

**INFLUENCE OF COUNTY GOVERNMENT PARTICIPATION IN  
MONITORING AND EVALUATION ON INFRASTRUCTURE  
PROJECT'S PERFORMANCE: A CASE OF ECDE PROJECTS,  
SOY SUB-COUNTY, KENYA**

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**A Research Project Report Submitted in Partial Fulfillment of The Degree of Masters of  
Arts in Project Planning and Management in The University of Nairobi**

**2019**

**DECLARATION**

This research project report is my original work and has not been presented to any other University.

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## **DEDICATION**

I dedicate this research project report to my loving family who give me the inspiration to continue striving for higher achievement so that I may be a role model to them. I pray that they also shall have greater aspirations in life than what I have been capable of attaining.

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

<b>CDF</b>	Community development fund
<b>ECDE</b>	Early childhood development centers
<b>ESRWE</b>	Economic Recovery Strategy for Wealth and Employment Creation
<b>M&amp;E</b>	Monitoring and evaluation
<b>MOF</b>	Ministry of Finance
<b>NACCOSTI</b>	National council commission for science technology institute
<b>NIMES</b>	National Integrated Monitoring and Evaluation System
<b>PETS</b>	Public Expenditure Tracking Surveys
<b>SPSS</b>	Statistical program for social sciences
<b>TASAF</b>	Tanzania Social Action Fund

## ABSTRACT

This study was aimed at establishing the influence of County Government participation in monitoring and evaluation on infrastructural project's performance in ECDE projects in Soy Sub-County, Kenya. The county projects face delay in completion and increased costs. This can be attributed to lack of participation in monitoring and evaluation. The current study was guided by the following research objectives: to assess the influence of administration of duties on performance of infrastructural projects in ECDE County Projects in Soy Sub-County; to establish the influence of resource controls on performance of infrastructural projects in ECDE County Projects in Soy Sub-County; to examine the influence of mobilization initiatives on performance of infrastructural projects in ECDE County Projects in Soy Sub-County; to assess the influence of information reporting on performance of infrastructural projects in ECDE County Projects in Soy Sub-County. The theoretical framework of this research was steered by the theory of change and the realistic evaluation theory. Descriptive survey research design was adopted in this study. A target population of 215 constituted this study with a sample size of 140 as determined using Krejcie & Morgan table. The questionnaire was used as the data collection instrument with descriptive research design employed where the data was analyzed without affecting it in any way. Quantitative research design was also incorporated and it encompassed the calculation of percentages, mean, frequencies on variables. Frequency distribution was used to present the report through summarizing and classifying the data into meaningful form for easy interpretation. The main findings of the study established were: Administrative duties are important in monitoring and evaluation process and contribute significantly to performance of infrastructure projects, and resource controls is important in monitoring and evaluation of projects and is helpful in enhancing performance. The study further established that mobilization in projects, and information reporting should be part of monitoring and evaluation because both contribute to project performance. The study recommends that county government should embrace social audits, citizen reports and information sharing to be part of monitoring and evaluation initiatives.

## CHAPTER ONE

### INTRODUCTION

#### 1.1. Background to the Study

Globally, Projects have turned out to be progressively difficult and tough hence what has worked in the past is never again adequate today and will not be sufficient later on project management (Engela & Ajam, 2010). Ghani and Ismail (2017) defines participation in monitoring & evaluation (PM&E) as a procedure through which partners at different levels take part in checking or assessing a specific task, program or arrangement, share command over the substance, the procedure and the consequences of the monitoring & evaluation (M&E) movement and take part in taking or recognizing restorative activities.

Performance is described as the achievement of a given undertaking and estimated against the pre-set comprehended gauges of culmination, precision, cost and speed. Therefore, by considering and measuring the three constraints that is occasion, price and value one can conclude the performance of a project. Project will be termed to have performed well if monitoring and evaluation was attributed to be successful. In Palestine, results indicate that the normal postponement in light of terminations prompting materials lack was the most significant presentation factor that impedes project completion (Ghani & Ismail, 2017).

In China, the Ministry of Finance (MOF) which is driving on the planet's financial development communicated the smartness to reinforce instruments of Monitoring, Evaluation to guarantee trusts are used up well. Observing and Evaluation was additionally utilized widely as a part of the USA government to quantify its execution. The key vital test is to build open administration adequacy, with the goal that the whole government accomplishes her ideal approach results and vital destinations (Ahsan & Gunawan, 2010).

In Africa, the participatory subject in the improvement procedure has turned out to be conspicuous, with the end goal that advancement is characterized regarding individuals' investment. The national government in South Africa anticipates solid, imaginative, responsive and energetic nearby governments to convey the nature of neighborhood authority and open administrations that their networks need in M and E.

Arrangement structures recommend that the administration accepts that all inhabitants, paying little heed to their geographic area, are qualified for good quality open administrations (Johnson, 2013). Nearby government has a key task to carry out in empowering individuals to get what they are entitled, through courses of action that reflect neighborhood conditions and engage neighborhood networks in monitoring and assessing their particular projects. In any case, since the initiation of South Africa's just agreement in 1994, nearby government has not accomplished the objectives set for the nation by the decision party, to beat disparities that are an inheritance of the politically-sanctioned racial segregation government's unfair framework, in view of race and sex, leaving a broken neighborhood government framework with inadequate administration conveyance in numerous networks.

In Tanzania, as of now, there is developing enthusiasm of including essential partners in all procedures of improvement exercises including evaluation and monitoring. The administration fuses parts of evaluation and monitoring in national systems, national arranging, arrangements and projects. Since 2000, the administration of Tanzania is executing Tanzania Social Action Fund (TASAF), as a major aspect of the administration procedures for lessening neediness and improving vocations by animating financial exercises at the community level (Görgens & Kusek, 2010).

Ball, Grubnic and Birchall (2014) explain that efforts were made to establish individual project and programme-based monitoring and evaluation in the country in the 1980s and 1990s. Most development plans prepared during this period included a section on M&E. However, most of these M&E plans were prepared in response to donor demands, leading to very specific project and programme evaluations. As a consequence of the dominance of donor requirements, the M&E reports produced were once in a while imparted to the planned task/program recipients.

Kenya has encountered some participatory issues, particularly in rural regions, where huge improvement projects are proposed and presented in communities with practically no conference with the general population (Elishiba and Kombo, 2011). Now and again people, particularly government officials propose huge improvement projects, which clearly show lacking needs evaluation and planning at completion. At different occasions, immense national and local projects are started and a great deal of accentuation set on the material parts of improvement particularly obvious and monetary, without thinking about the focal spot of the general population as a distinct advantage, which should be sustained and effectively engaged with molding their predetermination.

Closer home, in Eldoret which is located in Uasin Gishu County, Kenya, the few projects initiated by the communities have either stalled or failed due to factors ranging from poor funding to lack of goodwill by the government among other dilemmas (Engela & Ajam, 2010). A preliminary informal review by the researcher on the projects undertaken by the communities found out that the projects were not completed on schedule while others were abandoned before completion because of many problems and complex issues of performance such as cost, time, poor planning and safety in Uasin Gishu County (Cloete, 2009).

## **1.2 Statement of the Problem**

World Bank insights demonstrate that the rate of venture disappointment in Africa is over half by the year 2000. This was because of monitoring and evaluation before, included outside specialists who estimated the presentation of the undertaking following the set markers and destinations which lead to uncompleted foundations projects. Inadequacy of projects was because of the blunder of assets, low-quality projects, and projects which met transient destinations and still which don't fulfill the requirements of the partners. Despite many interventions by different stakeholders on attempt to strengthen the sustainability of the projects, there is a high rate of failure for projects in Kenya both the public sector and private sector. However, for those in the private sector, project information is not readily available as is the case with public projects.

The office of auditor general in 2018 in County government accountability reported overseeing of projects being the main contributor of loss of public funds. This calls for participatory in monitoring, evaluation of advancement projects over the open subsidized projects. The disappointment of projects independent of the segment, regardless of whether open or private add to hopeless misfortune to the community and to the economy as an entirety. Delays and non-fulfillment of projects from introductory cost plan has been predominant as showed in a considerable lot of the Kenyan County government projects. Be that as it may, practically zero endeavors have been made to diminish the wonder. This has persuaded the structure of the present examination to assess the influence of county government participation in M&E on the infrastructural projects performance.



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

This research aimed to establish Influence of County Government Participation in Monitoring and Evaluation on Infrastructure Project's Performance: A Case of ECDE Projects, Soy Sub-County, Kenya

### **1.4. Research Objectives**

The study was guided by the following research objectives:

1. To assess the influence of the administrative duties on the performance of infrastructural projects in ECDE County Projects in Soy Sub-County.
2. To establish the influence of resource controls on the performance of infrastructural projects in ECDE County Projects in Soy Sub-County.
3. To examine the influence of mobilization initiatives on the performance of infrastructural projects in ECDE County Projects in Soy Sub-County.
4. To assess the influence of information reporting on performance of infrastructural projects in ECDE County Projects in Soy Sub-County.

## **1.5. Research Questions**

Below are research questions that guided this study:

1. How do administrative duties influence the performance of infrastructural projects in ECDE County Projects in Soy Sub-County?
2. Does resource controls influence performance of infrastructural projects in ECDE County Projects in Soy Sub-County?
3. How do mobilization initiatives influence performance of infrastructural projects in ECDE County Projects in Soy Sub-County?
4. Does information reporting influence performance of infrastructural projects in ECDE County Projects in Soy Sub-County?

## **1.6 Significance of the Study**

Most projects are naturally difficult and the elements for their usage includes appropriate arranging, distinguishing and passing on customers, and surveying real needs and necessities precisely to the task group all imbedded in participatory monitoring and evaluation. These altogether obviate the significance of this study to the Government, Entrepreneurs, Agencies and Institutions and Scholars.

Government: The county government can formulate policies which impact and/or target project performance generated across levels of government can enhance policy synergies which potentially galvanizes trade-offs for the projects. This is ascribed to the fact that for projects to perform the expected goals, the project must be monitored and evaluated within a supportive policy framework. In this regard, the discoveries of this examination could give government data that can be utilized for approach improvement which upgrades participatory evaluation and monitoring to achieve performance of the project.

Contractors and project managers: This study will be of advantage to contractors and project managers in realizing the potential benefits of integrating participatory monitoring and evaluation in the project running to achieve high project performance. Also, the study will be critical to the project supervisory crew and temporary workers in different associations since they will get the opportunity to comprehend the fundamentals of powerful participatory monitoring and evaluation.

Agencies and Institutions: The study will also benefit various agencies such as institutions of learning involved in evaluation and monitoring programs to design programs and policies that guide potential participatory Monitoring and Evaluation. The study will also be of importance to scholars and learners in the discipline of project monitoring and evaluation by extending previous research on participatory performance, monitoring, and evaluation of projects. This will set out the preparation for other comparative imitated studies with expansions in developing nation.

### **1.7 Limitation of the Study**

Limitations are elements which are likely to influence the outcome unfavorably, yet the researcher may not have control. It is foreseen that a few members could be disagreeable or guarantee to be uninformed of the participatory evaluation and monitoring of projects in the county for various reasons. This was mitigated by treating the participants with courtesy. Precaution was taken to ensure that the interview and questionnaire responses take the least time conceivable to lessen any burdens to the members. There could be confinement of interpretation of the questionnaires this will be overcome by the exploration aides helping the respondents to interpret the questions.

## **1.8 Assumptions of the Study**

The study assumptions included the following;

1. That the study was led by the assumption that respondents were accessible and furthermore that they would give legitimate reactions.
2. The respondents would have a good understanding of participatory in performance, monitoring, and evaluation of county government.
3. The sample chosen for the study population would give a full representation of the population.

## **1.9. Delimitations of the Study**

The research was done within Eldoret town in Soy Sub-county, Uasin Gishu County located in the Midwest of Kenya's Rift Valley. It involved county government ECDE infrastructural projects constituted and implemented between the 2017/2018 financial years and were in the process of monitoring and evaluating. The project county board committee members, county officials and ward administrators of these projects were the respondents of this study. The scope of the research was the county government participation in monitoring and evaluation influence on the performance of infrastructural projects (ECDE). The study did focus on the administration of duties, resource controls, mobilization initiatives, and information gathering in Soy sub-county, Uasin Gishu County. The study was conducted between the month of January 2019 and October 2019.

## **1.10. Definition of Significant Terms**

**Administrative duties:** They are formal obligations of those given responsibility, which have been trusted with the project supervision, to be answerable to their superiors, and the social responsibilities that have been assigned to them.

**Information sharing:** Involves collecting relevant data correlated to the realization and execution of the project and disseminating them to the relevant users.

**Mobilization initiatives:** It is the involvement of all individuals and association that have a functioning task to carry out or influenced by the project results in overseeing of a project by continuous and periodic review to ensure that input and deliveries are consistent by those in authority.

**Infrastructural project performance:** the accomplishment of given activities in projects and estimated against the pre-set comprehended gauges of fulfillment, scope, cost and time.

**Participation in monitoring and evaluation:** It is the procedure that allows those in authority to be involved in resource controls, mobilization, administers and report projects implementation processes.

**Resource controls:** It is the process involving the management of resources through inspections, allocations, and audits by those in authority.

### **1.11 Organization of the Study**

The researcher did organize the study into five chapters; one, two, three, four and five. The study background, problem statement, aim of the study, objectives, questions and significance of the study. The section further outlines assumption, limitation, delimitation and definition of significant terms. On the other hand, Chapter Three provided a framework in which the study was conducted. It explains the research design, target population, sample size, data collection tools, data analysis, methods of collecting data, reliability and validity of the instruments, and ethical considerations, research instruments and also sampling procedure. Chapter four consists of the data analysis techniques and findings presented, and chapter five comprised summary of findings, conclusion, contribution to knowledge and suggestion for further studies.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0. Introduction

Relevant literature was reviewed in this section to clarify the study problem, study variables and to recognize information gaps. The section centers on a theoretical assessment of the study. The chapter offerings an appraisal of experiential data on the four purposes of the study is as healthy as a conceptual framework viewing how the self-governing and dependent variables are linked.

#### 2.1. Concept of Performance

A project is an endeavor that is carried out to come up with a one of a kind item or rather administration that realizes change and advantage. The essential measure of a successful project is that it has delivered a successful product/service to the business. Closely related to this is project management success, which entails managing project to the approved scope, time limit, budget along with quality and the retaining of customer connection without burning out the project groups (Ball, Grubbing & Birch all, 2014).

Therefore, measures of project delivery performance entail, project requirements, outcomes are met positively and delivered with respect to improved revenue or reduced costs within the expected time. Project performance relates to the accomplishment of goals in fulfilling the technical requirements, customer satisfaction. Effective project management contributes towards the performance of the company performance, in the long run, attaining competitive advantages; enhancing the status of the company; increasing market share; along with attaining specified revenues as well as profits. Project execution in this examination, implies how much outcomes have been accomplished, comprises of practicality, number of expectations accomplished, number of exercises, fulfilled clients and expenditure of plan (Bamberger, 2009).

## **2.2. Concept of Participation in Monitoring and Evaluation**

Participation in M &E is ground-breaking the board devices that can aid a legislature and state associations to progress in a manner in which errands are attempted to accomplish a nation's vision and mission. Monitoring is the way toward assembling, analyzing, and uncovering data on a project or program's information sources, works out, yields, results, and impacts, similarly as external factors to follow whether real venture program results are being accomplished. Evaluation is a precise and target appraisal of a progressing or completed project, program or arrangement, its plan, execution, and outcome. Investment is the procedure through which partners impact and offer authority over (WB, 2010) need setting, strategy making, asset allotments, and access to open services and products.

A County Integrated Monitoring and Evaluation System (CIMES) for a County may be defined as an observation system for County Governors, County Executive Committee Members and other senior management staff within a county. The information and proof that the administration and state organizations need to decide, execute the policy and consider authorities responsible ought to be gotten from an outcomes-based execution input framework to guarantee that it is conceivable to make vital, strategic and operational choices increasingly applicable.

Cooperation in M&E unites project partners to guarantee fitting adequacy and proficiency of the project the board. It is a social procedure since it causes individuals to comprehend various issues, and it is a political procedure since it includes sharing of choices making and engaging networks and with various on-screen characters in regards to project usage, the board, and maintainability.

## **2.3. Empirical Review**

The sections review the literature on scientific data related to the themes of the study.



### **2.3.1. Administrative Duties and Performance of Infrastructural Projects**

The readiness and capacity of public officials to record to the open is a basic factor in accomplishing the responsibility. County governments should make significant strides, for example, preparing open officials towards improving the limit of their officials to share data and draw in with people in general in monitoring and evaluation duties. Such activities might be attempted in a joint effort with common society, physical way into archives, and their accessibility in an organization that is reasonable to an inquirer (Ball, Grubbing & Birchall, 2014).

Organizing responsibility in decayed Governance entertainers among region authorities is significant. County governments may think about utilizing prizes and endorse to advance straightforward and responsive conduct among open officials and encouraging them to participate in m & e. Also, Counties through its public officers may likewise consider doing data crusades on responsibility approaches or the privileges of Citizens (Ball, Grubnic & Birchall, 2014). The authors further state that public officers are required to make inspections where necessary to avoid misuse of resources and increase accountability in their projects.

Human capital, with notable administrative experience, is vital for the success of M & E results. There is a need for a sound M & E administrator regarding quantity and quality; hence M & E human resource strategies are needed for the achievement and maintenance of stable M & E. Capable staff are the main obstacles in choosing M & E practices. Monitoring and Evaluation is a latest tool in the scheme supervision field visits where concerned persons are required to make visits to ascertain the actual work conducted or performed, it faces challenges in sustainable results and performances matrices (Ball, Grubnic, S., & Birchall, 2014).

There is a big gap for experienced M & E trained, competence building of M & E systems, and harmonization of project management courses and techniques. Human capitals on the project should have a plain work description as well as designation matching their skill. In case they are insufficient then training assessment needs for the necessary skills should be agreed. For projects, using staff posted to work out in the ground and undertake project actions on their own there is a call for regular and concentrated onsite supervision (Steinich, 2000).

In New Zealand, a study in Victoria Management School, Victoria University of Wellington was done to find out how top management engagement in project management M&E manipulates the performance of projects. This was cutting across the country study of the software industry. The study focus was to examine the support of top running and project performance in which administrative staff were treated to be the main framework of results achievement in respective projects (Too & Weaver, 2014).

The study objective was to highlight the support processes related to top supervision that had a significant influence on the successes of the project as well as to compare those key processes with the actual organizational support. Management involvement provides input to better project insights, improves the reliability of the evaluation procedure. Improved level of reliability ensures improved receipt of the results. A tough procedure for results-management plans at engaging relevant stakeholders in reasoning in a responsive and creative manner as much as possible. The project beneficiaries' figure regarding what they want to attain, they are motivated to categorize and realize acceptable output. The managers structure an M&E process to monitor advancement and utilize the information in improving the performance (Van Dooren& Van de Walle, 2016).

### **2.3.2. Resource Controls and Performance of Infrastructural Projects.**

The World Bank report contends that participatory Monitoring and Evaluation advances viability through straightforwardness and responsibility by guaranteeing funds and different assets are used as arranged. In any case, arranging can't be left uniquely to the administration partnerships, yet the capacity ought to be decentralized down to the general population. The need to deflect from the regular way of planning to a greater improvement arranged to arrange that is comprehensive is exceptionally underscored in this examination study (Wangila, 2017).

The public and county management officials engaged to screen how the administration runs and use the assets when they are prepared on the advancement project before it begins henceforth giving them information on what the project is about. There is much consideration on Monitoring; acquirement forms, dispensing of assets and monetary utilize however little consideration on limit improvement. A decent improvement relies upon substantially more than great monetary administration. It is consequently clear that there is a need to improve the nature of the general population as well (Allen-ILE & Eresia-Eke, 2012).

Participation in M&E among county officials should be structured as a tangled participatory exercise where all partners are included. M&E guarantees that project assets and data sources are put into the proposed use and that the project tends to what it at first expected to do. The absence of M&E has caused numerous adolescent projects to crumple soon after establishment. Monitoring and evaluation is fundamental to project boss and their assistants (counting givers/government) since they have to know how much their projects meet the characterize goals and accomplishing the ideal impacts. M&E keeps up progressively detectable straightforwardness and commitment in the utilization of project assets, which is especially, necessary by sponsors or progress subordinates (Raimondo, 2016).

The county governments are relied upon to build up the arrangement, legitimate and social structure and conditions required for nearby administration to succeed, encourage and control private movement, helping the neighborhood associations uphold privately planned and checked guidelines and authorizations, tending to neighborhood imbalance and guaranteeing portrayal of underestimated gatherings so descending responsibility of association getting decayed expert is guaranteed and helping networks shield their rights including security against amazing outside gatherings, for example, mining and timber organizations and cartels. The inspection policies formulated need to manage resource well and ensure that nothing goes to waste (Xue, Turner, Lecoivre & Anbari, 2013).

The standards of arranging and advancement help in a district ought to secure and create common assets in a way that adjusts national and province governments' arrangements. For example, the Constitution gives that one of the commitments of the State in connection to the earth is to work to accomplish and keep up a tree front at any rate of 10% of the land zone. Following this, the County Governments Act, 2012 gives that one of the destinations of region arranging is to move in the direction of the accomplishment and support of a tree front of in any event 10% of the land zone as given in Article 69 of the Constitution of Kenya (Bamberger, 1989).

### **2.3.3. Mobilization Initiatives and Performance of Infrastructural Projects**

The Kenyan constitution strongly emphasizes the need for public participation in governmental decision-making processes. This demand came to prominence in 2010 when the new constitution enshrined down-up social accountability as a national priority. This value was adopted in response to the urgent need to optimize the use of public finances and national resources and was seen as a means of enhancing national cohesion. Public participation is anchored in the new devolved system of governance that has decentralized political power. For this reason, we are focusing on project reviews to establish citizens Participation in County and National Affairs as Stated in the Constitution which is useful in increasing project success rate (Wholey & Hatry, 2002).

The aim is to make residents know about the components of public interest in the working of national and regional organization and service delivery by those in authority mobilizing their participation. It is significant for water administration offices and accomplices to cooperate with networks as the clients and to design their exercises based on a common understanding. In addition to other things, an absence of compelling M&E of open projects in nearby government is a noteworthy test confronting government authority (Too & Weaver, 2014).

The World Bank (2006) characterizes social responsibility through the mobilization as an expansive scope of activities and system past casting a ballot those natives can use to hold the state into the record just as activities concerning government, common society, media, and other social on-screen characters to advance or encourage these endeavors. For instance, in preparation in CDF projects are model social responsibility supplements formal responsibility instruments.

They are native driven responsibility instruments along these lines fortify or improve vertical responsibility just as upgrade flat responsibility inside the state by putting weight on institutional workplaces, for instance, the ombudsman or Ethics and Anti-Corruption Commission to play out their oversight job. Instruments of social responsibility can be started and bolstered by the state, common society and residents. All the time they are request driven and work from the base up Todorović et.al (2015).

Steinich (2000) in a study monitoring and evaluating support to the decentralization of local communities in Spain public projects established that mobilization of stakeholders toward social audits can contribute towards utilization of resources effectively. Restrictions of formal responsibility components started by the administration to advance the enhanced conveyance of public administrations and enhanced administration of public accounts. This is accomplished through supported monitoring by natives of administration execution, expanded interest for responsibility from public officials and the introduction of disappointments by public officials and administration. By improving resident data and voice, presenting incentives for descending responsibility and making components for participatory monitoring and native government discourse, social review instruments can bring about the definition of progressively educated arrangements and better conveyance by county legislatures of public administrations (Shinali& Kamau, 2016).

The character and breadth of the civil society in Kenya is the way to successful social reviews. Civil Society Organizations in Kenya have constrained yet improving specialized and hierarchical ability to take part in social responsibility from a proof-based viewpoint. There are endeavors to work together and fabricate unions and productive systems inside the Civil Society Organizations world and the State. Lamentably, the Civil Society Organizations' position, authenticity, and validity are tested because of poor responsibility comments and claims of benefactor control by the administration. Regardless of the last mentioned, Civil Society Organizations and the populace are eager to challenge the present state of affairs and limit building endeavors are in progress to prepare people in general in taking part in social reviews (Van Dooren & Van de Walle, 2016).

Wholey & Hatry (1992) in the study the case for performance monitoring public management evaluation in Uganda public projects states that the setting up of social responsibility assembly systems, where authority owners (Duty bearers) report to natives (Right holders), is a significant strategy for guaranteeing practical administration. A key contention for advancing social responsibility activation instruments in administration is the capacity of these systems to have the capability of expanding the cost-adequacy of speculations by governments in open administration conveyance (Shinali and Kamau, 2016). Including people in general in decayed administration procedures is probably going to profit province administrations as it will accomplish improved sorting out, enhanced prioritization during projects that improved purpose local wants, intelligently goal and better monitoring of government works out, better access and nature of public services, better administration, and expanded advancement.

In Kenya as per the constitution, County governments should consider partnering through inter-linkages with autonomous offices that take part in social responsibility work to guarantee that open officials and foundations cling to set down standards and rules (Wangila, 2017). Participatory components ought to in this manner be installed into the sectoral plans of district divisions. Province administrations may likewise believe setting up standards and methods that commits open officials to draw in with societal on-screen characters. According to survey done among CDF projects it clarifies that Section purposes of people or associations taking part in social responsibility work ought to have the help of enactment that permits them right to use data in custody by administration and additionally open officials to empower them pose inquiries that reinforce responsibility Newcomer, K. E., (Hatry & Wholey, 2015).

The interest of including the community in M&E in the most recent decades was improved by global development communities. They were not happy with regular M&E in which networks are not effectively partaking. This methodology isn't empowering say of poor citizens to be perceived sound enough (Koziol and Tolmie, 2010). Throughout the years, a large portion of advancement intercessions that went for diminishing the destitution level has not included neighborhood individuals in monitoring and evaluation. This has frequently come about in non-maintainability of numerous advancement endeavors. Experts and benefactors being developed projects contend that networks should dynamic take an interest in monitoring and evaluation to accomplish pre-decided objectives of projects or projects (Steinich, 2000).



#### **2.3.4. Information Reporting and Performance of Infrastructural Projects**

Information is the bedrock of accountability through monitoring and evaluation systems. For natives to viably take an interest in degenerated administration and consider government and open officials answerable, they first need to comprehend what's in store from their legislature with the goal that they can pass judgment on the presentation for themselves and careful responsibility (Michael, 2017).

Accessibility, availability and unwavering quality of open records, including however not constrained to County spending plans, County Fiscal Strategy Papers and Budget Review, is basic to building social responsibility all things considered data frames the reason for exercises occupied with by social responsibility specialists. The quality and precision of such data is likewise a key determinant of the accomplishment of responsibility instruments. Access ought not to be restricted to reports but rather ought to likewise incorporate access to open officials and their workplaces (Mutua, 2018). County governments should likewise set up data sharing stages after fruitful m and e, for example, asset focuses or data storehouse focuses at the Sub-county and Ward levels. Regions can team up with non-state on-screen characters in rearranging the data and making them easy to understand as this is significant in accomplishing quality improvements and learning experiences (Mburu, 2015).

Lusthaus, Adrien &Perstinger (1999) explains that County governments ought to think about creating, publicizing, and imparting M&E responsibility report openly and reasonably proper to the general population; this may incorporate reports on the usage of the county spending plan. Areas ought to give definite data of monitoring and evaluation discoveries to general society in an effectively reasonable language without language and in configurations or gatherings that can undoubtedly be gotten to by every single, neighborhood medium stations or county bulletins to fulfill straightforwardness requests. Such data might be spread through the web-based life, the web, nearby vernacular media, or some other fitting media that will be useful to members of the public to scrutinize performance (Shihemi, 2016).

Spreading M&E results can bring issues to light of an area's program and projects among the overall population and help assemble positive recognitions about the region's authority, and this may prompt expanded asset assignment towards the well-performing regions. The framework will supply the county with a normal progression of data throughout CIDP program execution, to make it conceivable to identify changes in status and usage of assets distributed to CIDP need projects or programs (Kamau & Mohamed, 2015).

Shinali& Kamau (2016) state that information gathered through M&E progress reports is useful to several different audiences. Results findings are used to oversee for advancement results, driving administration conveyance; to disperse exercises learnt and grow great practice; to illuminate the region between legislative discussion, region congregations, Council of Governors and the National and district government summit; to draw in natives, improvement accomplices and different partners; and to advise sacred commissions and free workplaces. In this way, the legal responsibilities of the county government to report and contribute to national M&E

products, including the APRs and the national aggregation of M&E reports, will be fulfilled (Mayne, 2017).

## 2.4. Research Gap

**Table 2.1 Summary of Research Gap**

<b>Author name</b>	<b>Title and contribution of the study</b>	<b>Knowledge gap</b>
Michael, J. J. (2017).	The study was to find the effects of co-ordination strategies on efficacy in the administration of finances in Early Childhood Development Centers in Uasin-Gishu County, Kenya.	Although the study addressed co-ordination strategies in ECDE it did not mention any information on use of m & e.
Too, E. G., & Weaver (201).	The study was the management of project management: A conceptual framework for project governance in Kenyan case projects.	The study did address some of the challenges facing projects during management but did not mentions the use of M & E
Robinson, H. S., & Scott, J. (2009)	The study conducted was on service delivery and performance monitoring in PFI/PPP projects.	The study only discussed on the role of M& E but not relation to performance
Kamau, C. G., & Mohamed, H. B. (2015).	The research outlined efficacy of M&E function in achieving project success in Kenya.	The study only focused on the successes of M& E in projects no participation was outlined.
Görgens, M., & Kusek, J. Z. (2010).	The study was about making monitoring and evaluation systems work: a capacity development tool kit. The World Bank.	The study only focused on the procedures, tools, techniques and policies to make M& E work.
Engela, R., & Ajam, T. (2010).	The study covered aspects of implementing a government-wide monitoring and evaluation system in South Africa. World Bank, Washington, DC.	The delimitation of the study was implementation of M & E
Bamberger, M. (1989).	The monitoring and evaluation of public sector programs in Asia: why are developments programs monitored but not evaluated?	The project delimited itself on the results of M & E process

## **2.5. Theoretical Framework**

The theoretical framework of this research was steered by the theory of change together with the realistic evaluation theory. Distributed via Carol Weiss in 1995, the theory of change, first is described just and cautiously as a theory of how and why an action capacity. It bases not just on making evidence about whether a project is productive, yet besides on clarifying how and what techniques it uses to be appropriate. The theory of change provides a prototypical approach of how a project ought to operate. Continuously end, it gives a guide of where the project is trying to reach. Monitoring and evaluation test and refine the guide while it exchanges help to achieve the target by recognizing the change. In addition, the theory of change gives the motivation for battling that the intercession is having any kind of effect. This hypothesis recommends that by discernment, whatever the project is trying to accomplish, why and how, project staff and evaluators will probably screen and quantify the ideal outcomes and analyze them against the first theory of change.

This theory anyway misses the mark since project achievement is significantly more unpredictable. It is essential to grasp achievement past essentially knowing "what works". Experience has demonstrated that blindly impersonating or scaling an intervention barely ever works. A tremendous errand for M&E is to gather enough knowledge and comprehension to imagine with some level of confirmation how a project and set of exercises may work in a substitute condition, or how it ought to be changed as per give indications of progress results, in this manner influencing project performance.

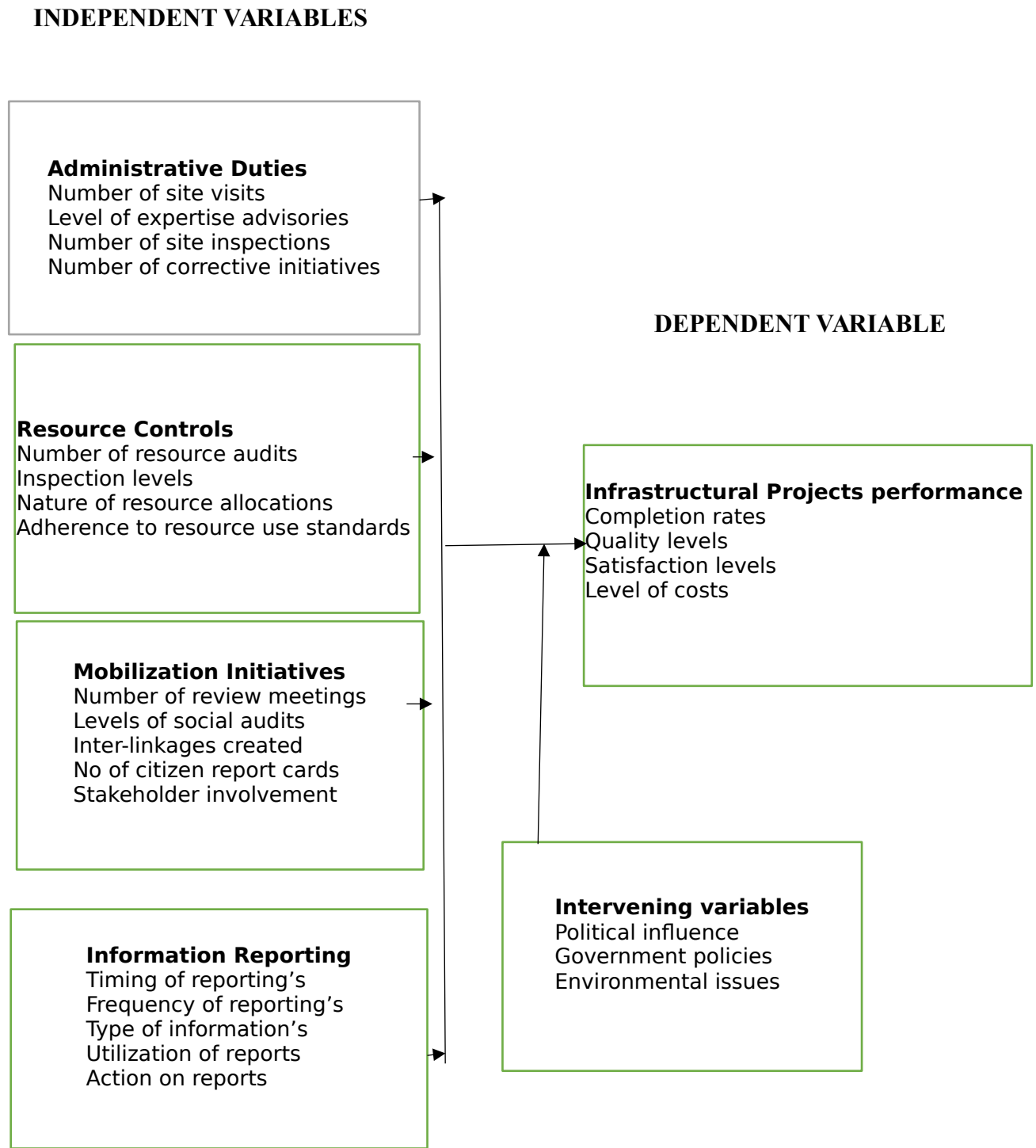
The sensible evaluation looks to locate the relevant conditions that make intercessions successful along these lines creating exercises about how they produce results. This theory can

incredibly help in seeing how project expectations are created, anyway it misses the mark, as it isn't unequivocally about that impacts project execution the worry of this investigation.

## **2.6. Conceptual framework**

The conceptual framework presented the association between participation on monitoring and evaluation and performance of infrastructure project as shown in the figure 2.1

**Figure 2.1 Conceptual framework**



Source: (Author, 2019)



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0. Introduction**

This section outlined the research framework to be followed by the study. The study methodology encompass research design, target populations of the research, sampling frame and selection technique to be employed. In addition, it provided the procedure that was followed by the researcher in collecting data in support with the data collection instruments. The section further indicated process of obtaining findings.

#### **3.1. Research Design**

The study design shows the process to be trailed in carrying out the research (Kothari, 2012). Descriptive survey form part of the design for the research. Sounders (2007) characterize the descriptive research design involves gathering detailed information from the unit of study. This research approach leads to outlining the association amongst participation in M&E and performance of infrastructural projects.



### 3.2. Target Population

Target population is the complete accumulation of components about which a researcher desires to formulate a few inferences (Cooper & Schindler, 2006). The study target population was 215 respondents consisting of 189 committee boards set by the county (21 ECDE projects with a minimum of 9 representation) in each project, and 7 county administrators (Kimsomba, Ziwa, Kuinet/Kapsuswa, Soy, Moi's Bridge, Segero/Barsombe, Kapkures), 18 officials of the county under ministry of public works and infrastructure and county treasury. The information was obtained from the records from the Uasin Gishu County. The table 3.1 below shows summary of the unit of study.

**Table 3.1 Target Population**

<b>Strata</b>	<b>Population</b>
Committee boards	189
County treasury officials	6
County officials in infrastructure/public works	12
Ward administrators	7
<b>Total</b>	<b>215</b>

Source: U.G. County office (2019)

### 3.4 Sampling Size and Sampling Procedure

#### 3.4.1. Sample Size

In accordance with Orodho (2005), defines sample size to be technique used in choosing a subject to reach assumptions regarding the data component. Sampling is helpful in research since one adapts certain data through gathering by examining a couple of its individuals in this manner saving time and cash. The sample size of the examination as determined using Krejcie & Morgan table (attached in Appendix IV) will be 140.

**Table 3.1 Sample Size**

<b>Strata</b>	<b>Population</b>	<b>Sample size</b>
Committee boards	189	$189/215 * 140 = 123$
County treasury officials	6	$6/215 * 140 = 4$
County officials in infrastructure/public works	12	$12/215 * 140 = 8$
Ward administrators	7	$7/215 * 140 = 5$
<b>Total</b>	<b>215</b>	<b>140</b>

Source, UG county office (2018)

### **3.4.2. Sampling procedure**

Orodho (2005) defined sampling as the methodology of choosing a unit of cases to draw suppositions for the study. To have representatives for the study, the study employed both stratified and simple random method. This is where the populace is separated into distinct and homogeneous groups called strata and then subjecting each stratum to simple random sampling.

### **3.5 Research instruments**

Kothari (2005) refers to research instruments as the tools which are used in collecting data and how these tools were developed. In this study, data will be composed through the questionnaires. The administration of questionnaire to the targeted units was done. The researcher did questionnaires as a tool to collect data which did include structured and semi-structured questions to collect as much information as possible. The purpose of a research instrument is to measure the variables of the investigation and aides in yielding precise and important information for decision making (Frazer and Lawley, 2000).

An organized and pre-tried survey dependent on the particular targets was utilized to accumulate essential information both quantitatively and qualitatively. They was designed using five-point Likert Type scale.

### **3.5.1. Piloting of Instruments**

A pre-test of the questionnaire was conducted in one of the nearby sub-county Turbo with 14 respondents (10% of sample size). After which rectification was conducted, design, development and steps for the survey was finished (Frazer & Lawley, 2000).

### **3.5.2 Reliability of Research Instruments**

Kothari (2004) characterizes consistency of the research instruments as the capacity of that test to reliably yield similar outcomes when rehashed estimations are taken of a similar individual under similar conditions. To set up the reliability of the examination instruments, test-retest strategy was utilized. Feedback acquired from the pilot study helped the analyst in updating the instrument of data gathering to guarantee that it covers the targets of the investigation. The investigation did utilize a Cronbach's alpha constant to measure the inward steadiness of poll. When in doubt an estimation of  $\alpha > 0.7$  is resolved as reliable enough for every one of the data indexes where  $\alpha$  is the thing being tried for reliability.

### **3.5.3 Validity of the Research Instrument**

Validity represents the extent to which information answers the intended goals or objectives (Mugenda & Mugenda (1999). Validity is the accuracy and meaningfulness of deductions obtained from the study. The study did scrutinize the questionnaire with the supervisor and with the help of other subject experts. Corrections was then done where necessary to validate the research instrument.

### **3.6. Data Collection Procedure**

The researcher was sought authority from the relevant institutions and authorities before commencing data collection they include: University of Nairobi, NACCOSTI, Uasin Gishu County. Data was collected for 2 weeks. The method drop-pick was employed. Once the data have been collected, they will be stored safely ready for processing.

### **3.7. Data Analysis technique**

The collected data was organized for processing after a successful data collection. The study employed descriptive statistics to analyze data collected using SPSS statistical software. Descriptive statistics is simplified statistics of gathering and reporting findings from the study. The report was written and presented in the form of frequency tables.

### 3.8. Ethical Considerations

Ethical principles additionally incorporate those that urge ideals of genuineness, sympathy, and compassion when managing subjects or other living things in research (Mugenda and Mugenda, 2010). Data was to be collected with highest consideration of the respondent's interest and motivation to be part of the study. Authorization to complete the examination was sought from the University of Nairobi, and from the respondents who had an interest in the investigation. The researcher did gather information that was useful in adding value in general to the recipients. The researcher was regarded the people's rights and furthermore shields their integrity.

### 3.9. Operationalization of Variables

**Table 3.3: Operational Definition of Variables**

Objectives	Variable	Measuring indicators	Data collection instruments	Scale	Method of data analysis
To assess the influence of administrative duties on performance of infrastructural projects	Administrative duties	-Number of site visits -Level of expertise advisories -Number of site inspections -Number of corrective initiatives	Questionnaire	Nominal Ordinal Ratio	Descriptive Quantitative &Qualitative
To establish the influence of resource controls on performance of infrastructural projects.	Resource controls	-Number of resource audits -Inspection levels -Nature of resource allocations -Number of standards set	Questionnaire	Nominal Ordinal Ratio	Descriptive Quantitative &Qualitative
To examine the influence of mobilization initiatives on performance of infrastructural projects.	Mobilization initiatives	-Number of review meetings -Levels of governance capacity building duties -Number of inter-linkages created -Level of awareness created	Questionnaire	Nominal Ordinal Ratio	Descriptive Quantitative &Qualitative

To assess the influence of information reporting on performance of infrastructural projects.	Information reporting	-Timing of reporting's -Frequency of reporting's -Type of information's	Questionnaire	Nominal Ordinal Ratio	Descriptive Quantitative &Qualitative
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## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

#### 4.0. Introduction

This section embodies the sequence in which data was scrutinized, presented and interpreted according to the study objectives. Descriptive statistics was employed to provide significance to the theme of the study reinforced by the secondary data.

#### 4.1. Questionnaire response rate

The study did sample of 140 respondents in which they were provided with the questionnaire. Throughout the development of data collection nearly 126 questionnaires were returned duly and correctly filled ready to be used for analysis. This represented 90% questionnaire response rate. According to Kothari (2010) a response frequency of over 75% is sufficient for the study to be continued.

#### 4.2. Personal information

Personal information represents figures that are directly linked with features and demographic of the respondents. In this study evidence involving to the gender, number of years associated with the project, and the level of education was pursued. Establishing personal information assists the researcher to construct on the themes of the study.

##### 4.2.1. Gender of the respondents

Gender establishment is crucial in any project or research execution as it represents a means of having fairness in a research process. Throughout the research process all gender need to be

exemplified in order to offer an inclusive significance to the study. Information acquired from the question of gender was illustrated in table 4.1.

**Table 4.1 Gender of the respondents**

<b>Gender type</b>	<b>Frequency</b>	<b>Percentages</b>
Male	78	62
Female	48	38
<b>Total</b>	<b>126</b>	<b>100</b>

Source: Author 2019

Findings as per table 4.1 displayed the male gender overlooking the representation at 78 (62%) more than female gender who were 48 (38%). Although there were more male than female respondents this was not significant in denoting the study finding it only provided representation of both gender to the study.

#### **4.2.2. Period associated with the projects**

Projects are reckoned to last to a certain period of time. The researcher pursued to institute the magnitude to which they have been linked with some of these projects. This was imperative in establishing the period in which the projects have happened. Data representing the question was illustrated in table 4.2.

**Table 4.2 Number of years with project association**

<b>Number of years</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 1 year	87	69
Between 2 – 5 years	31	25
More than 6 years	8	6
<b>Total</b>	<b>126</b>	<b>100</b>

Source: Author 2019

As per the results in table 4.1 on the numeral of years in which the respondents have been linked by way of the project. The study recognized that 87 (69%) of them have been with the project for a period of one year, 31 (25%) for a period between 2 to 5 years while 8 (6%) have been with the project for more than 6 years. Regardless of having a significant larger number of respondents



with less than year with the project there is still a hint that certain projects have lasted more than six years.

#### **4.2.3. Level of education**

Education forms a way to ascertain the level of knowledge acquisition among the respondents. It forms a component in understanding their level of capacity and awareness to the nature of information used for executing the projects. Data from the question on the education level is as presented in table 4.3.

**Table 4.3 Level of education**

<b>Education level</b>	<b>Frequency</b>	<b>Percentage</b>
Primary level	11	9
Secondary level	56	44
Tertiary level	43	34
University level	16	13
<b>Total</b>	<b>126</b>	<b>100</b>

Source: Author 2019

Table 4.3 shows that 11(9%) of the respondents stated that primary is their education level, 56(44%) of the respondents mentioned secondary, 43(34%) of the respondents stated tertiary level, while 16 (13%) did state university level. The researcher denotes that majority of the respondents were literate thus are able to understand all the processes and information related to the project.

#### **4.3. Administrative duties and performance of infrastructural projects**

The study first aim was to find out administrative duties influence performance of infrastructure projects. Administrative duties form part of the monitoring and evaluation formal assignment allocated to those given authority to perform them. The duties include: site inspection, advisories, site visits and providing corrective initiatives.

#### 4.3.1. Performance of administrative duties

The study did focus on whether they conduct administrative duties as part of monitoring and evaluation of projects. The question was important in knowing the entry behavior of the respondents in acknowledging the same. Findings to the questions was illustrated in table 4.4.

**Table 4.4 Performance of administrative duties**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	94	75
No	32	25
<b>Total</b>	<b>126</b>	<b>100</b>

Source: Author, 2019

The study as per findings represented in table 4.4 established that 94 (75%) of respondents agreed to be performing administrative duties as part of the monitoring and evaluation duties, 32(25%) of the respondents refuted that they do not. The findings dominantly show that administrative duties form part of monitoring and evaluation duties on ECDE projects.

### 4.3.2. Frequency of performing administrative duties

Among respondents that agreed to be performing administrative duties the study further sought to establish further how frequent they perform administrative duties. This is important in assessing the performance of monitoring and evaluation through administrative duties. The findings to the questions were presented in table 4.5.

**Table 4.5 Frequency of performing administrative duties**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Frequently	24	26
Occasionally	56	60
Rarely	8	9
Often	6	5
<b>Total</b>	<b>94</b>	<b>100</b>

Source; Author 2019

Table 4.5 shows that 24 (26%) of the respondents are performing the administrative duties of monitoring and evaluation of projects frequently, 56(60%) of the respondents stated it is occasionally, 8 (9%) and 6 (5%) of the respondents stated rarely and often respectively. The researcher denotes from the findings that administrative duties of monitoring and evaluation of projects is always conducted during certain occasions.

### 4.3.3. Administrative duties of M& E and performance of infrastructure projects

The researcher sought to establish from the respondents their level of agreement on the extent to which administrative duties in monitoring and evaluation influence performance of infrastructure projects. Findings for this level of agreements were summarized according to table 4.6.

**Table 4.6 Administrative duties of M& E and performance of infrastructure projects**

<b>Statements</b>	<b>N=94</b>	<b>Mean</b>	<b>Standard deviation (SD)</b>
Number of site visits helps project completion levels	94	4.321	0.346
Level of expertise advisories guide project performance	94	3.762	0.981
Number of site inspections is useful in reducing costs associated with resources	94	3.832	0.342
Number of corrective initiatives helps in project completion	94	3.437	0.954

Source: Author 2019

The following findings were denoted from table 4.6 in which the unit of the study were asked to state their level of agreement to certain statements provided to them explaining influence of administration in M & E and performance of infrastructure projects.

The research results showed that respondents with a mean of 4.321 (SD=0.346) with a moderate amount did agree that the number of site visits helps project completion levels. The finding clearly indicates that majority of the respondents were in agreement that site visits would help in accomplishing projects. Ball, Grubnic and Birchall (2014) support the finding by stating that monitoring and evaluation as become a latest tool in the scheme supervision field visits where concerned persons are required to make visits to ascertain the actual work conducted or performed.

In agreement with the level of expertise advisories guiding project performance the study found that a mean of 3.762 (SD=0.981) with a moderate amount did agree that if expertise provide guidance it aids performance of the projects. A significant of the respondents showed that it is necessary for guidance to be provided during administrative duties because it aids project performance.

A study conducted in New Zealand software industry by Too and Weaver (2014) supports the findings by stating that the top running administrative staff were treated to be the main framework of results achievement in respective projects

Respondents were further asked to state their level of agreement with the statement that the number of site inspections is useful in reducing costs associated with resources. The research results showed that respondents with a mean of 3.832 (SD=0.342) with a moderate amount agreed with it. The finding denotes that site inspections need to be conducted in order to reduce costs related to wastages of resources. The findings are in line with Ball, Grubnic and Birchall (2014) who further state that public officers are required to make inspections where necessary to avoid misuse of resources and increase accountability in their projects.

The last statement that the respondents were asked to respond to indicate their level of agreement was whether the number of corrective initiatives help in project completion. Respondents with a mean of 3.437 (SD=0.954) stated that it occasionally does so. This finding shows that corrective initiatives is not a reliable means of monitoring and evaluating projects according to the respondents. The finding contradicts the finding by Ball, Grubnic and Birchall (2014) who argue that corrective measures is part of monitoring and evaluation success in ensuring that improvements are achieved.

Respondents were asked qualitatively on their opinion whether administration is important in monitoring and evaluation of projects. Findings were as follows: 60% of the respondents agreed that administrative duties is key in monitoring and evaluation of projects, and the county should provide sufficient budget to facilitate it. 40% of the respondents disagreed with it stating that it is a waste of resources and time. They would prefer experts to conduct them instead of public officers. The finding shows from majority of statements that administrative duties are important in monitoring and evaluation process.

#### **4.4. Resource controls and performance of infrastructural projects**

The second objective of the study was aimed at finding out to which resource controls have influenced performance of infrastructure projects. Resource controls involves the process in which audits are conducted for resources, inspections are done, resource allocations are made, and standards are created to manage the resources.

##### **4.4.1. Performance of resource controls**

The researcher sought to find from the respondents on whether they do conduct resource controls as part of monitoring and evaluation of projects. This is important in establishing the nature and extent to which monitoring and evaluation is done by the county. The finding to the question was illustrated in table 4.7

**Table 4.7 Performance of resource controls**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	102	81
No	24	19
<b>Total</b>	<b>126</b>	<b>100</b>

Source: Author 2019

The finding as per table 4.7 shows that 102 (81%) of the respondents agreed that they conduct resource controls as part of monitoring and evaluation while 24 (19%) refuted that they do not conduct. The study denotes that resource controls is being conducted by the county staff as part of monitoring and evaluation of projects.

##### **4.4.2. Frequency of conducting resource controls**

Among the respondents who stated that they are conducting resource controls the study sought to establish from them how frequent do they conduct it. The finding to the question was summarized in table 4.8.

**Table 4.8 Frequency of conducting resource controls**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Frequently	11	11
Often	76	75
Occasionally	10	10
Rarely	5	4
<b>Total</b>	<b>102</b>	<b>100</b>

Source: Author 2019

Findings in table 4.8 showed that 11 (11%) of the respondents stated that resource controls is conducted frequently, majority of respondents 76(75%) stated it is done occasionally, 10 (10%) and 5 (4%) of the respondents stated it is rarely and often conducted respectively. The finding denotes that resource controls as part of monitoring and evaluation of projects is conducted occasionally by the county.

#### **4.4.3. Resource controls and performance of infrastructural projects**

Respondents were given statements that provided the relationship between resource controls and performance of infrastructure projects to make their level of agreement on them. This was important in establishing the relationship between the variables. Table 4.9 shows the summary obtained from the responses of the statements.

**Table 4.9 Resource controls and performance of infrastructural projects**

<b>Statements</b>	<b>N=102</b>	<b>Mean</b>	<b>Standard deviation</b>
Number of resource audits useful in project completions	102	3.542	0.785
Inspection levels useful in ensuring project quality	102	3.956	0.891
Nature of resource allocations allows prudent use of resources	102	3.612	0.773
Number of standards set ensures that project is completed on time	102	3.765	0.818



Number of resource audits useful in ensuring resources are not wasted	102	3.863	1.012
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Source author 2019

Table 4.9 presents summarized finding in which the respondents were asked to state their level of agreement with certain statements defining the influence of resource controls as part of monitoring and evaluation on performance of projects. The findings were as follows;

Respondents with a mean of 3.542 (SD=0.785) did state that occasionally the number of resource audits conducted is useful in project completions. According to majority of the respondents resource audits are fairly important in ensuring projects are completed. The study by Raimondo (2016) contradicts the study by stating that M&E keeps up progressively detectable straightforwardness and commitment in the utilization of project assets, which is especially, necessary by sponsors or progress subordinates through special audit of resources.

On whether inspection levels were useful in ensuring project quality, the study established with a mean of 3.956 (SD=0.891) that inspections are moderately in ensuring project quality is being achieved. These finding denotes that inspections should be conducted as part of monitoring and evaluation to enhance performance of projects. Xue, Turner, Lecoeuvre and Anbari (2013) supports the finding by stating that the inspection policies formulated in projects need to manage resource well and ensure that nothing goes to waste.

Further respondents were asked on whether the nature of resource allocations allows prudent use of resources. The study found that respondents with a mean of 3.612 (SD=0.773) stated that it occasionally does so. This finding denotes that resource allocations averagely contribute to prudent use of resources. Wangila (2017) supports the finding by stating that there is need to deflect from the regular way of planning to a greater improvement of resources to arrange that is comprehensive is exceptionally underscored in this examination study through other means and methods.

Respondents with a mean =3.765 (SD=0.818) in a moderate amount agreed that the number of standards set ensures that project is completed on time. This finding states that if standards are set fully it helps in accomplishment of projects thus aiding performance. Bamberger (1989) support the study finding by arguing that the standards of arranging and advancement help in managing and securing common assets found in a project. Lastly, the study with a mean of 3.863 (SD=3.863) with a moderate amount agreed that the number of resource audits useful in ensuring resources are not wasted. The finding denotes that once resource audits are conducted it reduces wastages that would have accrued during project execution or delivery.

The study did further establish from the respondents qualitatively whether resource controls is important in monitoring and evaluation. The findings to the questions were qualitatively summarized as follows: 78% of the respondents supported the use or resource controls in projects. They mentioned that resources are the corner stone of any project and they need to be monitored effectively and efficiently. 22% of the respondents stated that it is not important because resource records from monitoring and evaluations are manipulated to provide desired results. The finding shows that resource control is important in monitoring and evaluation of projects.

#### 4.5. Mobilization initiatives and performance of infrastructural projects

The third objective of the study was aimed at finding out to which mobilization initiatives as monitoring and evaluation influence performance of infrastructure projects. The process of mobilization initiatives involves conducting review meetings, social audits, inter-linkages, and citizen report cards.

##### 4.5.1. Performance of mobilization initiatives

Respondents were asked to state whether they are conducting mobilization initiatives as part of their monitoring and evaluation activities. The question was to ascertain the extent to which it is being done by the county. The finding to the question was reported using table 4.10.

**Table 4.10. Performance of mobilization initiatives**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	96	76
No	30	24
<b>Total</b>	<b>126</b>	<b>100</b>

**Source: Author 2019**

Table 4.10 findings shows that 96 (76%) of the respondents agreed that mobilization initiatives as monitoring and evaluation of projects is conducted by them in the county, while 30 (24%) of the respondents disagreed that they do not conduct it. This finding denotes that mobilization initiatives is conducted by the county officials during the process of monitoring and evaluation of projects.

#### 4.5.2. Frequency of conducting mobilization initiatives

Among those who agreed that mobilization initiatives are being conducted the study did seek to find from them how the frequency of such initiatives is. This question is important in ascertaining the usefulness of conducting it as part of their duties and responsibilities. The finding to the question is presented in table 4.11.

**Table 4.11. Frequency of conducting mobilization initiatives**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Frequently	56	58
Often	22	23
Occasionally	13	14
Rarely	5	5
<b>Total</b>	<b>96</b>	<b>100</b>

**Source: Author 2019**

The study as per table 4.11 established that 56 (58%) of the respondents stated that mobilization initiatives as part of the monitoring and evaluation is conducted frequently, 22 (23%) of the respondents stated occasionally, 13 (14%) and 5 (5%) of the respondents stated that they conduct it on a rare and often situations. From the finding the researcher can conclude that mobilization initiatives are either conducted frequently or in occasional situations which is an indicator of the duties and performance of the county staff.

#### 4.5.3. Mobilization initiatives and performance of infrastructural projects

The study sought to find out from the respondents the level in which they are in agreement with the following statements explaining the influence of mobilization initiatives and performance of

infrastructural projects. These is to ascertain the extent one variable influences the other variable. Findings to the questions was presented table 4.12.

**Table 4.12. Mobilization initiatives and performance of infrastructural projects**

Statements	N=96	Mean	Standard deviation
Number of review meetings useful in ensuring project completion	96	3.896	0.564
Levels of social audits helps in management of resources	96	4.126	0.785
Number of inter-linkages created helps increase accountability	96	3.675	0.537
No of citizen report cards useful in cost management of project	96	4.217	0.756

Source Author 2019

Table 4.12 shows findings on the extent to which the respondents agreed with statements they were provided with explaining the influence of mobilization initiatives as part of monitoring and evaluation on performance of infrastructure projects in the county. The findings per the statements were presented as follows: Respondents with a mean of 3.896 (SD=0.564) in a moderate amount agreed that the number of review meetings is useful in ensuring project completion. This denotes that review meetings are important in monitoring and evaluation for they take a major motive in facilitating that the project is completed.

Wholey and Hatry (1992) support the finding by stating that focusing on project reviews to establish citizens Participation in County and National Affairs as Stated in the Constitution is useful in increasing project success rate. In addition, respondents with a mean of 4.126 (SD=0.785) in a moderate amount agreed that the levels of social audits helps in management of

resources. This finding significantly illustrates the need of the county to conduct social audits because it helps in management of resources in projects. The finding is supported by Steinich (2000) in a study monitoring and evaluating support to the decentralization of local communities in Spain public projects where it states that mobilization of stakeholders toward social audits can contribute towards utilization of resources effectively and efficiently.

The research results showed that respondents with a mean of 3.675 (SD=0.537) in a moderate amount agreeing that the number of inter-linkages created helps increase accountability. The finding illustrates the need of the county to form inter linkages which very useful in enhancing accountability in projects. The finding is supported by Wholey and Hatry (1992) in the study the case for performance monitoring public management evaluation in Uganda public projects who state that social networks helps to check consistency and accountability of various functions and activities. The study lastly found that the number of citizen report cards useful in cost management of project this was according respondents with a mean of 4.217 (SD=0.756) who in a moderate amount agreed with it. The finding illustrates the importance of having citizen report cards in managing costs in projects. Wholey and Hatry (1992) agrees with that by stating that score cards are useful components of public accountability and delivery.

Respondents were further told to give their opinion on whether mobilization duties is important in monitoring and evaluating projects. The responses were summarized qualitatively as follows: 75% of the respondents agreed that mobilization initiatives is key in monitoring and evaluation. They stated further that it is part of the constitution and need to be embraced at all costs. About 25% of the respondents disagreed stating that it is not important at all because it is wastage of

resources and time. If mobilization takes place it affects the project because it increases conflicts in the project. The finding supports the need to have mobilization in projects.

#### **4.6. Information reporting and performance of infrastructural projects**

The fourth objective was aimed at finding out to which information reporting contributes to performance of infrastructure projects. Information reporting is part of communication strategy in which data obtained is disseminated to the required stakeholders. In information reporting timing of reporting's, frequency of reporting's, type of information's reported, and utilization of reports is very important.

##### **4.6.1. Performance of information reporting**

The respondents were asked if they conduct information reporting as part of monitoring and evaluation duties in projects. This is important in ascertaining the extent to which information reporting is taking place in projects. The findings to the question are reported in table 4.13.

**Table 4.13 Performance of information reporting**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	115	91
No	11	9
<b>Total</b>	<b>126</b>	<b>100</b>

**Source: Author 2019**

Table 4.13 shows that 115 (91%) of the respondents agreeing that they conduct information reporting as part of their monitoring and evaluation duties in projects while 11 (9%) disagreed that they do not conduct information reporting. The finding denotes that information reporting is conducted in project monitoring and evaluation process.



#### 4.6.2. Frequency of information reporting

The respondents who agreed to be conducting information reporting were asked to state the frequency in which they are reporting. This is important in assessing the need in sharing the required information. The results were reported in table 4.14.

**Table 4.14 Frequency of information reporting**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Frequently	38	33
Often	64	56
Occasionally	9	9
Rarely	4	3
<b>Total</b>	<b>115</b>	<b>100</b>

**Source: Author 2019**

Table 4.14 shows that 38(33%) of the respondents stated that information reporting is conducted in a frequently manner, 64(55%) of the respondents stated it is done occasionally, 9 (9%) of respondents stated is done rarely, and about 3 (3%) of the respondents stated that it is done often. This finding illustrates that information reporting is always done occasionally in projects.

### 4.6.3. Information reporting and performance of infrastructural projects

The study sought to establish the various level of agreements to a several opinions explaining relation between information reporting and performance of infrastructure projects. Responses to the questions were provided in table 4.15.

**Table 4.15. Information reporting and performance of infrastructural projects**

<b>Statements</b>	<b>N=115</b>	<b>Mean</b>	<b>Standard deviation</b>
Timing of reporting's helps in project completion rates	115	3.876	0.956
Frequency of reporting's increases efficiency in projects	115	3.124	0.785
Type of information's reduces costs of the project	115	3.434	0.862
Utilization of reports useful in increasing satisfaction levels	115	4.345	0.761

Source; Author 2019

Table 4.15 shows several responses to different opinions explaining relation between information reporting and performance of infrastructure projects. The responses were summarized in the following paragraphs.

The research results showed that respondents with a mean of 3.876 (SD=0.956) stated in a moderate amount that timing of reporting helps in project completion rates. This finding indicates the importance of making timely reports after monitoring and evaluation process because it contributes to completion of projects. The finding is supported by Shinali and Kamau (2016) who state that information gathered through M&E progress reports is useful to several different audiences if is done on timely basis.

The study did establish from respondents with a mean of 3.124 (SD=0.785) in a moderate amount that frequency of reporting's increases efficiency in projects. The finding denotes that information reporting should be done frequently in order to increase efficiency in projects.

The study further established from the respondents with a mean of 3.434 (SD=0.862) stating that in an occasional manner the type of information's reduces costs of the project. This finding shows averagely the type of information reports reduces cost of the projects. This results conforms to a study by Lusthaus, Adrien and Perstinger (1999) who explains that County governments ought to think about creating, publicizing, and imparting M&E responsibility report openly and reasonably proper to the general population; this may incorporate reports on the usage of the county spending plan, this helps in resource utilization.

The researcher was able to establish from respondents with a mean of 4.345 in moderate amount that utilization of reports is useful in increasing satisfaction levels. The finding denotes the importance of utilizing reports in order to increase satisfaction levels of the respondents. Mburu, (2015) supports the finding by stating that regions can team up with non-state on-screen characters in rearranging the data and making them easy to understand as this is significant in accomplishing quality improvements and learning experiences .

Respondents were asked further to provide their own opinion if information reporting important in monitoring and evaluating projects. The findings were qualitatively analyzed as follows: 67% of the respondents agreed that it is important and should be part of their duties and responsibilities. They stated that it important in providing information to the users and giving necessary feedback to be worked upon. Only 33% of the respondents refuted that it is not important in monitoring and evaluation. From the finding it shows that information reporting should be part of monitoring and evaluation.

#### 4.7. Performance of projects

The study further sought to establish from the respondents their level of agreement on the performance of the projects. This question was important in seeking direct responses to the dependent variable of performance. The responses were summarized in table 4.16.

**Table 4.16. Performance of projects**

<b>Statements</b>	<b>n=126</b>	<b>Mean</b>	<b>Standard deviation</b>
The project activities are completed within time	126	3.912	0.756
The project deliverables are of quality levels	126	3.856	0.785
The beneficiaries of the project are satisfaction always	126	2.531	0.947
Level of costs is being managed by the project	126	3.645	0.894

Source: Author 2019

Table 4.16 shows that respondents with a mean of 3.912 (SD=0.756) did moderately in a great amount agreed that project activities have been completed within the required time, respondents with a mean of 3.856 (SD=0.785) stated that project deliverables executions are of right quality. The study did further established from the respondents with a mean of 2.531 (SD=0.945) in a rare situation does beneficiaries get satisfied with the project. In addition respondents with a mean of 3.645 (SD=0.994) stating in a moderate amount that the level of costs is managed by the project.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.0. Introduction

The chapter outlines the summary of the findings, conclusion, contribution to knowledge, and recommendations of the study. It further outlines suggestion that the researcher is advocating to be part of future gaps.

#### 5.1. Summary of the findings

During the process of data collection about 90% questionnaire response rate was obtained. This results reported that the male gender dominating the representation than female gender. In terms of the years associated with the project the research results showed that majority of them have been with the project for a period of one year, and they had secondary education as their level of education.

The first objective of this study was aimed at finding out to which administrative duties influence performance of infrastructure projects. The research results showed that majority of the respondents agreed to be performing administrative duties as part of the monitoring and evaluation duties, and they are conducting them occasionally in projects. The research results showed that respondents with a moderate amount stated that the number of site visits helps project completion levels, and their expertise provides guidance which aids performance of the projects. The study further established with a moderate amount agreed with that corrective initiatives help in project completion. Majority of the respondents were in agreement that administrative duties is an important component in monitoring and evaluation of projects.

The second objective of the study was aimed at finding out to which resource controls have influenced performance of infrastructure projects. The research results showed that majority of the respondents agreed to be conducting resource controls as part of monitoring, and evaluation in which they are conducting them in an occasionally manner. They further agreed that occasionally the number of resource audits conducted is useful in project completions, and through such inspections it moderately in ensures project quality is being achieved. The study did further establish that inspections are moderately in ensuring project quality is being achieved with the nature of resource allocations allowing prudent use of resources. They were on agreement that the number of standards set ensures that project is completed on time. All in all the respondents agreed that resource control is an important factor during monitoring and evaluation of projects.

The third objective of the study was aimed at finding out to which mobilization initiatives as part of monitoring and evaluation influence performance of infrastructure projects. The study established shows that majority of respondents agreed that mobilization initiatives as part of monitoring and evaluation of projects is conducted frequently by them. They further in a moderate amount agreed that the number of review meetings is useful in ensuring project completion, and in a moderate amount the levels of social audits helps in management of resources. The study further noted that established that respondents in a moderate amount agreeing that the number of inter-linkages created help increase accountability. The study lastly found that the number of citizen report cards useful in cost management of project this was according to majority of respondents. In a summary, the study denoted that mobilization initiatives are an important component in monitoring and evaluation of projects.

The fourth objective was aimed at finding out to which information reporting contributes to performance of infrastructure projects. The research results showed that majority of the respondents agreeing that they conduct performance reporting as part of their monitoring and evaluation duties in projects stating that it always done occasionally. The study established in a moderate amount that timing of reporting helps in project completion rates, and frequency of reporting's increases efficiency in projects. A less number of respondents stated that in an occasional manner the type of information's reduces costs of the project supported in moderate amount that utilization of reports useful in increasing satisfaction levels.

## **5.2. Conclusion**

In conclusion, the findings from the first objective dominantly showed that administrative duties form part of your monitoring and evaluation duties on ECDE projects, and these duties is always conducted during certain occasions. The finding clearly indicates a huge amount of study respondents were in agreement that site visits would help in accomplishing projects, guidance to be provided during administrative duties aids project performance, and site inspections need to be conducted in order to reduce costs related to wastages of resources. The study further concludes that corrective initiatives are not a reliable means of monitoring and evaluating projects according to the respondents. But administrative duties should be embraced because it is important in monitoring and evaluation process.

The study concludes that resource controls is being conducted by the county staff as part of monitoring and evaluation of projects but in an occasionally manner by the county. According to the respondents resource audits are fairly important in ensuring projects are completed, and inspections should be conducted as part of monitoring and evaluation to enhance performance of projects. Based on the objective the study further concluded that resource allocations averagely

contribute to prudent use of resources, and if standards are set fully it helps in accomplishment of projects thus aiding performance.

This study concludes that mobilization initiatives are conducted by the county officials during the process of monitoring and evaluation of projects in occasional situations which is an indicator of the duties and performance of the county staff. The study found that review meetings are important in monitoring and evaluation for they take a major motive in facilitating that the project is completed. This finding significantly illustrates the need of the county to conduct social audits because it helps in management of resources in projects, and the need of the county to form inter linkages which very useful in enhancing accountability in projects. The finding further illustrates the importance of having citizen report cards in managing costs in projects.

The study from the fourth objective concludes that information reporting is conducted in project monitoring and evaluation process, and is always done occasionally in projects. This finding indicates the importance of making timely reports after monitoring and evaluation process because it contributes to completion of projects, and averagely the type of information reports reduces cost of the projects. The study denotes the important of utilizing reports in order to increase satisfaction levels of the respondents. From the finding it shows that information reporting should be part of monitoring and evaluation.



### 5.3. Contribution to the body of knowledge

The study body of knowledge contribution is summarized as per table 5.1.

**Table 5.1 Contribution to the body of knowledge**

<b>Objectives</b>	<b>Contribution to knowledge</b>
To assess the influence of the administrative duties on the performance of infrastructural projects in ECDE County Projects in Soy Sub-County.	The research results showed that site inspections need to be conducted in order to reduce costs related to wastages of resources, site visits would help in accomplishing projects. Administrative duties should form part of your monitoring and evaluation duties on ECDE projects
To establish the influence of resource controls on the performance of infrastructural projects in ECDE County Projects in Soy Sub-County.	That resource audits are fairly important in ensuring projects are completed, and inspections should be conducted as part of monitoring and evaluation to enhance performance of projects. Standards are helpful in accomplishment of projects thus aiding performance.
To examine the influence of mobilization initiatives on the performance of infrastructural projects in ECDE County Projects in Soy Sub-County	That review meetings are important in monitoring and evaluation for they take a major motive in facilitating that the project is completed. Social audits help in management of resources, projects should form inter linkages which are useful in enhancing accountability in projects and citizen report cards are useful in managing costs in projects.
To assess the influence of information reporting on performance of infrastructural projects in ECDE County Projects in Soy Sub-County	Timely reports after monitoring and evaluation process contribute to completion of projects and utilizing reports increases satisfaction levels of the respondents. Information reporting should be part of monitoring and evaluation.

### 5.4. Recommendations

The study recommends to the following stakeholders representing beneficiaries and policy makers.

The county government needs to embrace the finding of this study in redesigning and formulating policies on project management monitoring and evaluation. They need to embrace aspects relating to administrative duties, resource control, mobilization initiatives and information reporting.

Management of projects or project teams need to embrace the finding of the study in formulating policies that will ensure monitoring and evaluation is embraced in projects. Project teams should embrace mobilization initiatives, resource controls, administrative duties and information sharing in ensuring accountability is achieved in projects.

The community and beneficiaries in general need to be part of the monitoring and evaluation of projects. Through mobilization initiatives they need to participate in social audits and citizen score cards will help in ensuring accountability.

#### **5.5. Suggestion to further studies**

The study suggests that future studies need to be done in other counties and other types of infrastructural projects in order to establish a wider scope and understanding of the study. In addition, future studies need to adopt different research methodologies in order to establish the differential data finding.

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**APPENDIX I: LETTER OF TRANSMITAL**



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KENYA

16<sup>th</sup> August, 2019


**TO WHOM IT MAY CONCERN**

**REF: TOROITICH WILLIAM YATICH - L50/72225/2014**

The above named person is a bonafide student at the University of Nairobi, ODeL Campus, School of Open and Distance Learning, Department of Open Learning, Eldoret Learning Centre, pursuing Postgraduate Studies leading to the award of Master of Arts in Project Planning Management (MAPPM). He has completed his course work and now working on his Project Paper entitled "Influence of County Government Participation in Monitoring and Evaluation on Performance of Infrastructure Projects: A Case of ECDE County Projects in Soy Sub-County, Uasin Gishu County, Kenya".

Any assistance accorded to him will be appreciated.

Yours faithfully,

  
**Sakaja Yona M.,  
Centre Coordinator,  
Eldoret Learning Centre.**





## APPENDIX II: QUESTIONNAIRE

Participant code: [ ] [ ] [ ]

Please answer the following questions either by ticking an appropriate box or by providing an appropriate answer where no box is provided. The questionnaire has a likert scale whose measurement scale is as follows: 5= Strongly Agree; 4= Agree; 3 = No comment; 2= Disagree and 1 = Strongly Disagree

**N/B Skip to your appropriate part.**

Please mark the number that best reflects your level of agreement with the following statements.

<b>PART A: PERSONAL INFORMATION</b>			
1	Gender	Male Female	[ ] [ ]
2	Position	County board council Ward administrator County officer	[ ] [ ] [ ] [ ]
3	How long have you been associated with OVC projects within your area?	Less than 1 year Between 2 – 5 years More than 6 years	[ ] [ ] [ ]
4	Which levels of education are you associated with?	Primary level Secondary level Tertiary level University level	[ ] [ ] [ ] [ ]

**PART B: ADMINISTRATIVE DUTIES**

5. A. Do administrative duties form part of your monitoring and evaluation duties on ECDE projects? **(If no skip to question 6)**

Yes ( ) No ( )

B. If Yes, how frequent to you perform administrative duties and duties

Frequently ( ) often ( ) occasionally ( ) rarely ( )

C. Mark the number that best reflects your level of agreement with the following statements.

**KEY: 1=never, 2=rarely, 3=occasionally, 4=moderate amount, 5=A great deal**

**Place a tick [ ] against the relevant number**

Statements	1	2	3	4	5
Number of site visits helps project completion levels					
Level of expertise advisories guide project performance					
Number of site inspections is useful in reducing costs associated with resources					
Number of corrective initiatives helps in project completion					

D. In your opinion is administration important in monitoring and evaluating projects? .....

.....

**SECTION C: RESOURCE CONTROLS**

6. A. Do you perform resource controls as part of your monitoring and evaluation duties on ECDE projects? **(If no skip to question 7)**

Yes ( ) No ( )

B. If Yes, how frequent to you perform resource controls

Frequently ( ) often ( ) occasionally ( ) rarely ( )

C. Please mark the number that best reflects your level of agreement with the following statements.

**KEY: 1=never, 2=rarely, 3=occasionally, 4=moderate amount, 5=A great deal**

**Place a tick [ ] against the relevant number**

Statements	1	2	3	4	5
Number of resource audits useful in project completions					
Inspection levels useful in ensuring project quality					
Nature of resource allocations allows prudent use of resources					
Number of standards set ensures that project is completed on time					
Number of resource audits useful in ensuring resources are not wasted					

D. In your opinion is resource controls important in monitoring and evaluating projects? .....

.....

**PART D:MOBILIZATION DUTIES**

8. A Do you perform mobilization as part of your monitoring and evaluation duties on ECDE projects? **(If no skip to question 9).**

Yes ( ) No ( )

B. If Yes, how frequent to you perform mobilization duties

Frequently ( ) often ( ) occasionally ( ) rarely ( )

C. Please mark the number that best reflects your level of agreement with the following statements.

**KEY: 1=never, 2=rarely, 3=occasionally, 4=moderate amount, 5=A great deal**

**Place a tick [ ] against the relevant number**

Statements	1	2	3	4	5
<b>Mobilization initiatives</b>					
Number of review meetings useful in ensuring project completion					

Levels of social audits helps in management of resources					
Number of inter-linkages created helps increase accountability					
No of citizen report cards useful in cot management of project					

D. In your opinion are mobilization duties important in monitoring and evaluating projects? .....

.....

**PART D: INFORMATION REPORTING**

10. A Do you information reporting as part of your monitoring and evaluation duties on ECDE projects? **(Skip to question 11)**

Yes ( ) No ( )

B. If Yes, how frequent to you perform information reporting

Frequently ( ) often ( ) occasionally ( ) rarely ( )

C. Please mark the number that best reflects your level of agreement with the following statements.

**KEY: 1=never, 2=rarely, 3=occasionally, 4=moderate amount, 5=A great deal**

**Place a tick [ ] against the relevant number**

Statements	1	2	3	4	5
Timing of reporting's helps in project completion rates					
Frequency of reporting's increases efficiency in projects					
Type of information's reduces costs of the project					
Utilization of reports useful in increasing satisfaction levels					

D. In your opinion is information reporting important in monitoring and evaluating projects? .....

.....

**SECTION E: PERFORMANCE OF PROJECTS**

11. Please mark the number that best reflects your level of agreement with the following statements.

**KEY: 1=never, 2=rarely, 3=occasionally, 4=moderate amount, 5=A great deal**

**Place a tick [ ] against the relevant number**

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The project or activities are completed within time					
The project deliverables are of quality levels					
The beneficiaries of the project are satisfaction always					
Level of costs is being managed by the project					

***THANK YOU FOR YOUR TIME***

## APPENDIX III: SAMPLE DETERMINATION TABLE

TABLE I  
*Table for Determining Sample Size from a Given Population*

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size.  
*S* is sample size.

Source: Krejcie & Morgan table 1970

## **APPENDIX IV: AUTHORITY TO COLLECT DATA**

**REPUBLIC OF KENYA**  
**COUNTY GOVERNMENT OF UASIN GISHU**  
**DEPARTMENT OF EDUCATION, CULTURE, YOUTH AFFAIRS, SOCIAL SERVICES & SPORTS**  
**OFFICE OF CHIEF OFFICER EDUCATION, CULTURE AND SOCIAL SERVICES**

Email: @uasingishu.go.ke

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+254-053-2016604

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When Replying, Please Address to:  
Chief Officer, Education, Culture and Social  
Services  
County Government of  
Uasin Gishu  
P. O Box 40-30100  
ELDORET-KENYA

Ref: UGC/ECYSS/ADM/2019/324

22<sup>nd</sup> August, 2019

William Y. Toroitich  
M/Phone 0722326306  
P.O. BOX 3378-30100  
**ELDORET**

**RE: AUTHORITY TO COLLECT DATA**

Following your letter of request dated 20<sup>th</sup> August, 2019 on “**Influence of County Government Participation in Monitoring and Evaluation on Performance of Infrastructure Projects: A case of ECDE County Projects in Soy Sub-County, Uasin Gishu County, Kenya**”.

You are hereby given authority to do so.

The concerned are requested to assist where possible.


  
Jane Njuguna  
Chief Officer


**EDUCATION, CULTURE AND SOCIAL SERVICES**

Copy: COUNTY SECRETARY




APPENDIX V: RESEARCH LICENSE

  
REPUBLIC OF KENYA

  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **875228** Date of Issue: **19/September/2019**


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INFLUENCE OF COUNTY  
GOVERNMENT  
PARTICIPATION IN  
MONITORING AND  
EVALUATION ON  
INFRASTRUCTURE PROJECT'S  
PERFORMANCE: A CASE OF  
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COUNTY, KENYA

*by* William Toroitich

# INFLUENCE OF COUNTY GOVERNMENT PARTICIPATION IN MONITORING AND EVALUATION ON INFRASTRUCTURE PROJECT'S PERFORMANCE: A CASE OF ECDE PROJECTS, SOY SUB-COUNTY, KENYA

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