think about fundamentally the ventures bearing and help

settle on the changes; fabricate comprehension and limit among those engaged with the undertaking (Mwangi et al., 2015); persuade and animate learning among those focused on making the venture a win and evaluate advance thus empower responsibility prerequisites to be met (Patton, 2010).

A study by Thayer and Fine (2001) in the United States of America involving 140 non-profit organizations found that selection of monitoring was the most popular purpose for conducting recently completed, as well as current, evaluation and there can be little doubt regarding the value of focusing on results and benefits to participants. A number of studies have addressed the changing trends and focus in monitoring and evaluation performance measurement in project management (Carman, 2007). The evolution of trends in monitoring and evaluation from focusing on financial accountability, programme outputs, quality of service, participant-related measures, key performance indicators and client satisfaction to the more recent trend to measure achievement project outcomes (Plantz, Greenaway and Hendrick, 1997).

Hanik (2011) from UNDP and Shah (2007) from World Bank argue that Indonesia has continued to undertake significant changes since the 1998 financial emergency. These changes have occurred in a profoundly difficult condition, where the number and kind of partners have turned out to be more intricate activated especially by Indonesia's recently decentralized government structure. Changes in arranging, planning, budgetary administration and detailing frameworks of the focal and neighborhood governments incorporate issue of the state fund, treasury and review laws.

Robinson (2003) observed that Ethiopian government on its part wanted donors to commit funds directly to the budget support of supportable advancement and destitution decrease program (SDPRP) without M&E. The point of the undertaking was to construct neighborhood limit with the end goal that models can be manufactured and refreshed later on. These undertakings were formally guided by abnormal state national counseling advisory group made out of key partners and potential customers and recipients of the task in the expectation of accomplishing expected effect. It was liable to nationwide perspective of partners and recipients. The task was additionally subjected to inside undertaking assessment and audit plans of both EDRI and IDS with aim of identifying indicators and



milestones of achievements as project overall success. In this particular case emphasis was put on role of stakeholders be it at national, regional or community level. However stakeholders were consider separately from other of M&E. In line with the view, MDGs emphasize this as a very important step.

Kenya has put in place both institutional and legal framework to help drive the principles of sustainability. For example, Kenya's Vision 2030 is the nation long haul advancement blue print which expects to make an all-inclusive aggressive and prosperous nation giving a high caliber of life for every one of its nationals. It tries to change Kenya into a recently industrialized center pay nation by 2030 and stresses supportability. Towards this, NIMES has been ordered to track advance of the usage of the vision. Kenya's constitution clearly stipulates how communities was engaged in development through representation in the county government hence the devolved system of governance that is all inclusive. Stakeholder involvement is one strategy of involving community participation and it raises awareness, or knowledge, and helps to ensure prioritization of funded projects.

#### **2.4 Budgetary Allocation and Monitoring and Evaluation of Nairobi County Road Construction Projects**

Project budgets are an impression of venture work and the planning of that work. An extensive spending plan furnishes administration with a comprehension of how supports was used and exhausted after some time for activities or operations (Naidoo, 2011). Lifecycle costing ought to be connected to both capital and working ventures. The planning framework ought to energize choices that forestall results that contrarily affect fulfillment objectives (Naftal, 2010). To guarantee the above, it is vital to supplement planning with strategies that deliberately enhances proficiency. The spending procedure is a perfect gathering for deliberately recognizing effectiveness openings (Donaldson and Lipsey, 2010).

According to Pretorius, Steyn and Jordan (2012), lacking assets prompt low quality observing and assessment. To guarantee successful and quality M&E, it is basic to set aside satisfactory money related and HR at the arranging stage. The required budgetary and HR for observing and assessment ought to be considered inside the general expenses of conveying the concurred comes about and not as extra costs (UNDP, 2009).

Nyandemo (2010) observes that in order for the project budgeting to be meaningful and viable it must satisfy several conditions arising from overall corporate consideration that includes, consistence with long range plans of the project, be compatible with resources available, controllable and endorsed by executive management. Additionally, the coordination of strength into capital task assessments is exceptionally attractive (Adan, 2012). Flexible frameworks decrease; the probabilities of disappointment; the outcomes of disappointment, for example, passings and wounds, physical harm, and negative financial and social impacts; the ideal opportunity for recuperation (Aigner, Flora, Tirmizi and Wilcox, 1999). A key capacity of getting ready for M&E is to evaluate the expenses, staffing, and different assets required for M&E work. It is imperative for M&E pros to say something regarding M&E spending needs at the undertaking configuration arrange with the goal that assets are designated particularly to M&E and are accessible to execute key M&E assignments (Macharia, 2013).

Most countries below the Target 10 of MDG 7 are those from Asia and Africa especially the LDCs that have little and constrained financial resources and therefore aren't in the position of acquiring the required WSS infrastructure (pipes, passable water ways and electricity to pump the water) according to the (USAID, 2007), sanitized water tanks, right reservoirs, proper sanitation disposal latrines among others. Financial resources have been quoted as the major determinant of WSS provision with some governments going into PPPs so as to increase the capital base for the services.

According to South Africa Government (2014), in South Africa the MDGs are too far from being realized due to the fact of constrained budget. While a few states have made solid empowering conditions like in Nigeria, different states are yet to begin the change procedure in WSS provision especially in resources mobilization, aimed at meeting the required funds to buy materials like pipes, lay down infrastructure for WSS and acquire relevant personnel for the WSS provision. According to the Government of Nigerian (2010) it stated that, for a real Nigerian economy, there must be sourced funds to fund the otherwise troubled water sector starting from the Kano area to the Abuja state. The Nigeria MDG Office evaluates that US\$2.5 billion is required every year to meet the

water supply and sanitation focuses in the vicinity of 2007 and 2015 a normal US\$15 per capita (Duncan and Williams, 2010).

In Kenya, Kagai (2012) comments that changing the street from Nairobi to Thika town into a super roadway was one of Kenya's first huge scale transportation foundation ventures. Subsidized Chinese Government, the budget was initially Kenya Shillings 27 Billion but upon completion it had consumed Kenya shillings 31 Billion. The project exceeded its financial plan by 4 billion because of swelling and extra highlights that changed the outline work. Despite the budget overrun the project was termed a success. Therefore, the project budget venture spending plan ought to give a reasonable and sufficient arrangement for M&E occasions. To build a realistic budget the following are suggested to be taken into consideration: listing all M&E errands and general obligations, investigate the important things related with each assignment, and decide their cost.

## **2.5 Level of Training and Monitoring and Evaluation of Nairobi County Road Construction Projects**

There is no organization without a human resource core aspect. The human resource capabilities determine a lot for company in term of achieving its goals. As per UNDP (2009), HR are basic for viable checking and assessment even in the wake of securing satisfactory monetary assets. The specialized limit of the association in directing assessments, the esteem and investment of its HR in the strategy creation procedure, and their inspiration to affect choices, can be enormous determining factor of how the assessment's lessons are created, conveyed and seen (Macharia, 2013). Preparing for the imperative abilities ought to be organized HR on the off chance that they are deficient and they ought to be given clear occupation allotment and assignment befitting their aptitude. For ventures with staff that are conveyed in the field to complete undertaking exercises individually there is requirement for steady and concentrated nearby help to the outfield staff (Patton, 2010).

Individual of the bigger parts of building up aptitudes of employees is the real imposing essence on the employee towards achieving better results, either as an individual or as a supporter of the firm. The responsiveness by the association combined with expanded desires following the open door can prompt an unavoidable outcome of upgraded yield by

the worker (Gyorkos, 2013). Keeping in mind the end goal to complete observing assessment proficiently, there exist basic factors which comprise utilization of germane aptitudes, sound strategies, sufficient assets and responsibility, so as to be a quality (Crawford and Bryce, 2013). The assets incorporate talented staff and monetary assets. Rogers (2008) proposes the utilization of multi partners' discoursed in information gathering, theory testing and in the mediation, so as to let greater contribution and perceive the distinctions that may emerge.

In most developed and developing countries, Duan, Matambalya and Wolf (2012) carried out a study in Europe and found that firms lack of effective training in M&E, and it has been identified as one of the significant difficulties looked by every single European nation, especially in the UK, Poland and Portugal. Ekuobase (2015) carried out a study of training maturity and value in Egypt and found that the level of training are contributory factors to the M&E of projects.

In an Indonesian project, fieldworkers gather much information about neighborhood credit gatherings. Be that as it may, so does the bank. Key information on reserve funds and advance is gathered from the ranchers' gatherings and by the gatherings themselves for the bank. Once a rancher's gatherings ask for a credit is endorsed, the bank begins keeping an automated record of the gathering's advance and investment funds. The gathering likewise keeps its own written by hand records on investment funds and credits to guarantee straightforwardness among individuals. The gathering's data is gathered every month from each of the 55000 individuals. This is handled, written and amassed before being sent by means of the sub-regions and winding up at the service in Jakarta. Meanwhile, PC printouts to manage an account with similar information additionally achieve the service each month. While both agriculturist's gatherings and the bank need to screen the credit procedure for responsibility reasons, duplication of endeavors could be diminished if ranchers somehow happened to utilize the banks records to check against their own particular and if the service were to acknowledge the bank's records as adequate (World Bank, 2013).

In order to carry out M&E efficiently in South Africa, there are some basic factors that are taken into the adaptation. As per Jones et al, (2009), these contain utilization of related abilities, sound strategies, satisfactory assets and responsibility. The assets incorporate

talented work force and budgetary assets. Rogers (2008) recommends the utilization of multi partners' discoursed in information gathering, speculation testing and in the intercession, keeping in mind the end goal to let greater association and perceive the distinctions that may arise.

Despite the fact that it is anything but difficult to set up, Winch and McDonald (1999) expressed that the principal advances may well represent a specific test to the region extends because of the constrained capacities to keep up their position against bigger rivals in quickly changing business conditions. Nonetheless, an examination by Gikenye and Ocholla (2010) in Kenya found that this issue could be overwhelmed with the utilization of turnkey frameworks. The need preparing among the workforce to utilize them can be settled by lining up the M&E with a program of preparing and arrangement of continuous, helpdesk bolster. Furthermore, the framework additionally needs specialists in the organization to do some occasional upkeep and offer help to the framework.

## **2.6 Logical Framework and Monitoring and Evaluation of Nairobi County Road Construction Projects**

A log outline or coherent structure demonstrates the applied establishment whereupon the task's M&E framework is manufactured (Beullieu and Smith, 2000). Fundamentally, the log outline is a grid that determines what the venture is expected to accomplish (destinations) and how this accomplishment were measured (pointers). It is basic to comprehend the contrasts between venture inputs, yields, results, and effect, since the markers to be measured under the M&E framework mirror this pecking order (Hersey and Blanchard, 2009).

Correspondingly, it is likewise essential to comprehend the log edge's progressive system of markers. For example, Kairu and Ngugi (2014) contend that it is normally simpler to gauge bring down level pointers, for example, the quantity of workshop members, while the trouble in exactness and estimation many-sided quality increments when endeavoring to quantify changes in conduct. Besides, Altschuld and Kumar (2010) include that the more elevated amounts of the pointer progression require more examination and union of various data sorts and sources. This influences the M&E information accumulation strategies and

examination, which has suggestions for staffing, spending plans, and time span (Nyika, 2012).

The log frame work investigates a current circumstance like, including the recognizable proof of partners' needs and the meaning of related destinations, set up a causal connection between inputs, exercises, comes about (Milika, 2011), reason and general target; (vertical rationale), characterize the presumptions on which the venture rationale assembles; distinguish the potential dangers for accomplishing goals and reason (Barry, 1997); build up a framework for observing and assessing, a correspondence and learning process among the partners; like customers or recipients, organizers, leaders and implementers. It additionally thinks about quality shortcomings, openings and dangers (SWOT) (Nyika, 2012).

Milika (2011) noticed that LFA has a few points of interest like; (i) it guarantees that major inquiries are asked and shortcomings are broke down, keeping in mind the end goal to furnish leaders with better and more pertinent data, (ii) it guides precise and coherent examination of the interrelated key components which constitute a very much outlined task, (iii) it enhances arranging by featuring linkages between venture components and outside elements, (iv) it gives a superior premise to orderly observing and assessment investigation of the impacts of undertakings. (v) it encourages basic understanding and better correspondence between leaders, directors and different gatherings associated with the venture, (vi) guarantees administration and organization advantage from institutionalized methods for gathering and evaluating data. Milika (2011) additionally noticed that LFA guarantees congruity of approach when unique task staffs are supplanted.

In advancement on the above approach Bredillet (2008), shows that a noteworthy segment of legitimate edge is the detailing of a Logical Framework Matrix in light of objectives, reason and exercises of the venture that are ordered in the intelligent system network while coherent structure is a more intricate introduction that clarifies all parts of a task consistent system grid in a table shape that can be perused initially by the pertinent client. As indicated by the European Commission (Editor) (2004), the log outline is connected when arranging, executing and assessing particular tasks and projects inside an activity design. It is important for completing legitimate checks amid venture configuration and in addition for

observing advancement and evaluating exercises and yield amid venture execution (Macharia, 2013).

In Africa, endeavors to use the LFA in the locale have been seen in nations, for example, Ghana. It looked to set up an accord in Ghana and its part associations about advancement program with the LEV national relationship to empower Ghana construct their ability to deal with its part as a support association. This would empower the nation to configuration ventures utilizing intelligent system arranging approach with by and large and quick goals, pointers, target bunches investigation is attempted (JMK, 2014). This was an immense advance taken by Ghana in the execution of tasks.

In Kenya, Hummelbrunner (2010) shows that there is proceeded with utilization of Log outline regardless of a few reactions. He affirms that the log has not been in a general sense debilitated by commentators. Despite the fact that numerous givers recognize its points of confinement and shortcomings; that rationale models are techno driven with a social predisposition towards straight rationale that can distance as opposed to encourage neighborhood comprehension, investment, and possession (hence it is basic to counsel and include nearby accomplices, particularly administrators, to improve their comprehension of log outlines) regardless they keep up its utilization as an arranging and observing device. Myrick (2013) states that a practical way to deal with M&E is perfect however in reality professionals might be restricted by limitations that keep their proceeded with utilization of either a log edge or some excessively down to business way to deal with M&E.

## **2.7 Theoretical Review**

This study was underpinned by Stakeholder Theory.

### **2.7.1 Stakeholder Theory**

The stakeholder theory involves commercial ethics that discourses standards required in handling a firm. According to Freeman (1984), stakeholder theory recognizes stakeholders groups of any given project, and designates and endorses methods through which management can use regarding the interests of those groups. Generally, stakeholder perspective of procedure is an instrumental hypothesis of undertakings, joining both the advantage based view and the market-based view, and including a sociopolitical level. This

point of view of the firm is used to describe the specific accomplices of an endeavor of accomplice recognizing evidence and what's more take a gander at the conditions under which these social affairs should be managed as accomplices.

Ackermann and Eden (2001) posit that the reputation of stakeholders from a system improvement and administration arranging viewpoint is all around recognized. Freeman (1984) additionally include applying a partner beginning of ventures as opposed to the more regular data yield perspective proposes holding quick to a conviction where all performing specialists are incorporated in light of endeavors keeping the true objective to get benefits (Donaldson and Preston, 1995).

Stakeholder theory is relevant to this study since it is basically an administration instrument. The traits power, desperation and authenticity of cases characterize ventures partners. Power and earnestness must be gone to if administrators are to serve the lawful and good premiums of authentic partners. Stakeholder participation along these lines contains techniques for perceiving and administering accomplices. Moreover, a critical measure of work has been done on perceiving the relative effect of different accomplices (Yee-Chin, 2004).

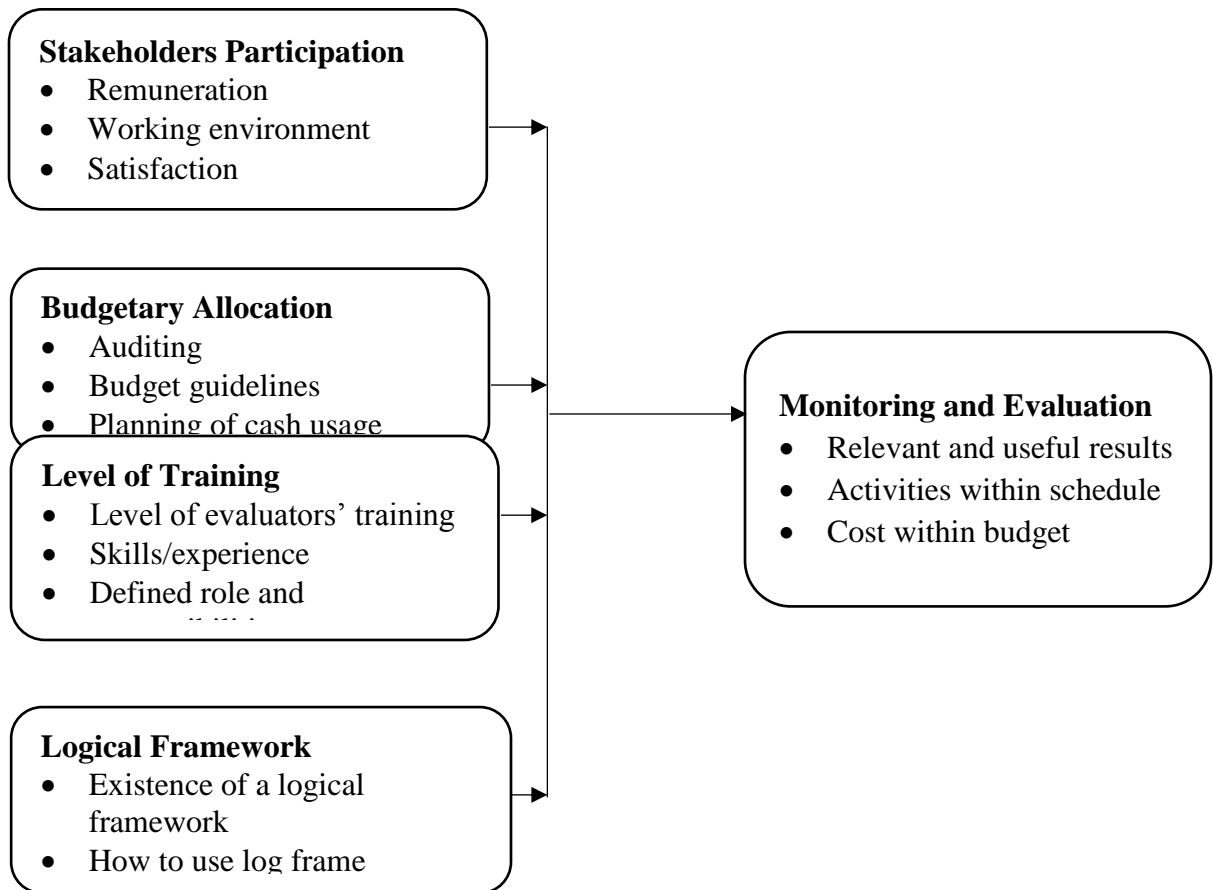
## **2.8 Conceptual Framework**

The Conceptual Framework alludes to a delineation on how the variable identified with each other. The variable characterized here are free, subordinate and the directing variable. A free factor influences and decides the impact of another variable (Mugenda and Mugenda, 2003). The independent variables include stakeholder participation, budgetary allocation, level of training and logical framework while the dependent variable is the monitoring and evaluation on road construction projects.



## Independent variables

## Dependent variable



**Figure 1: Conceptual Framework**

## 2.9 Knowledge Gap

Distress about absence of monitoring and evaluation in regard to factors such as selection of M&E, stakeholders' participation, budgetary allocation, level of training and logical framework means that there is a high likelihood of influence by these factors on the effectiveness of the system and process. Most studies done in Kenya focus on precise plans or areas and thus making it difficult to simplify to large organizations' projects and this study attempts to fill the gap. There are very few studies focusing on the major factors influencing M&E of county government projects especially for Nairobi County. Nairobi County projects are unique dealing with sensitive and delicate matter of the economy and therefore experience major hurdles in execution of monitoring and evaluation. The three independent variables have high propensity of influencing M & E of road construction

projects in Nairobi County, Kenya. The examination consequently focused on instituting this influence of M&E and tried to offer a clear understanding, therefore the motive aimed at carrying out this study.

### **2.10 Summary of Literature Review**

The chapter analyzed prevailing writings on M&E system and the four variables (stakeholder participation, budgetary allocation, level of training and logical framework) were explained. One theory, namely; Stakeholder Theory, under which the study is based, has been discussed. The chapter also presented a conceptual framework reflecting the association amongst liberated and dependent variables. Lastly, the research gap was presented.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter summarizes the general strategy that were utilized as a part of the investigation. This incorporates the examination plan, populace of the investigation, test measure, test outline, information gathering techniques, look into strategies, information investigation and introduction and moral issues.

### **3.2 Research Design**

This study adopted a descriptive survey design that targeted road construction projects in Nairobi County, Kenya. Descriptive study is fretful about discovering who, what, where and how of a wonder which is the worry of this examination (Mugenda and Mugenda, 2003). Descriptive survey involves collection of data with the aim of testing set hypothesis or to be used to answer questions regarding the subject under study. Survey design incorporates social occasion of data with a particular ultimate objective to test hypothesis or to answer questions concerning the present status of the subjects in the examination (Cooper and Schindler, 2003). It captures all pertinent aspects of a situation while employing a unit study and investigation. This plan along these lines fitting as the researcher was at a position to break down the impact of M&E on road construction projects in Nairobi County, Kenya.

### **3.3 Target Population**

This study focused on road construction projects in Nairobi County. Generally, the target population emanated from employees involved in road construction projects and personnel in the administration, finance and human resource departments. There are 94 employees working under road construction projects and 20 working under administrative, finance and human resource departments making a target population of 104 employees. The table below illustrates the populace of the study.

**Table 3.1: Target Population**

<b>Programme/ Department</b>	<b>Number of Employees</b>
M&E office	77
Road Project management	17
<b>Other departments</b>	
Human Resource	4
Finance	5
Administration	11
<b>Total Target Population</b>	<b>114</b>

### **3.4 Sampling and Sample Size**

A sample size is a subset of the populace to which specialist expects to sum up the outcomes (Kothari, 2007). In this study, a survey study was conducted on all the personnel working under roads projects and in administrative, finance and human resource departments since their number is small (Cooper and Morgan, 2008). Purposive sampling was then used to choose from the aforementioned departments. This method of sampling was applied due to the fact all the respondents were deemed to possess information regarding road construction. The sample size for the study therefore consisted of all the 104 employees working under roads projects and in administrative, finance and human resource departments.

### **3.5 Data Collection Methods**

A semi structured questionnaire involving both open and closed inquiries was utilized to gather information. Part A of the questionnaire focused on the demographics of the respondent and the organization. Part B, C, D, E and F focused on stakeholder participation, budgetary allocation, level of training and logical framework and monitoring and evaluation on road construction projects.

### **3.6 Piloting of Instruments**

Piloting is experimenting with of research instruments on the respondents who were not be utilized as a part of the principle think about. Brotherton (2008) noticed that a pilot test is important on the grounds that an analyst setting out on classroom explore out of the blue thought that it was significant to invest some energy in the classroom utilizing at least one

set up frameworks. Additionally, it is essential for a pilot concentrate to be done before any examination is done as expressed by Peter (1994). In this examination, a pilot think about was led utilizing 10% of the specimen estimate which constitutes 10 representatives was utilized for the pilot ponder. Test re-test strategy was utilized to test for unwavering quality of the instrument. The instruments was managed to the respondents and re-relegated to similar respondents following one week.

### **3.6.1 Validity of Research Instruments**

Validity is characterized as the exactness and significance of inductions, which depend on the exploration comes about (Golafshani, 2003). Legitimacy is how much a test measures what it indicates to quantify (Riege, 2003). The specialist decided the instrument's substance and develop legitimacy through the assistance of master judgment (the administrator) who evaluated the instrument and see whether it answers the marvel under investigation. The analyst expelled predisposition in the examination instrument by developing it in accordance with the goals of the investigation. Also, questionable and lacking things was reconsidered keeping in mind the end goal to inspire the required data and to enhance the nature of the instruments.

### **3.6.2 Reliability of Research Instruments**

Reliability refer to the test consistency, and or steadfastness (Chandran, 2004). A set of 10 questionnaires were administered to 10 respondents, after which an average response was recorded with regard to the issued questionnaires in what is referred to as Cronbach alpha test. Cronbach's Coefficient Alpha of no less than 0.70 or higher was prescribed for Social Science Research (Mugenda and Mugenda, 2003). The Cronbach's reliability coefficient more than 0.7 was therefore deemed to be reliable.

### **3.6 Data Collection Procedure**

Both primary and secondary sources of data were collected. The questionnaires were self-managed to the sample respondents to take into consideration power and abundance of individual recognitions in respondent reactions. Every respondent got a similar arrangement of inquiries in the very same way. Questionnaires were plunged at working place of respondents by the researcher and the researcher agreed with the respondent on

the duration of filling the questionnaire. A letter asking for data went with the survey clarifying the reason for concentrate to the respondents. Additionally, the researcher assured the respondents that information collected would only be used for the said research only.

### **3.7 Data Analysis Technique**

Primary information from the field was altered first. Coding was done to make an interpretation of question reactions into particular classifications. Accordingly, information from survey was coded and signed in the PC utilizing SPSS version 21.0. Clarifying insights included the use of inferential and descriptive statistics (rates), measures of focal propensity and scattering (mean and SD individually). Frequency tables was utilized to exhibit the information for simple examination. Pearson's correlation examination was likewise be utilized to build up the connection between the factors.

### **3.8 Ethical Consideration**

The examination was led in a moral way. The scientist disclosed to the respondents the motivation behind the investigation and guarantee them that the data given was dealt with as secret, and their names were not uncovered. Educated assent was looked for from every one of the members that consented to take an interest in the examination. Further, the scientist looked for endorsement from every one of the partners related with the examination.

### **3.9 Operational Definition of Variables**

This section deals with the operational definition of study variables, along with other components of the conceptual framework. The independent variables involve stakeholder participation, budgetary allocation, level of training and logical framework. The dependent variable is M&E of projects in Nairobi County, Kenya.

**Tables 3.3: Operational Definition of Variables**

<b>Objective</b>	<b>Type of variable</b>	<b>Indicators</b>	<b>Level of Scale</b>	<b>Data Collection</b>	<b>Data Analysis</b>
To establish the influence of monitoring and evaluation on road construction projects in Nairobi County, Kenya.	<u>Dependent variable</u> M&E of projects	-Relevant and useful results -Activities within schedule -Cost within budget	5 Point Likert Scale	Questionnaire	Descriptive Regression Correlation
To determine how stakeholder participation influence monitoring and evaluation on road construction projects in Nairobi County, Kenya.	<u>Independent variables</u> Stakeholder participation	-Remuneration -Working environment -Satisfaction	5 Point Likert Scale	Questionnaire	Descriptive Regression Correlation
To establish the influence of budgetary allocation on the monitoring and evaluation on road construction projects in Nairobi County, Kenya.	Budgetary allocation	-Auditing -Budget guidelines -Planning of cash usage	5 Point Likert Scale	Questionnaire	Descriptive Regression Correlation
To assess the influence of level of training on the monitoring and evaluation on road construction projects in Nairobi County, Kenya.	Level of training	Level of evaluators' training Skills/experience Defined role and responsibilities	5 Point Likert Scale	Questionnaire	Descriptive Regression Correlation
To determine how logical framework influence monitoring and evaluation on road construction projects in Nairobi County, Kenya.	Logical framework	Existence of a logical framework How to use log frame	5 Point Likert Scale	Questionnaire	Descriptive Regression Correlation

## CHAPTER FOUR: DATA ANALYSIS, PRESENTATIONS AND INTERPRETATION

### 4.1 Introduction

This chapter presents the analysis and the interpretation of the various information gathered using questionnaires. The data presented comprises response rate, background information of the respondents and a presentation of findings against each individual objectives of the study. Descriptive statistics and inferential statistics are also used in analyzing the findings of this research project.

### 4.2 Questionnaire Return Rate

Out of 114 questionnaires, one hundred (100) were recovered for the analysis. This gave a response rate of 87.72%. This rejoinder rate agree with the discoveries by Mugenda and Mugenda who showed that a reaction rate more noteworthy than 70% is great. Subsequently the reaction rate was agreeable.

**Table 4.1: Response Rate**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Responded	100	87.72%
Non-respondents	14	12.28%
<b>Total</b>	<b>114</b>	<b>100%</b>

### 4.3 General Information

Under this section, some of the basic information regarding the respondents were asked in order to establish the grounds for the study.

#### 4.3.1 Respondent's Gender

In the study, the researcher asked the respondents to indicate their gender. The responses are as follows.



**Table 4.2: Gender of the Respondents**

<b>Gender of the Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Male	56	56%
Female	44	44%
<b>Total</b>	<b>100</b>	<b>100%</b>

As per the findings, 56% of the respondents indicated that they were males. The rest of the respondents, making up 44% indicated that they were females. This shows that there are slightly more male employees involved in M&E road construction projects in Nairobi County than the female employees, thus an indication that gender balance was observed.

#### **4.3.2 Respondents' Age**

The researcher also asked the respondents to indicate their age. Table 4.3 shows the results.

**Table 4.3: Age of the Respondents**

<b>Age of the Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
25-30 years	7	7%
31-45 years	49	49%
46-50 years	30	30%
Above 50 years	14	14%
<b>Total</b>	<b>100</b>	<b>100%</b>

The study findings revealed that 49% of the respondents were of age bracket 31-45 years, 30% were between 46-50 years of age. Additionally, 14% and 7% of the respondents indicated that they were above 50 years and 25-30 years respectively. The findings

therefore reveal that majority of employees were above 30 years and thus had knowledge regarding the influence of monitoring and evaluation on road construction projects.

#### **4.3.3 Respondents' Level of Education**

In this study, the respondents were asked to indicate their highest level of education. The results are as follows.

**Table 4.4: Level of Education**

<b>Level of Education</b>	<b>Frequency</b>	<b>Percentage</b>
Tertiary/College	19	19%
Undergraduate	30	30%
Postgraduate	51	51%
<b>Total</b>	<b>100</b>	<b>100%</b>

As per the findings, 51% of the respondents indicated that they possessed a postgraduate degree, 30% of the respondents indicated that they held an undergraduate degree while 19% indicated that they held tertiary/college degrees. This implies that respondents were in a position to understand the question and answer questions on the influence of M&E on road construction projects in Nairobi County, Kenya.

#### **4.3.4 Involvement in Conducting M&E**

In this study, the respondents were asked whether they had been involved in conducting M&E of any development project in Nairobi County, Kenya. The responses are designated in Table 4.5.

**Table 4.5: Involvement in Conducting M&E**

<b>Involvement</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	82	82%
No	18	18%
<b>Total</b>	<b>100</b>	<b>100%</b>

According to the study findings, 82% of the respondents indicated that they had been involved in conducting M&E. A relatively small number of the respondents (18%) indicated the contrary.

#### **4.4 Stakeholder Participation**

This section presents findings on involvement of stakeholders, statements on stakeholders' participation and issues pertaining to stakeholders' participation.

##### **4.4.1 Stakeholder Involvement in M&E Process**

The researcher asked the respondents to indicate whether stakeholders were involved in the M&E process. The results are shown in Table 4.6.

**Table 4.6: Stakeholder Involvement**

<b>Stakeholder Involvement</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	77	77%
No	23	23%
<b>Total</b>	<b>100</b>	<b>100%</b>

The analyzed data depicted that 77% of the respondents were in agreement that stakeholders were involved in the M&E process while 23% of the respondents did not agree with the fact that stakeholders were involved in the M&E process. The results therefore indicated that most respondents were in agreement that stakeholders were involved in the M&E process hence resulting to high level of participation which on the other hand influences the effectiveness of M & E system towards achieving expected results.

#### 4.4.2 Statements on Stakeholder Participation

The researcher sought to find out the level of extent to which the respondents agree or disagree with the level stakeholders participate in the following aspects of M&E process. The responses are illustrated in the table below.

**Table 4.7: Stakeholders Participation**

Stakeholders Participation	Strength of Agreement					Total	Mean	Std. Deviation
	1SD	2D	3N	4S	5(SA)			
Stakeholders are adequately involved in designing and planning of M and E systems and activities	1.2 %	2.6%	3.5 %	13.3 %	79.4 %	100	4.13	0.463
Stakeholders participate in the organization's planning of formal meetings for M& E	2.9 %	3.1%	84.7 %	9.3%	0%	100	3.09	0.189
Stakeholders feedback is sought during M& E processes	0%	0%	6.7 %	12.3 %	81%	100	4.18	0.500
Stakeholders are involved in M & E decision making process	0%	15.6 %	21.3 %	63.1 %	0%	100	3.29	0.290
Stakeholders are involved in M & E data collection process	0%	0%	15%	69%	16%	100	4.07	0.208
The organization involves stakeholders during the identification of indicators	1.9 %	3.1%	59%	36%	0%	100	3.11	0.234
Stakeholders are allowed to take part in preparing the timetable for M&E system	0%	8.6%	50%	40%	1.4%	100	3.89	0.109
The organization assigns clear responsibilities to stakeholders for planning	2.1 %	3.3%	58%	36.6 %	0%	100	3.66	0.317
M & E results and findings are communicated to the stakeholders	5.8 %	3.4%	47%	42.6 %	1.2%	100	3.32	0.066

The findings shows that majority of the respondents were in agreement with the statements that stakeholders feedback is sought during M& E processes as shown by a mean score of 4.18 and SD of 0.500, stakeholders are adequately involved in designing and planning of M and E systems and activities as designated by a mean score of 0.413 and SD of 0.463, stakeholders are involved in M & E data collection process with mean score of 4.07 and SD of 0.208, stakeholders are allowed to take part in preparing the timetable for M&E system with mean score of 3.89 and SD of 0.109, the organization assigns clear responsibilities to stakeholders for planning with a mean score of 3.66 and SD of 0.317.

Nonetheless, most of the respondents were not sure with the statements that M & E results and findings are communicated to the stakeholders as indicated by a mean score of 3.32 and SD of 0.066, stakeholders are involved in M & E decision making process as shown by a mean score of 3.29 and SD of 0.290, the organization involves stakeholders during the identification of indicators as indicated by as mean score of 3.11 and SD of 0.234, and stakeholders participate in the organization's planning of formal meetings for M& E as indicated by a mean score of 3.09 and SD of 0.189.

The findings indicate that stakeholders feedback is sought during M& E processes, stakeholders are adequately involved in designing and planning of M and E systems and activities, stakeholders are involved in M & E data collection process, stakeholders are allowed to take part in preparing the timetable for M&E system, and the organization assigns clear responsibilities to stakeholders for planning. In addition, the SD of 0.500 from the study findings indicated that there was little variation amongst the respondents.

#### **4.4.3 Issues Pertaining Stakeholders' Participation**

On the issues pertaining to stakeholders' participation they acknowledge as having an influence on monitoring and evaluation systems. Participants agreed that certifying and ranking the various competing projects as the issues pertaining to stakeholders' participation they acknowledge as having an influence on monitoring and evaluation systems. In addition, most of the respondents indicated evaluating and determining resource needs as the issues pertaining to stakeholders' participation they acknowledge as having an influence on monitoring and evaluation systems while some of the respondents indicated approving and funding the most viable project as the issues pertaining to

stakeholders' participation they acknowledge as having an influence on monitoring and evaluation systems. Nevertheless, most of the respondents indicated too much stakeholder participation as the issues pertaining to stakeholders' participation they acknowledge as having an influence on monitoring and evaluation systems since it lead to undue influence on the evaluation.

#### **4.5 Budgetary Allocation**

This section shows the results of the respondents' opinion regarding budgetary allocation, statements on budgetary allocation and influence of budgetary allocation.

##### **4.5.1 Budgetary Allocation**

The respondents were requested to indicate the extent they felt the money allocated for M&E is adequate and responses are as follows.

**Table 4.8: Budgetary Allocation**

<b>Budgetary Allocation</b>	<b>Frequency</b>	<b>Percentage</b>
Very great extent	32	32%
Great extent	58	58%
Moderate extent	7	7%
Less extent	3	3%
<b>Total</b>	<b>100</b>	<b>100%</b>

The analyzed data revealed that 58% of the respondents felt to a great extent that the money allocated for M&E is adequate, 32% of the respondents felt to a very great extent that the money allocated for M&E is adequate. In addition, 7% and 3% of the respondents felt to a moderate extent and less extent that the money allocated for M&E is adequate respectively. This implies that most of the respondents were in agreement to a great extent that money allocated for M&E is adequate.

#### 4.5.2 Statements on Budgetary Allocation

The researcher sought information on budgetary allocation in relation to M&E projects in Nairobi County. The table below illustrates the responses.

**Table 4.9: Statements on Budgetary Allocation**

	Strength of Agreement					Total	Std. Mean	Std. Deviation
	1S	2D	3N	4S	5(SA)			
<b>Budgetary Allocation</b>	<b>D</b>							
The budget of projects undertaken usually provide a clear and adequate provision for monitoring and evaluation activities	0%	3.8%	79.4%	13.3%	3.5%	100	3.78	0.323
Money for M&E are usually channeled to the right purpose	0%	3.1%	84.7%	9.3%	2.9%	100	3.99	0.497
A realistic estimation for monitoring and evaluation is usually undertaken when planning for projects	0%	6.7%	81%	12.3%	0%	100	3.12	0.041
Sourcing and securing financial resources is a challenge for monitoring and evaluation of outcomes	0%	0%	0%	78.7%	21.3%	100	4.29	0.499

Table 4.9 revealed that most of the respondents agreed with the statement that sourcing and securing financial resources is a challenge for monitoring and evaluation of outcomes as shown by a mean score of 4.29 and a SD of 0.499, money for M&E are usually channeled to the right purpose as shown by a mean score of 3.99 and SD of 0.497, and the budget of

projects undertaken usually provide a clear and adequate provision for monitoring and evaluation activities as shown by a mean score of 3.78 and SD of 0.323.

However, majority of the respondents were not sure with the statement that a realistic estimation for monitoring and evaluation is usually undertaken when planning for projects as shown by a mean score of 3.12 and SD of 0.041. The findings therefore show that most employees were in agreement that sourcing and securing financial resources is a challenge for monitoring and evaluation of outcomes. Thus, adequate budgetary allocation is very crucial for the system to be effective and M & E process to take place.

#### **4.5.3 Influence of Budgetary Allocation**

The employees were asked to indicate the ways that budgetary allocation influence M&E of projects. The findings revealed that satisfactory money related and HR at the arranging stage lead to effective and quality M&E. Availability of finances determined what could be achieved as far as implementation, strengthening and sustainability of monitoring and evaluation system is concerned. In addition, most of the respondents indicated that a general dependable guideline is that the M&E spending plan ought not be so little as to trade off the precision and believability of results, however neither should it redirect venture assets to the degree that writing computer programs is impeded.

#### **4.6 Level of Training**

This section shows the results of the respondents' opinion regarding understanding of Monitoring and Evaluation, training on M&E, months of training on M&E, statements on level of training, and influence of level of training.

##### **4.6.1 Understanding of Monitoring and Evaluation**

In this study, the respondents were asked to indicate how well they understood the term M&E. Table 4.10 shows the findings.



**Table 4.10: Level of Understanding**

<b>Level of Understanding</b>	<b>Frequency</b>	<b>Percentage</b>
Excellent	56	56%
Average	44	44%
<b>Total</b>	<b>100</b>	<b>100%</b>

From the findings, 56% of the respondents felt that they excellently understood the term Monitoring and Evaluation while 44% of the respondents felt they averagely understood the term Monitoring and Evaluation. This indicates that most of the employees excellently understood M&E.

#### **4.6.2 Training on Monitoring and Evaluation**

The researcher also asked the respondents whether they had been trained on Monitoring and Evaluation. Table 4.11 shows responses from the respondents.

**Table 4.11: Training on Monitoring and Evaluation**

<b>Training</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	89	89%
No	11	11%
<b>Total</b>	<b>100</b>	<b>100%</b>

The findings in Table 4.11 insinuate that 89% of the respondents had been trained on M&E while 11% of the respondents were not trained on M&E. The results imply that most of the respondents had been trained on M&E.

### 4.6.3 Months of Training on Monitoring and Evaluation

The respondents were asked to state the number of months of training on monitoring and evaluation they had undergone. As per the results, a large number of the employees designated 3 months as the aggregate number of months of training on monitoring and evaluation they had undergone. Furthermore, most of the respondents indicated 2 months as the number of months of training on monitoring and evaluation they had undergone while others indicated 1 month as the number of months of training on monitoring and evaluation they had undergone.

### 4.6.4 Statements on Level of Training

The researcher requested the respondents to rate the degree of measurement concerning level of training and M&E. The responses are indicated in Table 4.12.

**Table 4.12: Statements on Level of Training**

Level of Training	Strength of Agreement					Total	Mean	Std. Deviation
	1SD	2D	3N	4S	5(SA)			
Training influences how M&E lessons are learnt	0%	0%	0%	83.3%	16.8%	100	4.50	0.394
Training influences how M&E lessons are perceived	0%	0%	3.1%	84.7%	12.2%	100	4.12	0.405
M&E must also be independent and relevant	0%	6.7%	81%	0%	12.3%	100	3.89	0.269
Training is an essential factor towards enhancing the implementation of M&E	0%	10.6%	78.7%	10.7%	0%	100	3.76	0.064
Training improves human resource capabilities	0%	0%	1%	90%	9%	100	4.41	0.169

As per the study results, a large number of participants were in agreement that training influences how M&E lessons are learnt as shown by a mean score of 4.50 and SD of 0.394,

Training improves human resource capabilities as shown by a mean score of 4.41 and SD of 0.169, Training influences how M&E lessons are perceived as shown by a mean score of 4.12 and SD of 0.405, M&E must also be independent and relevant as indicated by a mean score of 3.89 and SD of 0.269, and training is an essential factor towards enhancing the implementation of M&E with mean score of 3.76 and SD of 0.064. This suggests that most of the employees were in agreement that training influences how M&E lessons are learnt, training improves human resource capabilities, training influences how M&E lessons are perceived, M&E must also be independent and relevant, and training is an essential factor towards enhancing the implementation of M&E.

#### **4.6.5 Influence of Level of Training**

The researcher asked the respondents to indicate how level of training influence monitoring and evaluation of projects. According to the study findings, most of the respondents indicated that technical capacity influence the level of directing assessments, the esteem and cooperation of its HR in the policymaking method, their motivating force to affect resolutions, that can be tremendous determinants of how the assessment's lessons are made, chatted and seen. The greater part of the respondents showed that utilization of correlated abilities, sound techniques, sufficient assets and responsibility, result to a quality M&E frameworks.

#### **4.7 Logical Framework**

This section provides information on the degree in which logical framework determines the efficiency of M&E of projects, statements on logical framework and influence of logical framework.

##### **4.7.1 Level of Agreement on Logical Framework**

The respondents were requested to indicate the extent to which logical framework determine the effectiveness of M&E of projects. Table 4.13 shows the responses.

**Table 4.13: Level of Agreement**

<b>Level of Agreement</b>	<b>Frequency</b>	<b>Percentage</b>
Very great extent	29	29%
Great extent	39	39%
Moderate extent	22	22%
Less extent	10	10%
<b>Total</b>	<b>100</b>	<b>100%</b>

Result show that 39% of the respondents felt to a great extent that logical framework determine the effectiveness of M&E of projects, 29% of the respondents felt to a very great extent that logical framework decide the viability of checking and assessment of undertakings. In addition, 22% and 10% of the respondents felt to a moderate extent and less extent that logical framework determine the effectiveness of M&E of projects respectively. This implies that most of the respondents were in agreement to a great extent that logical framework determine the effectiveness of M&E of projects.

#### **4.7.2 Statements on Logical Framework**

Furthermore, the researcher asked the respondents to indicate the extent to which they agree or disagree with the following selected attributes concerning logical framework and M&E. The findings are illustrated in Table 4.14.

**Table 4.14: Statements on Logical Framework**

<b>Logical Framework</b>	<b>Strength of Agreement</b>					<b>Total</b>	<b>Mean</b>	<b>Std. Deviation</b>
	<b>1SD</b>	<b>2D</b>	<b>3N</b>	<b>4S</b>	<b>5(SA)</b>			
Inclusion of activities in the logical framework that leads to achieving the objectives	0%	3.7%	79.5%	13%	3.8%	100	3.99	0.384
Application of logical framework matrix in relation to strategic plan influence M&E	0%	9.4%	84%	3.6%	3%	100	3.31	0.452
Logical framework identify the potential risks for achieving objectives and purpose	0%	4%	83%	13%	0%	100	3.24	0.484
Logical framework helps in identification of stakeholders' needs	0%	4%	90%	6%	0%	100	3.02	0.191
Logical framework helps in definition of related objectives	0%	0%	71%	18%	10%	100	3.93	0.377
Logical framework establish a causal link between inputs	0%	0%	1%	87%	12%	100	4.20	0.329
Logical framework define the assumptions on which the project logic builds	0%	0%	10%	79%	11%	100	4.10	0.114

Logical framework establish a causal link between inputs was agreed by a majority of participants as shown by a mean score of 4.20 and SD of 0.329, logical framework define the assumptions on which the project logic builds as shown by a mean score of 4.10 and SD of 0.114, inclusion of activities in the logical framework that leads to achieving the objectives as shown by a mean score of 3.99 and SD of 0.384, and logical framework helps in definition of related objectives as shown by a mean score of 3.93 and SD of 0.377.

However, most of the respondents were not sure with the respondents that application of logical framework matrix in relation to strategic plan influence M&E as shown by a mean score of 3.31 and SD of 0.452, logical framework identify the potential risks for achieving

objectives and purpose as shown by a mean score of 3.24 and SD of 0.484, and logical framework helps in identification of stakeholders' needs as shown by a mean score of 3.02 and SD of 0.191. Therefore, it can be noted from the study that logical framework establish a causal link between inputs, logical framework define the assumptions on which the project logic builds, inclusion of activities in the logical framework that leads to achieving the objectives, and logical framework helps in definition of related objectives.

#### **4.7.3 Influence of Logical Framework**

The researcher asked the respondents to indicate how logical framework influence monitoring and evaluation of projects. From the investigation discoveries, the greater part of the respondents showed that structure expands the comprehension of the undertaking objectives and target by characterizing the connections between factors key to usage, and additionally articulating the inside and outer components that could influence the task's prosperity. Likewise, a large portion of the respondents additionally demonstrated that sensible structure demonstrates the applied establishment on which the venture M&E framework is fabricated. Besides, rationale models estrange instead of encourage nearby understanding, support, and possession.

#### **4.8 Monitoring and Evaluation**

This section presents statements on M & E and determinants of M&E of projects.

##### **4.8.1 Characteristics of Monitoring and Evaluation**

The researcher asked the respondents to rate the attributes concerning M&E of projects. The responses are illustrated in Table 4.15.

**Table 4.15: Statements on M&E**

<b>M&amp;E</b>	<b>Strength of Agreement</b>					<b>Total</b>	<b>Mean</b>	<b>Std. Deviation</b>
	<b>1SD</b>	<b>2D</b>	<b>3N</b>	<b>4S</b>	<b>5(SA)</b>			
Results and findings from M&E are relevant and useful	1%	2.6%	79.6%	10%	6.8%	100	3.76	0.344
The M&E activities are carried out within schedule	0%	0%	9%	87.4%	3.6%	100	4.33	0.367
The cost of M&E activities is always within the budget	0%	11%	84%	5%	0%	100	3.10	0.101
Results and feedback from M&E are timely	0%	0%	0%	90%	10%	100	4.28	0.235
M&E resources are economically utilized	0%	0%	0%	88%	12%	100	4.47	0.419
The M&E objectives are largely achieved	0%	0%	2%	87%	11%	100	4.36	0.403
The M&E responsibilities and duties are clearly outlined	0%	0%	84%	11%	5%	100	3.46	0.420

Most of the respondents agreed that M&E resources are economically utilized as shown by mean score of 4.47 and SD of 0.419, the M&E objectives are largely achieved as shown by mean score of 4.36 and SD of 0.403, the M&E activities are carried out within schedule as shown by mean score of 4.33 and SD of 0.367, results and feedback from M&E are timely as shown by mean score of 4.28 and SD of 0.235, and results and findings from M&E are relevant and useful as shown by mean score of 3.76 and SD of 0.344.

However, majority of the respondents were not sure with the statements that the M&E responsibilities and duties are clearly outlined as shown by mean score of 3.46 and SD of 0.420, and the cost of M&E activities is always within the budget as shown by mean score of 3.10 and SD of 0.101. The findings illustrate that M&E resources are economically utilized, the M&E objectives are largely achieved, the M&E activities are carried out within schedule, results and feedback from M&E are timely, and results and findings from M&E are relevant and useful.

#### 4.8.2 Determinants of M&E of Projects

The researcher asked the respondents to indicate the factor they considered as the highest determinant of M&E of projects. The table below illustrates the responses.

**Table 4.16: Determinants of M&E**

<b>Determinants of M&amp;E</b>	<b>Frequency</b>	<b>Percentage</b>
Stakeholder Participation	19	19%
Budgetary Allocation	31	31%
Level of training	27	27%
Logical framework	23	23%
<b>Total</b>	<b>100</b>	<b>100%</b>

Result in Table 4.16 illustrates that 31% of the employees reported budgetary allocation as the highest determinant of M&E of projects, 27% of the respondents reported level of training as the highest determinant of M&E of projects, 23% of the respondents reported logical framework as the highest determinant of M&E of projects, whereas 19% of the respondents reported stakeholder participation as the highest determinant of M&E of projects. The results insinuate that most employees agreed that budgetary allocation was the highest determinant of monitoring and evaluation of projects.

#### 4.9 Inferential statistics

##### 4.9.1 Correlation Analysis

The aim of the exploration was to assess M&E and their impact on road construction projects in Nairobi County, Kenya. Pearson's correlation analysis was used to test this relationship as illustrated in the table below.



**Table 4.17: Correlation Analysis**

		<b>M&amp;E</b>	<b>Stakeholder Participation</b>	<b>Budgetary Allocation</b>	<b>Level of training</b>	<b>Logical framework</b>
Pearson Correlation	M&E	1				
	Stakeholder Participation	0.468*	1			
	Budgetary Allocation	0.691*	0.311	1		
	Level of training	0.644*	0.356	0.323	1	
	Logical framework	0.399	0.104	0.224	0.083	1

\* Correlation is significant at the 0.05 level (2-tailed).

The analysis in Table 4.17 revealed a strong and positive connection amongst budgetary allocation and M&E as depicted by a correlation coefficient of 0.691. This means that allocation of enough money has a great influence on M&E; since it give the M&E team adequate resources to ensure its efficacy. A strong and positive connection amongst the level of training and monitoring and evaluation was found as shown by a correlation factor of 0.644. This suggests that high levels of training can lead to an improvement in monitoring and evaluation. In addition, the study revealed a positive connection amongst stakeholder participation and M&E as indicated by a factor of 0.468. This is a suggestion that involvement of stakeholders in projects tend to improve effectiveness of monitoring and evaluation. Lastly, the study found a positive connection amongst logical framework and monitoring and evaluation as shown by a factor of 0.399. This is a suggestion that effective logical models can lead to monitoring and evaluation.

#### **4.9.2 Regression Analysis**

The magnitude to which stakeholder participation, budgetary allocation, level of training and logical framework influence M&E was determined by performing multiple linear regression. The table below presents the results of the regression models.

**Table 4.18: Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>		<b>Std. Error of the Estimate</b>	
1	0.928 <sup>a</sup>	.861	.836		.70617	
<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
	Regression	11.803	4	3.064	43.411	.003b
	Residual	46.987	95	0.657		
	Total	58.79	99			
<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>T</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
	(Constant)	2.108	.803		2.391	.031
	Stakeholder participation	.156	.685	.033	.577	.429
	Budgetary allocation	.477	.607	.569	1.581	.311
	Level of training	.432	.422	.154	.897	.052
	Logical framework	.293	.017	.320	1.063	.087

The estimation of R square as shown in the table above was 0.861, a sign that there was variety of 86.1% on M&E owing to the vicissitudes in stakeholder participation, budgetary allocation, level of training and logical framework at 95% certainty interim. This demonstrates that 86.1% vicissitudes in M&E could be represented by stakeholder participation, budgetary allocation, level of training and logical framework while 13.9% remained unexplained.

From the ANOVA bits of knowledge in the table over, the readied data, which is the people parameters, had a criticalness level of 0.003 which shows that the data is ideal for making a conclusion on the masses' parameter as the estimation of criticalness (p-esteem) is under 0.05. All things considered, the hugeness esteem was under 0.05, a sign that the model was critical. Moreover, a huge F proportion shows that there is greater changeability between

the gatherings (caused by the free factor) than there is inside each gathering, alluded to as the blunder term. The coefficients of the regression are outlined in the table beneath.

From the regression model  $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$ , the ideal equation was as follows;  $Y = 2.108 + 0.033X_1 + 0.569X_2 + 0.154X_3 + 0.320X_4$ . From the multiple regression equation, it is clear that taking all the four independent variables at zero gave a value of 2.108 in regard to M&E.

There was a positive association amid budgetary allocation and M&E as indicated by a factor of 0.569. The significance level of budgetary allocation in relation to monitoring and evaluation at 0.311 also denoting that an increase in budgetary allocation leads to effective M&E. This implies that effective budgetary allocation results to better actions during monitoring and evaluation of projects thus resulting to better M & E system and vice versa.

The regression coefficient for level of training was 0.154. At a significance level of 0.052 level of training on monitoring and evaluation, a unit increase in training would lead to an increase in monitoring and evaluation. Thus, quality training of employees could be a significant factor in M&E of projects and vice versa.

In addition, the regression coefficient for logical framework is 0.320. This means that the relationship between logical framework and monitoring and evaluation is positive as shown by a significance level of 0.087. This implies that investing in effective logical models lead to efficient M&E systems and vice versa.

Lastly, the regression coefficient for stakeholders' participation is 0.033. This means that the relationship between the stakeholders' participation and monitoring and evaluation of projects is positive. This implies that an increase in effectiveness of stakeholders' participation results to an increase in better monitoring and evaluation of projects and vice versa.

## **CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This section displays the discussion of key information findings, conclusion drawn starting with those discoveries highlighted and suggestion constructed there-to. The conclusions and recommendations drawn were concentrated on addressing the objectives of the study.

### **5.2 Summary of Findings**

#### **5.2.1 Stakeholder Involvement**

The study found that stakeholders were involved in the M&E process. It found that stakeholders feedback is sought during M& E processes, stakeholders are adequately involved in designing and planning of M and E systems and activities, stakeholders are involved in M & E data collection process, stakeholders are allowed to take part in preparing the timetable for M&E system, and the organization assigns clear responsibilities to stakeholders for planning.

#### **5.2.2 Budgetary Allocation**

Concerning the second objective, that is budgetary allocation, the study found that money allocated for M&E is adequate. It also found that sourcing and securing financial resources is a challenge for monitoring and evaluation of outcomes. Thus, adequate budgetary allocation is very crucial for the system to be effective and M & E process to take place. It also found that sufficient monetary and HR at the arranging stage lead to effective and quality monitoring and evaluation. Additionally, availability of finances determine what can be achieved as far as implementation, strengthening and sustainability of monitoring and evaluation system is concerned.

#### **5.2.3 Level of Training**

The study found that most of the employees excellently understood M&E. It found that most employees had been trained on Monitoring and Evaluation. The study found that employees indicated were trained for 3 months in regard to monitoring and evaluation. The study further found that training influences how M&E lessons are learnt, training improves

human resource capabilities, training influences how M&E lessons are perceived, M&E must also be independent and relevant, and training is an essential factor towards enhancing the implementation of M&E.

#### **5.2.4 Logical Framework**

The study found that logical framework determine the effectiveness of monitoring and evaluation of projects. It also found that logical framework establish a causal link between inputs, logical framework define the assumptions on which the project logic builds, inclusion of activities in the logical framework that leads to achieving the objectives, and logical framework helps in definition of related objectives. It found that framework builds the comprehension of the task objectives and goal by characterizing the connections between factors key to execution, and in addition articulating the interior and outer components that could influence the undertaking's prosperity.

#### **5.3 Discussion of the Findings**

The study found a positive relationship between the stakeholders' participation and M&E of projects. It was found out that increased stakeholders' participation results to an increase in effectiveness of M & E system. This concurs with Patton (2008) who states that stakeholders' involvement is paramount for an M&E system to be effective. Furthermore, this was also in agreement with Jones (2009) who posited that stakeholder association must be incorporated in the punctual stages/planning phases of the assessment procedure. This incorporates backing of esteemed cleric people and political operators who might be intrigued by Taking in What's more utilizing instruments on show viability.

Additionally, a positive association between budgetary allocation and M&E of projects was found. It found that effective budgetary allocation results to better actions during monitoring and evaluation of projects. This was in agreement with James (2001) on programme evaluation standards that evaluation planning budget could certainly be more carefully estimated and actual expenditure on the evaluation more carefully monitored. This then supports the cause for donors' keen interest with the budgetary allocation.

Furthermore, a positive association between level of training and M&E was found. The study found that effective training lead to efficient M&E systems. This is in agreement

with Foresti (2007) who illustrates that this should not be just mere training by undertaking learning approach which are best practice and have a positive effect on the evaluation process within the organisation.

Finally, a positive association existed between logical framework and M&E. The study found that effective logical models lead to efficient M&E systems. This is in agreement with Milika (2011) who indicated that legitimate outline aids in analyzing existing circumstance such as identification of stakeholders' needs and the meaning about related objectives, making a causal amongst inputs, activities, results, reason for existing and general objective; (vertical logic), define those presumptions looking into which the one task rationale builds; recognize those possibility dangers to accomplishing end goal.

#### **5.4 Conclusion**

The study revealed that high level of stakeholder participation which on the other hand influences the effectiveness of M & E system towards achieving expected results. It also concluded that there is a significant value when organizations engage stakeholders in discussions about program activities since stakeholder participation empowers improvement beneficiaries as far as assets, needs identification, arranging on the utilization of assets and the genuine usage about improvement activities. This concurs with Kerote (2007) who contends that the stakeholder association must come in during the onset of the M&E and must fuse magic stakeholders and different gatherings intrigued by guaranteeing that the tool will be compelling.

The examination inferred that M&E spending plan ought not be so little as to trade off the precision and believability of results, however neither should it redirect venture assets to the degree that writing computer programs is impeded. According to Kelly and Magongo (2004), the way toward Monitoring and assessment ought to be distributed something beyond 2% as showed by, who prescribed for a designation of between 5% - 10 % for observing and assessment and that sums for limit building ought to be recognized from that for checking and assessment.

The investigation uncovered that technical capacity influence the level of directing evaluations, the esteem and interest of its HR in the policymaking system, their impetus to

affect resolutions, that can be utmost determining factor of how the assessment's lessons are made, talked and seen. This is in concurrence with Gikonyo (2008) who demonstrated that the significant concentration of the association ought to be on creating representative aptitudes and capacities so they can add to the association viably and empower them direct an autonomous M&E work out.

The examination set up that logical framework demonstrates the applied establishment on which the undertaking M&E framework is manufactured. Besides, rationale models distance as opposed to cultivate nearby understanding, support, and possession. As per Altschuld and Kumar (2010) include that the more elevated amounts of the marker progressive system require more examination and blend of various data sorts and sources. This influences the M&E information accumulation techniques and investigation, which has suggestions for staffing, spending plans, and time period.

### **5.5 Recommendations**

The study recommends that stakeholders should be involved adequately in M & E activities. Participation should be in both lower and higher level activities from the initial to the last stage. This ensures ownership of findings and ensure projects are relevant to the beneficiaries needs.

More money should be allocated to organizations depending upon the complexity of the project or outcome to be evaluated and the purpose of the exercise.

### **5.6 Suggestions for further Research**

This examination was done to establish the influence of M&E on road construction projects in Nairobi County, Kenya. Further research should be done in other counties so as to enable comparison of the studies.

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## APPENDICES

### **Appendix 1: Letter of Introduction**

**Mohamednoor Hirsi Hassan**

**C/O University of Nairobi,**

**P.O Box, 36276**

**Nairobi, Kenya**

**Dear Sir/Madam**

#### **RE: REQUEST TO COLLECT DATA FROM YOUR ORGANIZATION**

I'm a student at the University of Nairobi currently undertaking Masters of Arts in Project Planning and Management. I have successfully completed my course work and as part of the university requirements, I am supposed to undertake a research study. My research focused on **“Factors Influencing M&E of Road construction projects in Nairobi County, Kenya.”**

The purpose of this letter is to request your permission to collect data for research purposes. All information collected was preserved with extreme privacy and was only used for academic tenacities.

I highly appreciate your support and consideration.

**Yours Sincerely,**

**Mohamednoor Hirsi Hassan**

## Appendix 2: Questionnaire

### Instructions

For certain questions, you are required to choose by ticking (√) one answer among the alternatives. For certain questions, you are encouraged to specify other alternatives in the space provided or to fill the blank spaces. Also feel free to write helpful comments where appropriate in the margins.

### Part. A: General Information

1. Gender of the respondent

Female  Male

2. Age

Below 25 years ( )

25-30 years ( )

31-40 years ( )

41-50 years ( )

Above 50 ( )

3. Education level

Primary ( )

Secondary ( )

Tertiary/College ( )

Undergraduate ( )

Postgraduate ( )

4. Have you been involved in conducting M&E of any development project in Nairobi County, Kenya?

Yes ( ) No ( )



**Part B: Stakeholder Participation and M&E**

5. Are stakeholders involved in the M&E process?

Yes ( ) No ( )

6. Indicate the extent to which you agree or disagree with the level stakeholders participate in the following aspects of M&E process.

<b>Stakeholder Participation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Stakeholders are adequately involved in designing and planning of M&E Systems and activities					
Stakeholders participate in the organization's planning of formal meetings for M&E					
Stakeholders feedback is sought during M&E processes					
Stakeholders are involved in M&E decision making process					
Stakeholders are involved in M&E data collection process					
The organization involves stakeholders in identification of indicators					
Stakeholders are allowed to participate in preparing the timetable for M&E activities.					
The organization assigns clear responsibilities to stakeholders during M&E process					
M&E results and findings are communicated to the stakeholders					

7. What other issues pertaining to stakeholders' participation would you acknowledge as having an influence on monitoring and evaluation systems?

.....  
 .....

.....  
 .....

**Part C: Budgetary Allocation and Monitoring and Evaluation**

8. To what extent do you feel the money allocated for M&E is adequate?

Very great extent ( )

Great extent ( )

Moderate extent ( )

Less extent ( )

Not at all ( )

9. Indicate the extent to which you agree or disagree with the following statements concerning budgetary allocation in relation to M&E projects in Nairobi County.

<b>Budgetary allocation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The budget of projects undertaken usually provide a clear and adequate provision for monitoring and evaluation activities					
Money for M&E are usually channeled to the right purpose					
A realistic estimation for monitoring and evaluation is usually undertaken when planning for projects.					
Sourcing and securing financial resources is a challenge for monitoring and evaluation of outcomes					
Funds allocated are used for M&E activities only					

10. In your own words in what other ways does budgetary allocation influence M&E of projects?

.....  
 .....

.....  
.....

**Part D: Level of Training and Monitoring and Evaluation**

**11.** How well do you understand the term Monitoring and Evaluation?

- Excellent ( )
- Average ( )
- Cannot Comprehend ( )

**12.** Have you been trained on Monitoring and Evaluation?

- Yes ( ) No ( )

**13.** On aggregate how many months of training on monitoring and evaluation have you undergone.....  
.....

**14.** Indicate the extent to which you agree or disagree with the following selected attributes concerning level of training and M&E.

<b>Level of Training</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Training influences how M&E lessons are learnt					
Training influences how M&E lessons are perceived					
M&E must also be independent and relevant.					
Training is an essential factor towards enhancing the implementation of M&E					
Training improves human resource capabilities					

**15.** In your own words in what other ways does level of training influence M&E of projects?

.....  
.....

.....  
 .....

**Part E: Logical Framework and Monitoring and Evaluation**

**16.** In your view, to what extent does logical framework determine the effectiveness of M&E of projects?

Very great extent ( )    Great extent ( )    Moderate extent ( )

Less extent ( )    Not at all ( )

**17.** Please specify your level of agreement with regard to logical framework and M&E.

<b>Logical Framework</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Inclusion of activities in the logical framework that leads to achieving the objectives					
Application of logical framework matrix in relation to strategic plan influence M&E					
Logical framework identify the potential risks for achieving objectives and purpose					
Logical framework helps in identification of stakeholders' needs					
Logical framework helps in definition of related objectives					
Logical framework establish a causal link between inputs					
Logical framework define the assumptions on which the project logic builds					

**18.** In your own words in what other ways does logical framework influence M&E of projects?

.....  
 .....

.....

.....

**Part F: Monitoring and Evaluation**

19. By ticking in the space provided, indicate the level of agreement with regard to M&E of projects.

<b>M&amp;E of Projects</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Results and findings from M&E are relevant and useful					
The M&E activities are carried out within schedule					
The cost of M&E activities is always within the budget					
Results and feedback from M&E are timely					
M&E resources are economically utilized					
The M&E objectives are largely achieved					
The M&E responsibilities and duties are clearly outlined					

20. From the below factors, which would you consider as highest determinant of monitoring and evaluation of projects?

Stakeholder Participation	
Budgetary Allocation	
Level of training	
Logical framework	

**Appendix 3: Research Authorization Letter from Department of Basic Education**

  
**Republic of Kenya**  
**MINISTRY OF EDUCATION**  
**STATE DEPARTMENT OF BASIC EDUCATION**

Telegram: "SCHOOLING", Nairobi  
Telephone: Nairobi 020 2453699  
Email: [ce@statebasic.education.go.ke](mailto:ce@statebasic.education.go.ke)  
[cd@statebasic.education.go.ke](mailto:cd@statebasic.education.go.ke)

REGIONAL COORDINATOR OF EDUCATION  
NAIROBI REGION  
NYAYO HOUSE  
P.O. Box 74629 - 00200  
NAIROBI

When replying please quote:

Ref: RCE/NRB/GEN/T VOL I

DATE: 5<sup>th</sup> December, 2017

Mohamednoor Hirsi Hassan  
University of Nairobi  
P O Box 30197-00100  
NAIROBI

**RE: RESEARCH AUTHORIZATION**

We are in receipt of a letter from the National Commission for Science, Technology and Innovation regarding research authorization in Nairobi County on "Factors influencing Monitoring and Evaluation of County government projects in Kenya: A case of road projects".

This office has no objection and authority is hereby granted for a period ending **4<sup>th</sup> December, 2018** as indicated in the request letter.

Kindly inform the Sub County Director of Education of the Sub County you intend to visit.



**MAINA NGURU**  
**FOR: REGIONAL COORDINATOR OF EDUCATION**  
**NAIROBI**

c.c  
Director General/CEO  
Nation Commission for Science, Technology and Innovation  
**NAIROBI**


**Appendix 4: Research Permit**

THIS IS TO CERTIFY THAT:  
MR. MOHAMEDMOOR HIRSI HASSAN  
OF UNIVERSITY OF NAIROBI, 38543-100  
NAIROBI, has been permitted to conduct  
research in Nairobi County

on the topic: **FACTORS INFLUENCING  
MONITORING AND EVALUATION OF  
COUNTY GOVERNMENT PROJECTS IN  
KENYA: A CASE OF ROAD PROJECTS IN  
NAIROBI COUNTY**

for the period ending:  
4th December, 2018

Permit No : NACOSTI/P/17/58229/20489  
Date Of Issue : 4th December, 2017  
Fee Received : Ksh 1000



.....  
*g. Kaleva*  
Director General  
National Commission for Science,  
Technology & Innovation

.....  
*[Signature]*  
Applicant's  
Signature

## Appendix 5: Research Authorization Letter from NACOSTI



**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

Tel: +254 20 312 41 700  
P.O. Box 30129-00100  
Tel: +254 20 312 41 700/99  
Email: [info@nacosti.go.ke](mailto:info@nacosti.go.ke)  
Website: [www.nacosti.go.ke](http://www.nacosti.go.ke)  
When making phone calls

NACOSTI, Upper Kabete  
Off Waiyaki Way  
P.O. Box 30129-00100  
NAIROBI-KENYA

Ref No: NACOSTI/P/17/58229/20489      Date: **4<sup>th</sup> December, 2017**

Mohamednoor Hirsi Hassan  
University of Nairobi  
P.O. Box 30197-00100  
NAIROBI.

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *"Factors influencing Monitoring and Evaluation of County government projects in Kenya: A case of road projects in Nairobi County,"* I am pleased to inform you that you have been authorized to undertake research in Nairobi County for the period ending **4<sup>th</sup> December, 2018**.

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

*G. Kalerwa*  
**GODFREY F. KALERWA MSc., MBA, MKIM**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Nairobi County.

The County Director of Education  
Nairobi County.

**COUNTY COMMISSIONER  
NAIROBI COUNTY  
P.O. Box 30124-00100, NBI  
TEL: 341968**

National Commission for Science, Technology and Innovation