

**INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON THE
PERFORMANCE OF COUNTY GOVERNMENT PROJECTS: A CASE OF
MANDERA CENTRAL SUB-COUNTY, MANDERA COUNTY: KENYA**

YUSSUF KALA

**A Research Project Report Submitted in Partial Fulfillment of the Requirement for the
Award of the Degree of Master of Arts in Project Management of the University of
Nairobi**

2020

DECLARATION

This project is my own original work and has not been presented for any award in any other university.

Signature:

Date:

YUSSUF MOHAMED KALA
L50/21181/2018

This research project is presented for examination with my approval as the university supervisor.



Signature

Date 31st August, 2020

DR. ANGELINA MULWA
UNIVERSITY OF NAIROBI
SCHOOL OF OPEN AND DISTANCE E-LEARNING

DEDICATION

The project study is mostly dedicated to the residents of Mandera County who are still lagged behind in terms of development and since advent of devolution there is hope for economic social and political development brought about by the new constitution.

ACKNOWLEDGEMENT

First, I want to give thanks to almighty God, for all his sufficient grace, and blessing during the process of study. Secondly I give special thanks to my lovely wife Sumia, Son Amir, Daughters Rayaan and Haanan for their understanding of my busy schedule during study time, my parents who prayed and encouraged me. My sincere appreciation to my supervisor Dr. Angelina Mulwa for her corrections patience and support throughout the period of my project development. To all my lecturers and classmates who have contributed greatly to my project. I also extent my sincere appreciation to Mr. Mohamed Okash who is the head of monitoring and evaluation at Mandera county government together with his team for the support they accorded me during the research.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS AND ACRONYMS	xi
ABSTRACT	xiii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	3
1.3 Purpose of the Study.....	4
1.4 Objectives of the Study.....	4
1.5 Research Questions	5
1.6 Significance of the Study	5
1.7 Delimitations of the Study	5
1.8 Limitations of the Study	6
1.9 Assumptions of the Study	6
1.10 Definition of Significant Terms	6
1.11 Organization of the Study	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.1 Introduction.....	8
2.2 Performance of County Government Projects	8
2.3 Budgetary allocation for M&E and Performance of County Government Projects	9

2.4 Stakeholders’ Engagement in M&E and Performance of County Government Projects	11
2.5 Capacity Building for M&E and Performance of County Government Projects.....	17
2.6 Technology adoption in M&E and Performance of County Government Projects	22
2.7 Theoretical Review.....	23
2.7.1 Resource Based View Theory	23
2.7.2 The Principal Agent Theory	24
2.7.3 Theory of Change	26
2.7.4 Stewardship Theory	27
2.8 Conceptual Framework.....	28
2.9 Summary and Research Gaps	29
CHAPTER THREE	34
RESEARCH METHODOLOGY	34
3.1 Introduction.....	34
3.2 Research Design.....	34
3.3 Target Population	34
3.4 Sample Size and Sampling Procedure.....	35
3.4.1 Sample Size	35
3.4.2 Sampling Procedure.....	35
3.5 Research Instruments.....	36
3.6 Pilot Testing	36
3.7 Validity of Research Instruments.....	37
3.8 Reliability of Research Instruments	37
3.9 Data Collection Procedures.....	37
3.10 Data Analysis Techniques.....	38
3.11 Ethical Considerations	39
3.12 Operationalization of the Variables.....	40

CHAPTER FOUR.....	42
DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS.....	42
4.1 Introduction.....	42
4.1.1 Response Rate	42
4.1.2 Reliability Analysis	42
4.4 Background Information.....	43
4.4.1 Gender of the Respondents	43
4.4.2 Respondents’ Highest Level of Education.....	43
4.4.3 Respondents’ Age Bracket	44
4.5 Budgetary Allocation for M&E	44
4.6 Stakeholders’ Engagement in M&E.....	45
4.7 Capacity Building in M&E	46
4.8 Technology Adoption in M&E	47
4.9 Performance of County Government Projects	47
4.10 Multiple Regression.....	48
CHAPTER FIVE.....	51
SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS	51
5.1 Introduction.....	51
5.2 Summary of the Findings.....	51
5.3 Discussion of the Findings.....	52
5.3.1 Budgetary Allocation for M&E.....	52
5.3.2 Stakeholders’ Engagement in M&E	52
5.3.3 Capacity Building in M&E	53
5.3.4 Technology Adoption in M&E.....	53
5.4 Conclusions	53
5.5. Recommendations	54
5.6 Recommendations for Further Studies	55

REFERENCES.....	56
APPENDICES.....	64
Appendix I: Introduction Letter	64
Appendix II: Research Questionnaire	65

LIST OF TABLES

Table 2. 1: Summary of Literature Review and Research Gap	31
Table 3. 1: Target Population Distribution.....	35
Table 3. 2: Sampling Design	36
Table 3. 3: Operationalization of Variables	40
Table 4. 1: Response Rate	42
Table 4. 2: Reliability Analysis	42
Table 4. 3: Gender of the Respondents	43
Table 4. 4: Respondents' Highest Level of Education.....	43
Table 4. 5: Respondents' Age Bracket.....	44
Table 4. 6: Extent of Influence of Budgetary Allocation for M&E Aspects on Performance of County Government Projects.....	44
Table 4. 7: Extent of Influence of Stakeholders' Engagement in M&E Aspects on Performance of County Government Projects.....	45
Table 4. 8: Extent of Influence of Capacity Building in M&E Aspects on Performance of County Government Projects.....	46
Table 4. 9: Extent of Influence of Capacity Building in M&E Aspects on Performance of County Government Projects.....	47
Table 4. 10: Trend of Aspects of Performance of County Government Projects in Mandera Central Sub-County.....	48
Table 4. 11: Model Summary	48
Table 4. 12: Analysis of Variance.....	48
Table 4. 13: Regression Coefficients	49

LIST OF FIGURES

Figure 1: Conceptual Framework	29
--------------------------------------	----

LIST OF ABBREVIATIONS AND ACRONYMS

AEE	African Evaluation Association
AFDB	African Development Bank
CDF	County Development Fund
CFA	Confirmatory Factor Analysis
CIMES	County Integrated Monitoring and Evaluation System
CSR	Corporate Social Responsibility
ECB	Evaluation Capacity Building
EPM	Environmental Performance Measurement
GIS	Geographic Information System
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technologies
ID	Identification
IFAD	International Fund for Agricultural Development
IFRC	International Federation of the Red Cross
ILO	International Labor Organization
KDHS	Kenya Demographic and Health Survey
M&E	Monitoring and Evaluation
MED	Monitoring & Evaluation Director
MPIs	Managerial Performance Indicators
NACOSTI	National Commission for Science, Technology, and Innovation
NGOs	Non-Governmental Organizations
NIMES	National Integrated Monitoring and Evaluation System
OECD	Organization for Economic Cooperation and Development
OED	Oxford English Dictionary
OPIs	Operational Performance Indicators
PCA	Principal Component Analysis
PM&E	Participatory Monitoring and Evaluation
RBV	Resource Based View

SPSS	Statistical Package for Social Sciences
TOC	Theory of Change
TVETs	Technical And Vocational Education And Training
USAID	United States Agency for International Development

ABSTRACT

The purpose of this study was to establish the influence of monitoring and evaluation practices on county government projects: a case of Madera central sub-county, Mandera County, Kenya. The study specifically established the influence of stakeholders' engagement in M&E process, capacity building for M&E, and budgetary allocation and technology adoption on performance of county government projects. Theories that were utilised include: The Resource Based View Theory, The Principal Agent Theory, Theory of Change and Stewardship Theory. This study employed descriptive survey research design. The projects under consideration that made up the target were the 67 projects that were tendered for and started by the County government of Mandera in Mandera Central Sub County. A sample size of 267 were attained using (Yamane, 1967) simplified formula. Stratified random sampling was used to obtain a sample from each stratum. The main tool of data collection for this study was questionnaires. Data was analyzed using Statistical Package for Social Sciences (SPSS Version 25.0). All the questionnaires received were referenced and items in the questionnaire were coded to facilitate data entry. After data cleaning which entails checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation were estimated for all the quantitative variables. The qualitative data from the open-ended questions were analyzed using thematic content analysis and presented in narrative form. Inferential data analysis was done using multiple regression analysis. Information was presented in form of Tables. The study found that amount allocated to M&E, adequacy of allocated amount, provision of budget allocation to M&E and timely disbursement of funds influence performance of county government projects in Mandera central sub-county to a great extent. The study found that advocacy to promote M&E, collaborations, stakeholder analysis and communication influence performance of county government projects in Mandera central sub-county to a great extent. The study found that technical expertise in M&E; surveillance system; and M&E champions influence performance of county government projects in Mandera central sub-county to a great extent. The study found that privacy issues e.g. invasion by hackers; security concerns; ICT literacy; information sharing among stakeholders and system incompatibility with stakeholders/partners influence performance of county government projects in Mandera central sub-county to a great extent. The study concluded that capacity building for M&E had the greatest influence on the performance of county government projects in Mandera central sub-county, followed by stakeholders' engagement in M&E process, then technology adoption in M&E while budgetary allocation for M&E had the least influence to the performance of county government projects in Mandera central sub-county. The study recommends that the government should provide the county government projects in Mandera central sub-county with comprehensive, quality and convenient training on various technology used in county government projects in Mandera central sub-county. The study further recommends that deliberate efforts should be made by the stakeholders concerned with these projects to involve professional or experts in management of county government projects particularly during planning, implementation and monitoring and evaluation phases.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Project practitioners recognize that projects are the best way to take up business changes. Accordingly, business success worldwide is pegged upon success in projects. According to Turner (2009), projects are carried out with an aim of supporting the effecting of business strategies. Consequently, for organizations to have any success, they need to make sure that their projects do first succeed. This means therefore that there is increased pressure from stakeholders including governments, the public and the private sector among other stakeholders for good project governance, accountability in project work and transparency in how the project is undertaken. There is supposed therefore to be greater developments in effectiveness and delivery of greater results from project work (Porter & Goldman, 2013). This calls for improvements in undertaking monitoring and evaluation practices in projects.

The activity of monitoring is concerned with regularly having a check of whether or not an intervention is rolling on as planned while evaluation is concerned with establishing the worth of an intervention (Kusek & Rist, 2014). Both monitoring and evaluation (M&E) practices are therefore powerful tools for public management that would be used to give useful feedback required to improve how governments and organizations realize outcomes. According to the International Federation of the Red Cross (IFRC) (2011), the activities of M&E do offer significant support to project implementation via providing the requisite details for making decisions, organizational learning and sharing of knowledge. M&E on national projects further provide the needed feedback to the economy for economic development and policy interventions (Mugo & Oleche, 2015).

After perceiving the major role that M&E plays in national economies, nations came up with agencies that were devoted to M&E. According to Acevedo, Rivera, Lima and Hwang (2010), South Africa and Colombia among others have reinforced their regulatory structures to expect regular scrutiny and assessment to ensure public dissemination of information. The nations of Spain, Chile, New Zealand, Australia and India are examples of countries that have adopted inventive M&E tools in order to strengthen the budgeting and planning of their activities.

According to Acevedo *et al.* (2010), Chile's story is worth being classified a success story. Chile carries out a broad and comprehensive government M&E system aspects. The country embarks on an ex ante cost-benefit analysis in all their public projects, gathers performance indicators in all public projects, and carries out a comprehensive management reporting annually for public disclosure purposes. Chile carries a meticulous impact evaluation as well as a public spending review. Colombia, the other success story, employs quite a big number of various indicators, takes hard measures on flops and posts all accountability. In Australia, a formal evaluation planning essentially lists all major government programs that the ministry intend to evaluate on an annual basis. The relevant ministry must involve that of finance in these activities. Each programme is required to be evaluated at least once in a span of 5 years. In addition, in Australia, each ministry's project objectives are reviewed jointly by both ministry and treasury (John, 2010).

The African situation, particularly as it relates to monitoring and evaluation; is considered a complex one (Benington & Moore, 2011; OECD, 2012). Benington and Moore (2011) asserted that the political landscape in Africa has largely stifled the advancement of monitoring and evaluation due to the presence of corruption that is characterized by short-cuts and kickbacks. John (2010) on her part noted that Africa and countries like Kenya have shown rigid bureaucratic processes which have curtailed the progress of monitoring and evaluation. The OECD report (2012) also noted that for monitoring and evaluation to work in Africa there would be a need for change focus that seeks to improve on the institutional, specialized and operational imperatives of monitoring and evaluation but also one that changes the culture from unprofessionalism to one of effective scheduling, planning, funding and monitoring and evaluation of projects; like what has been happening in Ghana (Clear, 2012).

Although the Kenya government has developed several development blueprints since independence to present date weak execution of planning has been experienced due to the non-existence of an integrated monitoring and evaluation (M&E) system. In recognition of the pivotal role of Monitoring and evaluation in development and service delivery, The Ministry of Devolution and Planning has developed guidelines for the County Integrated Monitoring and Evaluation System (CIMES). The CIMES Handbook verifies whether the activities of each county's priority project or Programmes are happening according to planning timelines and

targets presented in the CIDP; and whether resources are being used in a correct and efficient manner. The CIMES handbook objectives will be achieved by analyzing influence of M&E in county government projects (OECD, 2012).

1.2 Statement of the Problem

The essence of having projects is to ensure that they lead to changes through performing as expected. M&E is intended to aid in improving project performance across board by tracking the entire project process and giving vital information needed to make vital adjustments. It has so far been established that monitoring and evaluation of projects is both necessary and warranted (Clear, 2012). This affirms the need to consider the influence of monitoring and evaluation process on performance of projects in county governments. Since the inception of county governments, a lot of financial resources have trickled down coupled with changes in stakeholder participation law but few academic studies have looked at the extent to which these indicators have influenced monitoring and evaluation of the projects and thus the present study was necessary.

Despite the national government allocating between 25 to 35 percent of its annual budget to county governments, county governments have not implemented projects as expected. County governments invest billions of shillings annually in a number of projects in various sectors. Most of these projects experience performance challenges in terms of delayed completion and depletion in quality (Cook, 2015). In Mandera central sub-county, the projects have not been performing well. Various projects have stalled and others abandoned incomplete. In addition, most of the projects being initiated and which have already been initiated have not satisfied the residents. For instance, a section of Mandera residents are up in arms over the proposed construction of a multi-million international airport in the region by the County government claiming the airport will only benefit a few people especially the contractor and county government officials (Kenya News Agency, 2019).

Projects funds embezzlement have as well led to poor performance and stalling of projects. In 2019, the county government of Mandera paid Sh484 million for various projects that had stalled and for which contractors are not on site which include construction of the governor's residence, Mandera County Assembly, Regional Livestock Market and Rhamu water supply project (Daily Nation, 31st March, 2019). The poor performance and stalling of the projects in Mandera is

attributed to poor monitoring and evaluation. In most cases, the stakeholders' have not been fully engaged in Monitoring and evaluation and also there haven't been allocated adequate funds for M&E. Hard questions have been asked whether projects undertaken by the County Government of Mandera are driven by the real needs of the citizens and whether the County Government is effectively managing the projects in order to ensure their success (Kioko, 2017).

Several studies were done in relation to M&E; Nabulu (2015) did an investigation on the elements impacting execution of M&E of government projects in Kenya: a case of CDF projects in Narok east sub-region, Kenya; Muindi (2018) did a study on influence of monitoring and evaluation on performance of county funded social development projects in Makueni county, Kenya; Maalim and Kisimbii (2017) focused on the influence of monitoring and evaluation practices on project performance in counties: the case of Mombasa county, Kenya; Kioko (2017) did a study on assessment of factors influencing effective monitoring and evaluation of projects funded by Machakos county government, Kenya. These studies however did not focus county projects in Mandera central sub-county, Mandera County, Kenya and therefore the current study sought to bridge this gap by establishing influence of monitoring and evaluation practices on county government projects in Mandera central sub-county, Mandera County, Kenya.

1.3 Purpose of the Study

The purpose of this study was to establish the influence of monitoring and evaluation practices on county government projects focusing on a case of Mandera central sub-county, Mandera County, Kenya.

1.4 Objectives of the Study

The study sought to achieve the following objectives;

- i. To establish how budgetary allocation for M&E influence performance of county government projects in Mandera central sub-county.
- ii. To identify the extent to which stakeholders' engagement in M&E process influences the performance of county government projects in Mandera central sub-county.
- iii. To examine the influence of capacity building for M&E on the performance of county government projects in Mandera central sub-county.

- iv. To determine how technology adoption in M&E influences the performance of county government projects in Mandera central sub-county.

1.5 Research Questions

The study sought answers to the following questions.

- i. To what extent does budgetary allocation for M&E influence Performance of county government projects in Mandera central sub-county?
- ii. What influence does stakeholders' engagement in M&E process have on the performance of county government projects in Mandera central sub-county?
- iii. How does capacity building for M&E influence Performance of county government projects in Mandera central sub-county?
- iv. To what extent does technology adoption in M&E influence Performance of county government projects in Mandera central sub-county?

1.6 Significance of the Study

This research might provide meaningful insights to various stakeholders on the influence of monitoring and evaluation practices on county government projects. The policymakers might get M&E insights to enhance project implementation of county government projects.

In government ministries, the findings might be used to track performance and form a basis for future financial allocations for different aspects of programs and policies. It might also be used in structuring the governing structures and staff deployment policies to ensure efficiency and effectiveness in projects, programs and policies.

The results obtained are expected to contribute to and reinforce already available literature in regard to the influence of monitoring and evaluation practices and contribute to enhancing the performance of county government projects through M&E. The literature might be useful to scholars as a reference material when carrying out further research on M&E issues.

1.7 Delimitations of the Study

The study sought to establish the influence of monitoring and evaluation practices on county government projects. It was limited to Mandera central sub-county, Mandera County, Kenya. The study specifically established the influence of stakeholders' engagement in M&E process,

capacity building for M&E, budgetary allocation for M&E and technology adoption in M&E on performance of county government projects. The target population was the county government projects in Mandera central sub-county. The study was done in a period of 4 months.

1.8 Limitations of the Study

This study was limited to only one county (Mandera County). The respondents were also unwilling to disclose the information fearing it might be used against them therefore they were assured of the confidentiality of their responses. There was inadequate data on construction of county government projects since some were not documented. Also the respondents were not fully conversant with monitoring and evaluation strategies influencing construction of county government projects. In the course of obtaining data, the study encountered information that had many gaps. This was overcome through the application of triangulation methods of data collection in which data was collected from many sources and then collated to authenticate its accuracy.

1.9 Assumptions of the Study

The study assumed that respondents were willing to participate in the study. The respondents filled the questionnaires with honesty and integrity which enabled collection of quality data. Also the study assumed that the county government officials more specifically who are part of county government projects were willing to participate in the study; owing to the fact that county government projects had been linked to a lot of corruption claims.

1.10 Definition of Significant Terms

Budgetary allocation for M&E: This is the amount of resources allocated for M&E in a particular county.

Capacity building for M&E: Equipping those involved in the projects to enable them to perform their roles in monitoring and evaluation efficiently, effectively and sustainably through training, adoption of collaborative approaches and focus on content used to train. These efforts are aimed at empowering or facilitating those involved in projects with Monitoring and Evaluation skills.

Monitoring and Evaluation Practices: Are broad activities in a project that are put in place for the purpose of gathering information, analyzing and reporting on the progress and performance of a project.

Project Performance: This is the degree to which income generating projects in youth polytechnics achieve the goals for which they were set for.

Stakeholder Engagement in M&E: This is participation of a broader range of stakeholders in M&E has been increasingly recognized as being a critical factor in use of M&E conclusions.

Technology adoption in M&E: This is the acceptance, integration, and use of new technology in project monitoring and evaluation.

1.11 Organization of the Study

The study is structured into five chapters. Chapter one gives an overview of the study and contains: the background of the study, statement of the problem; purpose of the study, objectives of the study, research questions, significance of the study, delimitation and limitation of the study, basic assumptions of the study and definition of significant terms used in this study. Chapter two contains literature review on concepts and themes formulated and identified from the study objectives; the theoretical framework; conceptual framework and summary and research gaps. Chapter three presents a comprehensive description of the research methodology that includes the philosophy adopted for the research and the research strategy. Chapter four presents data analysis, presentation, interpretation of results of the study that include data analysis based on themes generated from study objectives and hypotheses. Chapter five presents the summary of the findings; discussions of the finding, conclusions, recommendations and suggestions for further research based on the findings of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is a review of the work done by other researchers on influence of monitoring and evaluation practices on county government projects. The review is based on the study where the emphasis lies on the extent to which factors such as stakeholders' engagement in M&E process, capacity building for M&E, budgetary allocation for M&E and technology adoption in M&E influences the performance of county government projects. Towards the end, the theoretical review and the conceptual framework is presented. Knowledge gap that has resulted to the need for this study is pointed out after the presentation of a summary of the literature review.

2.2 Performance of County Government Projects

A review of literature indicates that project performance is multifaceted a concept. Project practitioners and researchers have viewed it from different dimensions depending on one's interest. According to Kariuki (2015), some studies view project performance as synonymous with project success; completing the project within schedule, cost and quality and satisfying the client. Serra and Kunc (2014) contend that project performance may also be viewed in terms of equality. They concur with that project performance may be measured by attainment of the constraints of time, budget and quality and also delivering benefits but also by delivering that which is sustainable and acceptable to the client.

Performance of the project is considered as a source of worry to both open and private segment customers. Execution of undertakings depends for the most part on execution of execution. Project performance remains a noticeable issue in extend conveyance everywhere throughout the world. Most well-known determinants of undertakings exhibitions acknowledged by inquire about group are-extend mission, top administration bolster, extend plan/design, customer counsel, faculty, and innovation to help the venture, customer acknowledgment, observing and criticism, channels of correspondence, investigating skill (Ogunlana, 2010).

Performance of the project is considered as a source of worry to both public and private sector customers. The disappointment of any project is primarily identified with the issues and disappointment of the administration. Viable administration of undertakings is probably going to

be effectively overseeing communications to meet customer, client and other partner necessities. High quality relationship between project managers and project clients are generally no coincidence and the same interaction between those people and the others they deal with usually exists. The relationship between these project managers and project clients within a project can be the main attributable factor to success or failure (Davis, 2014).

Project performance is ability of a project to be completed within its budget and due date, within the intended design to the satisfaction of the stakeholders. It is influenced by factors which relate to methods of generating, obtaining and disseminating expertise on off-site production projects. County governments have the primary objectives of fostering development at the subcounty level and ensuring efficiency in resource allocation (Ali & Gitonga, 2019). It is important to note, however, that constituencies vary in size and socioeconomic outlook. They vary widely in various political, social, cultural, and economic aspects and these impacts on their efficiency to a greater extent have an impact on how county government projects are utilized locally. A consequent of the differences mentioned above have significant influences on choice of projects to be implemented and the mode of delivery of critical services. This determines whether funds utilization is enhanced or impeded (Kitur, 2017). It is important to note, however, that extent of engagement of communities and demand for political leaders to account for the resources determine efficiency of the projects and the outcome of county government projects in any given constituency (Muchiri, 2014).

2.3 Budgetary allocation for M&E and Performance of County Government Projects

Monitoring and evaluation budget can be compared to the actual budget at the end of the project to compare the actual performance of close monitoring and evaluation in project management. Kelly and Magongo (2014) provide a definite proportion of the total budget that M&E should get and they state that a monitoring and evaluation budget should be between 5 to 10 percentages of the total budget. The Program Evaluation Standards also indicates that, evaluation planning budget could certainly be more carefully estimated and actual expenditure on the evaluation more carefully monitored (Muchiri, 2014).

Money is required for workforce, support data system management, training programs, transport, and other activities involved. Major items to be included in the budget are the outsourcing resource expenses. Institutions outsource for expertise, and other skills that are not available to

the existing personnel. Other expenses include physical non contractual investment costs, recurrent labor cost, focused labor input, training and study tours for M&E related capacity building, and non-operational costs like stationery, meetings, allowances for primary stakeholders and project implementers (Zapico-Goñi, 2017).

In the recent past, donors have put emphasis on ensuring that monitoring and evaluation is budgeted for before approving any proposals for funding. In contrast, implementing agencies put little or no emphasis at all towards M&E and most of them try to resist having structures that can support M&E in their organizations. According to Nyakundi (2014), the directorate has been challenged in terms of human resources and financial capacity hence the inability to build a full functional M&E system that was envisaged when National Integrated Monitoring and Evaluation System (NIMES) was initially created. When NIMES was launched and later re-oriented from ERS to Kenya Vision 2030, Kenya's decision-makers envisaged a comprehensive M&E system for greatly improving transparency and accountabilities and therefore generation of information required to measure results and impact of national policies. That vision of Monitoring & Evaluation Director (MED) led to projection of substantial resources for implementing Kenya's M&E system (Cloete, 2009).

Key function of planning for M&E is to estimate the costs, staff and other resources that are needed for M&E to work. It is important for M&E officers to weigh in on M&E budget needs at the project design stage so that funds are set aside specifically for M&E and are available to carry out key M&E tasks. Often, project managers struggle with the question of the proportion of a project's budget that should be allocated to M&E (Abrahams, 2015). A general rule of thumb is that the M&E budget should not be so small as to compromise the credibility and accuracy of results, and neither should it divert project resources to the extent of impairing the project implementation. Quite often money to undertake M&E is not factored in implementation of many projects. One in four countries with a national M&E plan has not calculated the budgetary requirement (Kawonga, Blaauw & Fonn, 2012).

M&E activities tend to be pushed to the periphery in the allocation of funds for project activities. In more than half of the countries, 54%, M&E activities are exclusively financed through external sources. The report further adds that only one in ten countries report financing of HIV monitoring through domestic funding and in most countries, M&E budget accounts for only

0.1% of national HIV expenditure. In Kenya, there are policies to ensure that all implementing agencies at national and devolved levels have M&E budget for each project by making sure that state and non-state actors set aside at least five percent of all development budget for M&E, with 2.5% allocated for M&E operational and capacity building costs and 2.5 percent for M&E technical infrastructure. To ensure efficiency and avoid duplication M&E technical infrastructure should use the same integrated platform as NIMES wherever possible (Shihemi, 2016).

Fundraising efficiency as a process of obtaining funds for NGOs survival especially in M&E systems. The fundraising efficiency is measured using donors' dependency ratio. Resource generation ratio is another measure used to evaluate fundraising efficiency. Other measures such as the amount of funding costs and the response rate of funding proposals are used also for evaluating fundraising efficiency. Financial transparency means that NGOs must make information about their financial activities available to relevant stakeholders. This involves preparing accurate, complete and timely financial reports and making them accessible to stakeholders, including donors (Jahid, 2019).

2.4 Stakeholders' Engagement in M&E and Performance of County Government Projects

According to Chachu (2019) stakeholders' involvement in the design and development of a M&E strategy is a pre-requisite for uptake of projects. Stakeholders range from academics, political parties, think tanks, community and so on need access to information regarding the project. There is the need for a communication strategy to engage stakeholders of income generating projects. Stakeholders have an impact of the project performance. Key participants who have vested interest in the project. through engaging the stakeholders, it enhances acceptability of the M&E results of the process. too much involvement of stakeholder can negatively affect the progress of a project.

The idea of partners' cooperation being developed activities has advanced after some time. Its underlying foundations can be followed back to network and mainstream cooperation advanced mostly by non-administrative associations (NGOs) during the 1960s. In the late 1980s multilateral offices, for example Organizational Labor Organization (ILO) started to advance partner cooperation being developed tasks and projects. The restricted accomplishment of numerous improvement activities was credited to inability to include individuals in the reception of Monitoring and assessment frameworks for undertaking the board (World Bank, 2012).

Continued partner support in observing and assessment can't be accepted - it must be standardized.

The wide overview on the accomplice approach conveyed that Corporate Social Responsibility (CSR) and accomplice interest supplement each other. As per this, Hillman (2011) saw that a firm has relationship with constituent accomplices gathering and the methodology and results related with these associations depend upon the interest. The interests of the extensive number of accomplices have regard and point of convergence of accomplice speculation is on managerial decisions making Kakabadse *et al.* (2015), thusly, surmised that chairmen should concentrate on accomplices. Checking and evaluation structures have been in nearness since the old events, in any case today, the necessities for M&E systems as an organization device to show execution has created with enthusiasm by accomplices for obligation and straightforwardness through the use of the watching and appraisal by NGOs and diverse establishments, including the organization. Improvement banks and individual guide associations moreover reliably apply M&E to measure progression amplexity similarly as estimation for straightforwardness.

The ideal condition is the relationship of all accomplices including the givers, system, beneficiaries and people in the masterminding and utilization of the endeavor in all periods of watching and appraisal all through the term of the undertaking. In gathering and facilitated exertion with all these, they make sense of what is to be checked and evaluated, how watching and appraisal is to happen including ID of markers, they do the examination of the data and overview the execution of the endeavor and moreover offer heading on the most capable strategy to proceed with the endeavor (Bradle, *et al.*, 2012). Watching and Evaluation should be Integral portions of the endeavor the board cycle including adventure masterminding and plan. As indicated by Bonnett (2015), the reasoning regarding checking and assessment at the structure arrange encourages the undertaking partners to think as far as execution estimation even before usage begins with an unmistakable picture of desires for what an effective venture would resemble. As a rule, more gatherings is disillusioned, as not all desires may progress toward becoming reality and partners may make over the top desires. This will likewise be the situation checking the venture under time-weight or without partners; subsequently gatherings may feel passed-on and de-inspired. Partner association may likewise wind up ensnared when the view

and conclusion of partner changes after some time when multifaceted nature increments and knowledge may diminish.

Accomplices should be related with perceiving the endeavor, the goals and targets and recognizing evidence of markers that will be used in watching and evaluation. The accomplices are also drawn in with get-together and examination of the data and getting the activities (World Bank, 2014). The activity of the administrators of the endeavors is to empower the watching and evaluation process. The ideal way is the relationship of all accomplices including the suppliers, system, beneficiaries and people drew in with the organizing and execution of the endeavor in all periods of watching and evaluation all through the range of the undertaking (Bradle *et al.*, 2012). In meeting and participation with all these, they make sense of what is to be checked and surveyed, how watching and appraisal is to happen including recognizing evidence of markers, they do the examination of the data and assess the execution of the endeavor and have the ability to make course on the most capable technique to proceed with the endeavor.

Partner's inclusion builds the authenticity of the basic leadership procedure and fortification of popularity-based practices (NEA, 2014). The venture group should likewise give careful consideration to the recognizable proof and effect appraisal of activities choices made by partners outside their impact expert. Task observing comprise of the accumulation and understanding of information and revealing data in connection to the venture designs, arranging and necessities, close coordinated effort with the accomplices is required. Lock (2007) saw that early commitment of accomplices in the gathering of Monitoring and appraisal systems may in like manner speak to a couple of disadvantages. The sponsorship off of the essential initiative development is consistently referenced which may turn out costly and incredibly undesired for in the current money related situation. As the range and nature of accomplices in the endeavor watching and appraisal will contrast, the fitting strategies and significance of dealing with the social events should be properly assessed; putting productive vitality in insignificant accomplices is money down the channel. An extended number of accomplices will mean more effect, so critical game plan is required. Nonattendance of space for key endeavor accomplices to be related with the gathering of the Monitoring and evaluation structures leaves results and impacts to be assessed by experts who have no close to home stake in the accomplishment of the endeavor other than for offering an explanation to senior heads or even supporters. In his Studies

on association of M&E for system water adventures, Allando (2015) saw that participatory undertaking checking and appraisal is one way through which distinctive accomplices and especially the fundamental accomplice can be locked in with managing the area adventures.

The point of convergence of open help is generally to grant information to, and collect commitment from, people from the open who may have an eagerness for an undertaking. The Constitution of Kenya (2010) gives subject the specifically to share in activities that have a quick bearing on their lives. This has influence in errand execution. At the point when partners take an interest in observing and assessment, it implies that they have taken an interest in giving administration data and added to basic leadership. The choices from this are bound to be adequate and significant to most of the populace. This makes human and asset assembly for venture usage less demanding. Including partners in talks about the what, how, and why, of undertaking exercises is frequently engaging for them and it advances considerations and encourages significant investment by assorted partner gatherings (Donaldson, 2013).

The impact of appraisal process particularly the examination and comprehension of results can be improved by the participation of arranged beneficiaries, who are the basic accomplices in their very own progression and the best judges of their own situation (Proudlock, 2009). Notwithstanding, partners commitment should be dealt with consideration an excess of partner's contribution could prompt undue impact on the assessment, and too little could prompt evaluators commanding the procedure. Consulting with various partners takes into account execution estimation from the points of view of assorted task partners. An investigation by Njuki *et al.* (2015) on Participatory Monitoring and Evaluation (PM&E) for Stakeholder Engagement, assessment of Project Impacts, and for Institutional and Community Learning and Change Enabling Rural Innovation in Africa - CIAT-Africa, Uganda, researching the job of partners and their commitment in venture execution. The study suggested that to improve the delivery of outputs, outcomes, and the results explained the need to integrate the local indicators with project level indicators. This provided a more holistic view of the project benefits. This process also provides indicators for measuring the often hard to measure outcomes such as empowerment from the perspectives of the communities or people involved in the project.

Community participation in development projects aimed at benefiting them has proved the importance in attaining sustainable development. The theory is that the participants can better

recognize their economic as well as social challenges that they encounter and probably have deep understanding that can be instrumental in outlining initiatives that are aimed at benefitting them (Benjamin, 2012). Ideally, consented participation of stakeholders in participation initiatives will allow those who have interested in, or those who are affected by a decision, have a chance to influence the final outcome. Stakeholders assume a key role and relate at various levels—from local to global, their role and collaboration influence the effectiveness of a development intervention. Wayne (2010) noted that it is important to involve stakeholder participation when designing monitoring and evaluation tools. A multi-sectorial method, including delegating some work to stakeholders, enhances learning, strengthens ownership and encourages transparency among the actors involved.

Involving the stakeholders from the beginning in the designing of tools ensures that the project include all stakeholders needs, and is thus more responsive to their expectations. The participatory methods also create and encourage stakeholder project ownership (Clarke, 2011). These are crucial factors contributing to the project performance and sustainability. The stakeholders especially the beneficiaries are more likely to endorse the project output. In some instances, the participatory method promote change in the attitudes of individuals and community culture, and norms, since the development along with the implementation process necessitates community members reflection and analysis of their own culture, attitudes, beliefs, and behaviours (Clarke, 2011). Participatory method provides insights to the required tools for monitoring and evaluation, this itself is a capacity-building activity.

The growing need for overall efficiency, cost effectiveness along with results requires active stakeholders to possess skills that will enable them to contribute to their level best. This approach was necessary in empowering them and additionally, promoting inclusion and facilitate participation that is meaningful by various stakeholders categories (Carlsson, 2012). The impact evaluations process especially the review and analysis of results, can be significantly be improved through the participation of the target beneficiaries. He pointed out that the involvement of stakeholders is a critical approach, and its management should be well formulated to avoid derailing decision making, reason being, over engaging stakeholders could lead to conflict of interest (Proudlock, 2009).

Impact of stakeholder engagement in the form of controlling shareholders on the corporate social responsibility (CSR) performance of firms using data from 25 countries were examined by Lopatta, Jaeschke and Chen (2017). The results show that there is a positive relation between state-controlled ownership and the CSR performance of firms, whereas the other types of controlling ownership have no impact on CSR performance. Further results show that evidence is more pronounced in countries with more stakeholder engagement. Additional analysis indicates that the change of state-controlled firms leads to a change in CSR performance, but not vice versa. Taken together, this paper highlights the importance of governmental ownership in shaping firms' corporate social responsibility performance in an international context. Impact of stakeholder engagement in the form of controlling shareholders on the corporate social responsibility (CSR) performance of firms using data from 25 countries is different from moderating influence of contextual and behavioral determinants on the relationship between monitoring and evaluation practices and performance of Health Programmes in Kenya.

A study by Bhattacharyya and Cummings (2015) which assessed measuring corporate environmental performance–stakeholder engagement evaluation, undertakes CEP evaluation using an environmental performance measurement (EPM) model consisting of four managerial performance indicators (MPIs: organizational system, stakeholder relations, operational countermeasures and environmental tracking) and two operational performance indicators (OPIs: inputs and outputs). Principal component analysis (PCA) and confirmatory factor analysis (CFA) are used to test model reliability and construct validity. The relationship between MPIs and OPIs has also been analysed using correlation coefficients among the six indicators. Results indicate that there were multiple dimensions to measure under an organizational system as opposed to ideally a single factor. No single model can be effectively used due to different geographical locations and differences between companies from various industry sectors. EPM is more dependent on its organizational system and stakeholder relations than operational countermeasures and environmental tracking. Moderating influence of contextual and behavioral determinants on the relationship between monitoring and evaluation practices and performance of Health Programmes in Kenya is different from corporate environmental performance–stakeholder engagement evaluation.

Enterprise strategy concept, measurement, and validation: Integrating stakeholder engagement into the firm's strategic architecture was determined by Vracheva, Judge and Madden (2016). The corporate social responsibility literature has played an important role in bringing a concern with stakeholder issues; however, this literature does not provide a systematic means of integrating these concerns into the firm's strategic architecture. Enterprise strategy offers a unifying construct, grounded in strategic considerations of both the social and economic demands placed on an organization. However, despite its conceptual importance to strategy and social issues, this construct is empirically underdeveloped. This study develops a reliable and valid measure of the enterprise strategy construct to advance the field's understanding of this increasingly important stream of research. Based on computer-aided text analyses of company letters to stakeholders, study systematically identify terminology that reflects the scope and type of a firm's espoused enterprise strategy. Enterprise strategy concept, measurement, and validation is different from moderating influence of contextual and behavioral determinants on the relationship between monitoring and evaluation practices and performance of Health Programmes in Kenya

2.5 Capacity Building for M&E and Performance of County Government Projects

Capacity building can bridge the gap between planning and data demand and use. If officials and, indeed, farmers are deficient in capacity project sustainability will most likely be negatively impacted. Capacity building in Monitoring and Evaluation in many countries has yielded success. Performance of Health Programmes in the sub-Saharan Africa, compared to the rest of the world, is still low. In terms of number of programmes, the sub-Saharan Africa continues to lag behind compared to the rest of the world (World Health Organization, 2015).

In many countries, the capacity for fairly basic monitoring and assessment is severely limited (Bhat, Galloway & Landa, 2012). Some of the questions that arise include: Are there workshops and seminars? Do field visits focus on Monitoring & Evaluation content? The quality of Monitoring & Evaluation is essential. It also includes human resource development – after completion of formal studies. The attendance of these courses, training and empowerment should be tailored to meet capacity building requirements. Questions that arise include: Whose capacity and use are being developed? Which capacities are study developing; are they soft capacities such as motivation, confidence or trusted relationship? How are the capacities developed?

Senior officials from 12 African countries meeting in Abidjan, Cote d'Ivoire, with 21 international agencies for development assistance acknowledged that developing African capacity for Monitoring & Evaluation brings about improvement in governance and advocated for training in Monitoring & Evaluation practices (OED & AfDB, 2018). In a conference that took place later the same year in Johannesburg, South Africa, the African Evaluation Association (AEE) noted that developing capacity in Monitoring & Evaluation should seek to improve skills and tools as well as create awareness on the need for Monitoring & Evaluation and its use. In a 2009 meeting held in Casablanca, Morocco, the forum resolved that African institutions must do more to strengthen their capacity to monitor and evaluate and for Monitoring & Evaluation to be regarded as useful in Africa (Ofori, 2013).

Capacity is the ability of individuals and organizations to perform functions effectively and systematically. Capacity development is the growth of formal organizational relationships and values, skills and relationships that lead to the ability of groups and organizations to carry out functions and achieve desired outcomes. According to Simister and Smith (2010), capacity, whether of an individual or an organization, keeps on varying, meaning there is need for vigilance to cope with the dynamic demands. Further, capacity entails three interdependent levels, namely individual, organizational and environmental, all of which entail supply and use of Monitoring and Evaluation data as well as research and sustainability.

A World Bank and Africa Development Bank study has found that the key constraint to successful Monitoring and Evaluation capacity development in the sub-Saharan Africa is lack of demand which stems from the absence of performance orientation in the public sector. Capacity in the workforce is needed to develop and sustain Monitoring and Evaluation systems and officers need to be trained in modern data collection methods and analysis. There is growing recognition that donors and governments need to continue to invest in and support capacity development as this can be critical in facilitating Monitoring and Evaluation planning, M&E data use and Monitoring and Evaluation research and surveillance for sustainability (Sutherland, 2011). Without the requisite Monitoring and Evaluation knowledge, the Ministry of Health officials cannot be drivers of change so as to facilitate bridging of the gap between County Maternal Health cases. Capacity development is, therefore, a prerequisite in Kenya and indeed in Nyeri South.

In a study by Karanja (2013) on the influence of management practices on sustainability of youth income generating projects in Kangema District, Murang'a County, Kenya, focused on training, leadership and financial management aspects in relation to project sustainability. Karanja (2013) posits that training, leadership and effective Monitoring and Evaluation influence the sustainability of youth projects. Also Monitoring and Evaluation is affected by poor skills in results-based Monitoring and Evaluation community-based projects. This study established that lack of training for those tasked with Monitoring and Evaluation activities and unclear institutional framework for conducting the same affects effectiveness.

Achievements in developing are acknowledged by Rist (2014) and using evaluation information to improve the education sector indicating the importance of Monitoring and Evaluation. However, Odhiambo (2010) states that evaluations in Kenya only focuses on inputs and outputs, disregarding the impact of NGOs with donors and officials deficient in Monitoring and Evaluation skills as their main drivers. Stirman *et al.* (2012), in a study on the sustainability of new programmes and innovations, note that influencers of sustainability include capacity and factors related to the new programme or practice themselves Monitoring and Evaluation is characterized by weak coordination within and between government Programmes in most developing countries and shortage of human capacity, particularly in evaluation skills and knowledge. As such, more training in evaluation methods and approaches is needed. Donor countries in most cases develop evaluation standards but there is need for developing countries to come up with their own evaluation standards.

In Kenya, limited capacity by quality assurance bodies is a challenge to the health sector. Capacity of workforce is required to develop support and sustain existing systems. Officials need to be trained in data collection, monitoring methods and analysis and this can be difficult for many developing countries (Taut, 2017). In Nyeri, according to the study findings, those working in the Ministry of Health and indeed those in County Maternal Health groups might need to constantly attend workshops, seminars or conferences to replenish their skills in planning, coordination, surveillance, data use, ICT and methodology among other areas.

Monitoring & Evaluation capacity building processes should provide an important link between planning and feedback on the factual, i.e. what is happening on the ground, mutual learning and re-planning and sustainability of Health Programmes. These are interactive processes requiring

to be developed between project Monitoring and Evaluation staff and other actors, especially partner agencies. Building cooperation with those responsible for implementing specific project components/sub-components must extend beyond regular reporting obligations. Equally important are joint identification of on-going evaluation needs, including diagnostic and troubleshooting studies, and collaborating in information gathering and beneficiary assessments (Adrien & Jobin, 2018).

There should be a close working relationship between Monitoring and Evaluation and capacity building activities of the project in order to enhance sustainability of Health Programmes. All newly recruited staff should undergo a formal induction programme during which special attention is given to the log frame and results framework; the different components of the project and associated Monitoring and Evaluation requirements; complementary roles of the Monitoring information System and Monitoring and Evaluation; linkages between progress monitoring and routine Monitoring Information System, and data collection methods (IFAD, 2012).

Each implementing agency participating in the project should be required to develop its own Monitoring and Evaluation capacity, in keeping with the overall project management requirements. Day-to-day duties should be carried out by a Monitoring and Evaluation specialists supported by a Monitoring and Evaluation officers and administrative/secretarial assistance. In consideration of complexity of the project, the implementing agencies may require technical support of national and/or international institutions at various stages of system implementation (OECD, 2012). The concept of the project is seen as providing an orderly and systematic approach to analysing and managing a set of investment activities. The project concept also encourages examination of alternatives. Moreover, the anticipated outputs and outcomes can be compared with alternative proposals in the same sector (IFAD, 2012).

In capacity building for M&E several strategies and interventions have been suggested. Douglass *et al.* (2013) listed a number of them that were used by development organizations around the world to improve the performance of M&E. They include; leadership development; sufficient allocation of resources; team-building; coaching; mentoring; exchange visits; technical assistance; and, short and long-term training. Besides this, they argued that based on indicators drawn from existing literature, demand for M&E increases when there is: Well-positioned individual and institutional champions across the system; incentives that link performance data,

monitoring information and evaluation recommendations to resource allocation that is results orientated; commissioning of appropriate evaluations that use the recommendations, rather than focusing on monitoring. Moderating influence of contextual and behavioral determinants on the relationship between monitoring and evaluation practices and performance of Health Programmes in Kenya different from by development organizations around the world to improve the performance of M&E.

A study by Kithinji (2019) established evaluation capacity building (ECB) efforts and the influence of the same on general M&E practice among non-governmental organization in central eastern counties of Kenya. The study was guided by pragmatism paradigm to conduct a descriptive survey. Stratified random sampling was used to obtain the sample studied. A structured questionnaire with Likert-type questions, anchored on a five-point scale was used to collect primary data which was triangulated using data from interviews. The findings were that organisations in the region are doing a number of unstructured activities to build evaluation capacity which are done in varying degrees, these activities had influence on M&E practice. The study recommends organizations to invest in ECB activities especially those that build capacity in M&E professional development and building M&E support structures because these were perceived to contribute more to improved M&E practice. However, they need to be systematized and balanced in addressing the M&E capacity need. Organizations needs to put more resources into. There is also a need to establish and test an ECB model that would be used in a simple in the region. moderating influence of contextual and behavioral determinants on the relationship between monitoring and evaluation practices and performance of Health Programmes in Kenya.

It was established by Coryell, Sailors, Nelson and Sehin (2016) that capacity building at mid-programme: an international education development programme in Malawi. This article reports on a case study of a mid-programme capacity building evaluation within a large education aid programme collaboration between non-governmental educational organisations in Malawi and US university literacy faculty. The article outlines the programme context and its formal and informal capacity building inputs. Analyses of data collected on capacity building at the midpoint of the programme are offered. The authors argue that capacity is built along the life of large programmes, and evaluating capacity building development (and understanding its challenges) before the end of the programme can help cross-national teams of administrators and

implementers in modifying programme operations. Different from moderating influence of contextual and behavioral determinants on the relationship between monitoring and evaluation practices and performance of Health Programmes in Kenya.

2.6 Technology adoption in M&E and Performance of County Government Projects

Noeth and Volkov (2014) in their ACT Policy report note that technology is evolving at an astonishing rate. It has dramatically changed the ways people work, learn, interact, and spend our leisure time. Computers and information technologies have visibly revolutionized nearly every aspect of daily life how and where we get our news, how we order goods and services, and how we communicate. Leveraging technologies can help organizations carrying out M&E to achieve better impacts and results. New technologies are changing the nature of monitoring and evaluation. However, the use of new technologies in M&E efforts can seem daunting or irrelevant to those working in low resource settings, especially if there is little experience or low existing capacity with these new tools and approaches.

Hovland (2017) states that some of the important physical ICT resources for M&E that in use today include: computers and other hardware; software for data storage and analysis, such as Excel or SPSS; motorized and non-motorized vehicles for transporting personnel to information collection activities; and telephones and/or mobile phones and GIS tools. Although not technically a “physical resource”, internet connectivity and mobile network access are also important resources that facilitate M&E functions, such as data collection, information dissemination, teleconferencing and secondary research.

The potential of information and communication technologies (ICT) to improve data collection and M&E activities is striking (World Bank Report, 2011). Mobile phones, new platforms and repositories, and even software for reporting have reduced costs and time, improved data validity, and increased the ease of implementation. Some studies are showing these benefits. In 2010, nine data collectors used epi-surveyor to interview beneficiaries in 25 municipalities in a secondary survey (the first one, conducted in 2009, used paper and pen) in a World Bank Conditional Cash Transfer project in Guatemala. Digitization cut the cost of an interview by 71 %, increased the sample size from 200 to 700 beneficiaries, and reduced the individual interview time by 3.6 %.

Kananura *et al.* (2017) observed that ICTs are not always the best tool at the community or district level, given issues of access, literacy, capacity, connection, electricity, and M&E team end up working in blended ways, for example doing traditional data collection and using ICTs to analyze the data, compile it, produce localized reports, and working with the community to interpret the information for better decision-making. Others use hand-drawn maps, examine issues from the community angle and then incorporate that into digital literacy work and expression work, using new technology tools to tell and document the communities' stories.

2.7 Theoretical Review

This study was anchored on the Resource Based View Theory, The Principal Agent Theory, Theory of Change and Stewardship Theory.

2.7.1 Resource Based View Theory

The theoretical foundation of RBV dates back to the year 1950 when Penrose's viewed organization as a pool of resources and articulation of the same by Penrose, 1995. The RBV consider the resources of a firm as being a fundamental predictor of a firm's competitive advantage and performance. Whereas resources can be categorized in different ways, for instance tangible and intangible, tangible resources facilitate execution of business process while the intangible resources are the ones that might result in competitive advantage by allowing organizations to incorporate unique and valuable practices (Graaff, 2019).

As noted by Barney (1991), RBV is based on two assumptions of resources being heterogeneously distributed across organizations and the non-transferability of productive resources from one organization to another without incurring cost. Thus, given the two assumptions, RBV holds that only an intangible resource that is valuable, rare, hard to imitate and without strategically equivalent substitutes is critical in sustaining a firm's competitiveness (Rasul, 2016). Within projects, RBV is critical in that project management practices are based on tangible and intangible resources. For instance, resources that are tangible in project management include the use of codified methodologies, templates, tools and techniques that are readily available across the discipline. On the other hand, project management intangible resources include leadership, teamwork etc that might contribute towards competitive advantage. Thus, given leadership and teamwork are valuable, rare, and imperfectly imitable resources, these resources are expected to have an effect on project outcomes. In terms of applicability, RBV is

criticized due to lack of consensus in the uses of various definitional terms such as capabilities, assets, resources and competences (Njuguna, 2016).

In addition, RBV is criticized on the basis of whether it can be tested due to lack of methodology to measure intangible resources (Redclift, 2014). Resource Based View theory is relevant for the current research on influence of budgetary allocation for M&E in M&E on performance of Mandera central Sub County, Mandera County, Kenya being considered is access to resources to make sure that the project committee members are trained to have the right skills. Management skills are intangible resource that is required for sustaining the community managed water pan projects. The theory is thus appropriate for this study as it helps in identifying how budgetary allocation for M&E influences performance of county government projects.

2.7.2 The Principal Agent Theory

Principal Agent Theory was developed by Bossert (1998). The Principal Agent Approach as advocated by Bossert is also known as the Decision Space Approach. While the main operator approach takes a gander at decentralization with regards to the goals of the key and how the essential uses different systems of control to guarantee that specialists progress in the direction of accomplishing those destinations. Bossert is of the view that decentralization requires extra ideas to catch the enlarging scope of watchfulness or decision permitted to operators during the time spent decentralization which separates decentralized main specialist connections from brought together relationship, this idea is called —decision space (Bossert, 1998). The hypothesis takes a gander at different capacities and exercises over which neighborhood experts will have expanded decision. It sees choices in chose useful zones. As per the hypothesis, choices in these territories are probably going to influence the frameworks execution in accomplishing the targets of value, proficiency, quality and money related soundness. For this situation, choices made with respect to utilitarian territories could influence conveyance care either emphatically or contrarily.

First component is the HR work. Administrators ought to be offered space to contract and fire in order to build effectiveness and nature of administration. Be that as it may, there is requirement for a mindful methodology as this power can be manhandled if not oversaw well. At present, area governments guided by the national models endorsed by an Act of Parliament are in charge of contracting and terminating of staff. Every province has an open administration that enrolls its local officials (wellbeing laborers) and attempts disciplinary measures (Mitnick, 2015).

Second component is data and checking capacity. Bossert underscores the significant job of data and checking to the principals as they assess how and whether the specialists are accomplishing the principals' destinations. He likewise recognizes that the specialist's control of data is urgent to the arranging intensity of the operator opposite the foremost, calling attention to that focal services require routine data frameworks through which their operators must report. For instance, the National Health Management Information System (named AfyaInfo) that is composed at national and area levels is a decent activity. Bolstered by USAID, the main stage that involved building district wellbeing data arrange (CHIN), to address issues of the wellbeing part has been finished. It started with four wellbeing offices for every district and plans to grow to six in the second stage. The system joins wellbeing offices and area bureau of wellbeing through web network and accordingly guarantees correspondence, information sharing and data sharing inside the whole province wellbeing framework (USAID, 2011). It is imperative for region governments to have significant wellbeing information that will help in accomplishing wellbeing devolution destinations on conveyance care.

The third component is the fund work. The significance of choice space in settling on budgetary choices, he contends that key choices on wellsprings of income and allotment of consumption are probably going to have huge effect on value and money related soundness, in spite of the fact that he recognizes that some portion choices about the hierarchical structure of administrations are likewise liable to importantly affect proficiency, quality and value. The present circumstance in Kenya is with the end goal that provinces are required to back wellbeing administration arrangement for essential and optional consideration from their square concede distribution. Access to openly gave administrations, for example, free maternity care will rely upon spending designations at province level (KDHS, 2009). This implies areas that esteem maternity administrations, especially labor administrations will build assignments for same (Bossert, 1998).

The fourth component is the administration work. The choice space approach focuses on the significance of administration leads in impacting the job nearby political on-screen characters, recipients and suppliers can play in settling on neighborhood choices. These principles structure neighborhood cooperation in a decentralized framework. The WHO (2015) bolsters authority and administration as one of the wellbeing building squares. Appropriate initiative and administration

in districts will guarantee maternal mortality is diminished. Regions with legitimate administration will go far to enhancing maternal wellbeing by enhancing labor administrations. One such case of good initiative is Mandera County. In an ongoing Infotrak Limited survey, a nearby surveyor and Research Company, the district was positioned most elevated in arrangement of wellbeing administrations, having put resources into crisis administrations, for example, ambulances and fast reaction engine bicycles, this has empowered numerous ladies to achieve medical clinic in great time, hence sparing lives (Waweru, 2015).

The hypothesis as upheld by Bossert isn't without shortcoming. One such shortcoming is that the hypothesis does not contact the issue of administration as far as political setup. The political setup in various nations varies and Kenya's political structure is one of a kind and its effect on lapsed social insurance should be researched. Second, it doesn't discuss benefit conveyance work that relies on offices and therapeutic supplies, an imperative variable in this investigation. In spite of this shortcoming, the hypothesis was viewed as dynamic as in it is worried about issues that issue, for example, value, proficiency, quality and budgetary soundness. It was valuable since it enormously revealed different issues featured in the examination and help determine how capacity building for M&E influence performance of Health Programmes in Kenya.

2.7.3 Theory of Change

This theory was popularized by Carol Weiss in 1972. A theory of change explains how the activities undertaken by an intervention (such as a project, program or policy) contribute to a chain of results that lead to the intended or observed impacts. Monitoring is concerned with assessing how change occurs within the components of the project and the surrounding environment, which was considered as a result of the interventions from the project. A theory of change is a model that explains how an intervention is expected to lead to intended or observed impacts and utility. Often referred to as the program theory, results chain, program logic model or attribution logic (TOC origins 2015), the theory of change illustrates the series of assumptions and links identifying the presumed relationships and has great relevance to planning and coordination as well as research and surveillance.

Using the theory of change the M&E practices can be regarded as inputs whose outcome will be visible in more effective M&E system. The theory of change can indicate which aspects of implementation need to be checked for quality, to help distinguish between implementation

failure and theory failure. It also provides a basis for identifying where along the impact pathway (or causal chain) an intervention may stop working. This type of information is essential to draw a causal link between any documented outcomes or impacts and the intervention. It is also essential to explain and interpret the meaning and implications of impact evaluation findings (Jami & Walsh, 2014).

Further, if a participatory approach is taken, the development of the theory of change can help all participants think in outcome terms facilitating surveillance. The process can help develop ownership and a common understanding of the program's planning and coordination and what is needed for it to be effective. Theory of Change is integrated into the cycle project planning, monitoring, and monitoring or applied at different points. These include the pre-planning stages of scoping and strategic analysis, design and planning, and throughout implementation. It can be used to support different project cycle activities, such as implementation decision-making and adaptation; to clarify the drivers, internal and external, around an existing initiative; monitor progress and assess the impact projects. A theory of social change is one small contribution to a larger body of theorizing, it can be regarded as an observational map to help practitioners, and whether field practitioners or donor or even beneficiaries to read and thus navigate processes of social change (UNDP, 2009).

2.7.4 Stewardship Theory

Stewardship theory as espoused by Davis, Schoorman and Donaldson (1997). It states that managers are not motivated by individual goals, but rather are stewards whose motives are lined up with the objectives of their principals. The theory expect that long haul legally binding relations are created dependent on trust, notoriety, aggregate objectives, and contribution where arrangement is a result that outcomes from social correspondence.

As per this theory, a steward places more prominent incentive on group as opposed to singular objectives, settles on choices that are esteemed to be to the greatest advantage of the main, and perspectives the triumphs of the association or contract as achievement and motivating force for accomplishing objective arrangement, without prompt money related advantage or individual satisfaction (Davis, Donaldson & Schoorman, 1997). The theory further expresses that stewards are propelled by inborn prizes, for example, trust, reputational improvement, correspondence,

attentiveness and independence, dimension of duty, work fulfillment, solidness and residency, and mission arrangement.

Stewardship theory depends altogether on the important's and steward's underlying trust attitude. Van Slyke *et al.* (2017) who distinguish, trust as the eagerness and danger of being defenseless, with respect to both the steward and the vital, to the likelihood that one performing artist in the agreement may seek after his/her very own personal responsibility to the avoidance of the on the whole tons of the agreement. In maternal health programs, the stakeholders are taken as program stewards. Basically, a steward places more prominent incentive on participation, notwithstanding when his/her objectives are not flawlessly lined up with the important. Davis, Donaldson, and Schoorman (1997) are of the view this is a direct result of the stewards observation that profits by authoritatively adjusted conduct is higher than advantages that can be increased through individualistic and self-serving practices, to the detriment of the chief's objectives. This theory was relevant to the study as it explains the influence of stakeholders' engagement in M&E on performance of county government projects.

2.8 Conceptual Framework

The conceptual framework is usually to illustrate how the system of concepts, expectations, beliefs, assumptions and theories informs and support the research and forms a key part of the research design. In this study, the dependent variable is the performance of county government projects while the Independent variables include M&E training, budgetary allocation for M&E, stakeholders' engagement and capacity building. The conceptual framework in Figure 1 illustrates diagrammatically how these variables relate to each other.

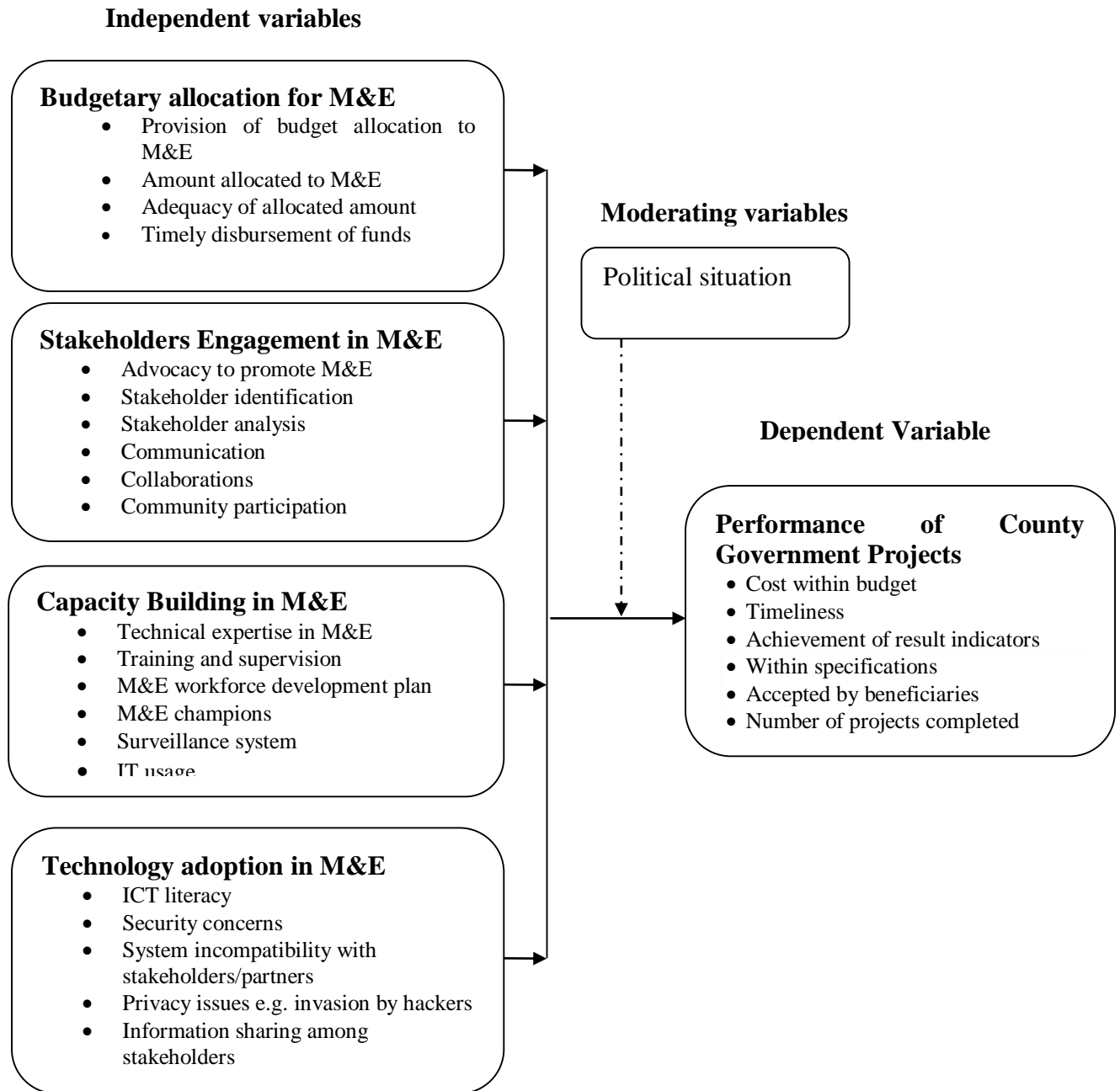


Figure 1: Conceptual Framework

2.9 Summary and Research Gaps

This chapter restricted itself to M&E in performance of county government projects in Kenya in Mandera Central Sub County. The variables considered are stakeholders’ engagement, budgetary allocation for M&E, capacity building and technology adoption in M&E. The literature reveals

that monitoring and evaluation (M&E) help project managers gauge expectations of the stakeholders and targeted beneficiaries. The chapter deals with three theories that are important in explaining the research objectives, namely; Resource Based View Theory, The Principal Agent Theory, Theory of Change and Stewardship Theory.

Several studies were done in relation to M&E; Nabulu (2015) did an investigation on the elements impacting execution of M&E of government projects in Kenya: a case of CDF projects in Narok east sub-region, Kenya; Muindi (2018) did a study on influence of monitoring and evaluation on performance of county funded social development projects in Makueni county, Kenya; Maalim (2017) focused on the influence of monitoring and evaluation practices on project performance in counties: the case of Mombasa county, Kenya; Kioko (2017) did a study on assessment of factors influencing effective monitoring and evaluation of projects funded by Machakos county government, Kenya. These studies however did not focus on the influence of monitoring and evaluation practices on county government projects and therefore the current study seeks to bridge this gap.

Table 2. 1: Summary of Literature Review and Research Gap

Author(s)/Year	Title of study	Research Design	Findings	Research Gaps	Focus of current study
Nasambu (2016).	Factors influencing the performance of monitoring and evaluation systems in non-government organizations in Lira District, Northern Uganda	Descriptive research design	The findings were that, M&E structure, data quality, human resource capacity and use of the M&E methods influenced the performance of M&E system in NGOs in Lira District as M&E officers, staffs who had M&E experience and training, utilized M&E information adequately and carried out regular data collection from various sources.	The study was done in Uganda and not in Kenya. The study also focused on performance of M&E in NGOs and not county governments	The study sought to examine the influence of capacity building for M&E on the performance of county government projects
Njuguna(2016)	Factors influencing the performance of monitoring and evaluation systems in nongovernmental organizations funded educational projects in Murang'a County, Kenya.	Descriptive research design	The study established that there is a strong positive correlation between the participation of stakeholders and prudent use of funds	The study focused on factors influencing the performance of monitoring and evaluation systems in nongovernmental organizations funded educational projects and did not focus on the influence of M&E	The study focused on the extent to which stakeholders' engagement in M&E process influences the performance of county government projects
Kaburu (2017)	Factors influencing performance of monitoring and evaluation systems in non-governmental	Descriptive research design	The study established that number of M and E staff affected the performance of M and E, whereby, the more the number of staff the	The study focused on nongovernmental organizations	The study sought to examine the influence of capacity building for M&E on the

	organizations: case of NGOs in Nairobi county.		better the performance.		performance of county government projects
Chebet (2017)	Monitoring and evaluation drivers, type of project leadership and performance of horticulture projects supported by Kenya National Farmers Federation, Nakuru County, Kenya	Pragmatic paradigm guided the study employing Cross Sectional, Correlation descriptive survey design.	Type of project leadership had a moderating influence on the relationship between M &E drivers and performance of horticulture projects. However the influence of type of project leadership on performance of horticulture projects on its own is not as significant as when introduced as a moderator.	Study was done in the Agriculture sector. It was also a qualitative study and therefore quantitative approaches could be used.	The study focused on performance of county government projects
Nalianya (2010)	Influence of monitoring and evaluation practices on performance of non-governmental projects in Kenya. a case of County Maternal Health projects in Bungoma South Sub-County, Kenya.	A descriptive survey design and correlation design was employed.	The study concluded that M&E plans influences performance of the projects as shown by a fairly strong correlation of 0.607. Although human resource capacity in monitoring and evaluation is key in performance of the projects, a moderate correlation coefficient of 0.530 established implies low M&E expertise in the organizations. The study also showed monitoring and evaluation information system influences	The research did not have the same M&E practices as the current study. The study uses both descriptive survey design and correlation design. The study is done in Bungoma county and the study adopted a census approach.	The current study sought to establish the influence of monitoring and evaluation practices on county government projects

			performance of the projects.		
Kioko (2017)	Assessment Of Factors Influencing Effective Monitoring And Evaluation Of Projects Funded By Machakos County Government, Kenya	Descriptive survey research design	The study found that technical expertise of staff, Stakeholder participation, budgetary allocation for M&E and ICT adoption positively and significantly affected the effectiveness of M&E of projects funded by County Government of Machakos	The study sought the effectiveness of monitoring and evaluation	The study sought to determine how technology adoption in M&E influences the performance of county government projects
Nabulu (2015)	Factors influencing performance of monitoring and evaluation of government projects in constituency development fund projects in Narok East Sub-County, Kenya	Descriptive research design	The findings of the study were, in relation to the first objective found that that the level of training on M&E was of central importance to the performance of M&E public projects.	The study focused on factors influencing the performance of monitoring and evaluation systems in government projects in constituency development fund projects and did not focus on the case of TVETs.	The study sought to establish how budgetary allocation for M&E influence Performance of county government projects in Mandera central sub-county

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research methodology that was applied to the study is outlined and explained. Areas that are covered include; research design, population targeted, sample size and sampling procedure, research instruments, procedures that were used to collect data and data analysis techniques. Further, the ethical considerations were also discussed.

3.2 Research Design

This study employed descriptive survey research design. A descriptive research design is critical in describing the influence of M&E practices on project performance. The design assisted in examining the influence of Independent variables on dependent variable in Mandera Central Sub-County projects. Wang (2015) contends that descriptive design allows the collection of data and test hypotheses or to answer research questions. The design was ideal since it sought to describe the characteristics of certain groups, estimate the proportion with certain characteristics and make predictions. This design involved the collection of quantitative data for carrying out inferential analysis and qualitative data for describing and explaining themes in regard to the subject under study.

3.3 Target Population

A population is defined by Yin (2017) as all elements under some study. The projects under consideration that make up the target population were the 67 projects that were tendered for and started by the County government of Mandera in Mandera Central sub county. Each of the projects is at different phases of their implementation. Each project is monitored by a team made up of one county government project manager, the project contractor, a site agent and a committee of nine (9) community members. The 67 county projects are therefore monitored by a total of 804 personnel. These county projects are selected because they represent a wide variability of practices in the M&E profession.

Table 3. 1: Target Population Distribution

Population	Total	Percent
County government officials	138	10.7
Project managers	181	14.0
Project contractors	167	12.9
Site agents	203	15.7
Committee members	603	46.7
Total	1292	100

Source: County Government of Mandera (2018)

3.4 Sample Size and Sampling Procedure

Cooper and Schindler (2014) state that sampling is beneficial in research since an optimum sample is appropriate for the fact that it lowers the cost of doing the research, it leads to greater preciseness of results and facilitates speedy data collection and analysis.

3.4.1 Sample Size

A sample is a set of a particular population selected for the purpose of the study to make conclusions about the population. A sample population of 214 was arrived at by calculating the target population of 1292 with a 95% confidence level and an error of 0.05 using the Nassiuma (2000) formula as shown;

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

Where n = sample size

N = population (1292)

Cv = Coefficient of variation (take 0.8)

e = tolerance of desired level of confidence (take 0.05) at 95% confidence level)

$$n = \frac{1292 (0.8^2)}{0.8^2 + (1292-1) 0.05^2} = 213.7 \text{ (Rounded off to 214)}$$

3.4.2 Sampling Procedure

Stratified random sampling was used to obtain a sample from each stratum. Stratified random sampling has been chosen because it will ensure small groups are represented in the sample. The categories formed strata from which the study sample was obtained. The formation of strata was

based on the staff making each stratum a group of units with special characteristics. The sample was therefore be 214 as shown in Table 3.2.

Table 3. 2: Sampling Design

Population	Total	Ratio	Sample
County government officials	138	0.165	23
Project managers	181	0.165	30
Project contractors	167	0.165	28
Site agents	203	0.165	34
Committee members	603	0.165	99
Total	1292	0.165	214

3.5 Research Instruments

Questionnaire was used to gather primary data. A questionnaire is a formal set of questions or statements designed to gather information from respondents that accomplish research objectives. The open-ended questions enabled the collection of qualitative data. The questionnaire consisted of items applying the likert scale with the responses ranging from very low extent, low extent, moderate extent, great extent and very great extent on a 1, 2,3,4,5 rating scale. The likert scale tested the attitude of the respondents. The questionnaire consisted of both open- ended and closed ended questions to offer opportunities for comments, suggestions and areas of improvement that made a positive difference when using monitoring and evaluation systems. The questionnaires were divided into two parts with the first section discussing Section A: General Information and Part B exploring influence of monitoring and evaluation practices on county government projects.

3.6 Pilot Testing

This involved checking for the suitability of the questionnaire. The quality of research instrument determines the outcome of the study (Alan & Emma, 2011). The questionnaires were administered to 21 respondents. The selected individuals for piloting were expected to respond to the items in the questionnaires. Piloting established whether the instrument was able to measure the construct adequately; establish whether the respondents find the items easy to respond to; established whether the instrument was comprehensive enough to elicit the intended information and the level of the respondent; and establish whether the time allocated for the data collection is adequate. The respondents who were involved in the piloting exercise were not included in the final administration of the questionnaires.

3.7 Validity of Research Instruments

Validity is described as the degree to which a research instrument measures what it intends to measure (Cherry, 2015). As a way of improving validity, the questionnaires were discussed with the supervisor. Content validity refers to how well a test measures the behavior for which it was intended. As such, the study only considered inferences which have relationship with the variables under study when matching the test questions and content of the subject area.

3.8 Reliability of Research Instruments

Reliability is the degree to which an assessment tool produces stable and consistent results. Rousson, Gasser and Seifer (2012) posits that reliability is the extent to which the measuring procedure produces similar results when repeatedly administered. To establish the reliability of the instrument, the researcher used the split-half reliability method. The test was first divided into halves and was administered to the total respondents in the pilot study and scored separately. The scores of one half of test were then compared to the scores of the remaining half to test the reliability. Cronbach's Alpha (α) was used to test the reliability of the items in the instrument. Larry (2013) indicates that Cronbach Coefficient is used to test internal consistencies of items/traits of a construct when a research instrument has Likert scales with multiple responses for data collection.

3.9 Data Collection Procedures

The researcher sought approval for this study from the University of Nairobi and National Council for Science and Technology and Innovation (NACOSTI). As soon as permission is granted and an introduction letter obtained by the researcher, the researcher administered questionnaires to the respondents using drop and pick later method. For respondents who are very busy, adequate time was allocated for them to fill and give back the questionnaires. For

most of the respondents, a maximum of 3 days was given for them to fill the questionnaires and then the researcher then collected the questionnaires.

3.10 Data Analysis Techniques

The collected data was checked for completeness and clarity. Then the coding and data entry into Statistical Package for Social Sciences (SPSS Version 25.0) was done to facilitate analysis. After data cleaning which entailed checking for errors in entry, the researcher outputted descriptive statistics which include frequencies, percentages, mean scores as well as standard deviation for all the quantitative variables and information was presented in form of tables. The qualitative data from the open-ended questions was analyzed using thematic content analysis and presented in narrative form.

Multiple regression analysis was conducted to establish the relations monitoring and evaluation practices and performance of county government projects. The multiple regression model generally took the following equation;

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

Where: -

Y= Performance of county government projects

β_0 =constant

$\beta_1, \beta_2, \beta_3, \beta_4$ and β_5 = regression coefficients

X_1 = Budgetary allocation for M&E

X_2 = Stakeholders' Engagement in M&E Process

X_3 = Capacity Building for M&E

X_4 = Technology adoption in M&E

ϵ =Error Term

3.11 Ethical Considerations

Approval to conduct the research was sought from the University of Nairobi and NACOSTI. This was done by obtaining a letter of authority from University of Nairobi in order to get a permit from any relevant source that was directly or indirectly be involved in collecting data. In addition, permission to access the participants was sought from the county government of Mandera.

There was full disclosure of information whereby participants were given an explanation of what they need to know about the study which includes the purpose and benefits of the study. They were also told what was required of them to ensure that they understood the components of the questionnaires and the information they were required to give. Participants were required to sign a consent form once they accepted to participate. Participation was voluntary without any coercion and participants were free to withdraw at any point.

3.12 Operationalization of the Variables

Table 3.3 indicates the operational definition of variables which includes their respective indicators, measurement, research design and type of statistical analysis.

Table 3. 3: Operationalization of Variables

Objectives	Type of Variable	Indicator	Measuring of Indicators	Tools of analysis	Type of analysis
To establish how budgetary allocation for M&E influence Performance of county government projects in Mandera central sub-county	Independent	Budgetary allocation for M&E	Provision of budget allocation to M&E Amount allocated to M&E Adequacy of allocated amount Timely disbursement of funds	Percentages Mean score	Descriptive statistics Regression analysis
To identify the extent to which stakeholders' engagement in M&E process influences the performance of county government projects in Mandera central sub-county	Independent	Stakeholders' engagement in M&E	Advocacy to promote M&E Stakeholder identification Stakeholder analysis Communication Collaborations Community participation	Percentages Mean score	Descriptive statistics Regression analysis
To examine the influence of capacity building for M&E on the performance of county government projects in Mandera central sub-county	Independent	Capacity building	Technical expertise in M&E Training and supervision M&E workforce development plan M&E champions Surveillance system IT usage	Percentages Mean score	Descriptive statistics Regression analysis

To determine how technology adoption in M&E influences the performance of county government projects in Mandera central sub-county	Independent	Technology adoption in M&E	ICT literacy Security concerns System incompatibility with stakeholders/partners Privacy issues e.g. invasion by hackers Information sharing among stakeholders	Percentages Mean score	Descriptive statistics Regression analysis
	Dependent	Performance of County government projects	Cost within budget Timeliness Achievement of result indicators Within specifications Accepted by beneficiaries	Mean score	Descriptive statistics Regression analysis

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents the information processed from the data collected during the study on the influence of monitoring and evaluation practices on county government projects focusing on a case of Mandera central sub-county, Mandera County, Kenya. Primary data was collected through questionnaires which were administered. The data was afterwards scrutinized based on the objectives of the study and the findings were presented in tables and in prose.

4.1.1 Response Rate

The researcher administered 214 questionnaires. From these, only 161 respondents were able to return fully filled questionnaires which represented a response rate of 75.3%. This response rate was good and representative conforms to Orodho (2016) stipulation that a response rate of 50 percent is adequate for analysis which meant that 75.3% was even better.

Table 4. 1: Response Rate

	Number of informants	Percent
Response	161	75.3
Non- Response	53	24.7
Total	214	100.0

4.1.2 Reliability Analysis

A pilot study was carried out to determine reliability of the questionnaires. Reliability analysis was subsequently done using Cronbach's Alpha which measures the internal consistency by establishing if certain items within a scale measure the same construct. Kothari (2004) established the Alpha value threshold at 0.7. Table 4.2 shows the results.

Table 4. 2: Reliability Analysis

	Reliability Cronbach's Alpha
Budgetary Allocation for M&E	.896
Stakeholders' Engagement in M&E	.838
Capacity Building for M&E	.731
Technology Adoption in M&E	.825
Performance of County Government projects	.882

The findings indicated that budgetary allocation for M&E had a coefficient of 0.896, performance of county government projects had a coefficient of 0.882, stakeholders' engagement in M&E had a coefficient of 0.838, technology adoption in M&E had a coefficient of 0.825 and capacity building for M&E had a coefficient of 0.731. All constructs depicted that the value of Cronbach's alpha are above the suggested value of 0.7 thus it can be concluded that the study was reliable to capture the constructs (Rousson, Gasser and Seifer, 2012).

4.4 Background Information

The study sought to know background information of the respondents by examining their gender, highest level of education and age group. This was of great importance for it gave the researcher a clue of who is filling the questionnaires and be able to know if the respondents are the targeted ones and whether the information given is the correct one they're seeking.

4.4.1 Gender of the Respondents

The researcher asked the respondents questions concerning their gender. Their answers were tabulated in Table 4.3.

Table 4. 3: Gender of the Respondents

	Frequency	Percent
Male	88	54.7
Female	73	45.3
Total	161	100.0

The findings revealed that majority of the respondents were male as shown by 54.7% while 45.3% were female. Since the number of female respondents are close to the male respondents, this implies that the researcher was not gender biased in collection of data.

4.4.2 Respondents' Highest Level of Education

The respondents were further asked to indicate their highest level of education. Their responses were as presented in Table 4.4.

Table 4. 4: Respondents' Highest Level of Education

	Frequency	Percent
Certificate	14	8.7
Diploma	40	24.8
Degree	42	26.1
Masters	40	24.8

PhD	25	15.5
Total	161	100.0

As per Table 4.4, 26.1% of the respondents had attained a degree, 24.8% had attained a diploma, 24.8% had attained masters , 15.5% had attained a PhD while 8.7% had attained a certificate. This implies that majority of the respondents were learned enough to understand the subject of the study.

4.4.3 Respondents' Age Bracket

The respondents were also asked to indicate their age bracket. Their responses were as presented in Table 4.5.

Table 4. 5: Respondents' Age Bracket

	Frequency	Percent
20-30 yrs	30	18.6
31-40 yrs	46	28.6
41-50 yrs	48	29.8
51-60yrs	37	23.0
Total	161	100.0

The findings show that 29.8% of the respondents were aged between 41-50 yrs, 28.6% of the respondents were aged between 31-40 yrs, and 23.0% were aged between 51-60yrs while 18.6% were aged between 20-30 yrs . This shows that respondents were of mature people who could cooperate in giving out information.

4.5 Budgetary Allocation for M&E

The study sought to establish how budgetary allocation for M&E influence performance of county government projects in Mandera central sub-county. The researcher required the respondents to indicate the extent to which the following aspects of budgetary allocation for M&E influence performance of county government projects in Mandera central sub-county. Table 4.6 shows the results.

Table 4. 6: Extent of Influence of Budgetary Allocation for M&E Aspects on Performance of County Government Projects

	Mean	Std. Deviation
Provision of budget allocation to M&E	3.596	1.120
Amount allocated to M&E	4.205	0.624

Adequacy of allocated amount	4.130	0.681
Timely disbursement of funds	3.516	1.260

Table 4.6 shows that amount allocated to M&E as shown by a mean of 4.205, adequacy of allocated amount as shown by a mean of 4.130; provision of budget allocation to M&E as shown by a mean of 3.596; and timely disbursement of funds as shown by a mean of 3.516 influence performance of county government projects in Mandera central sub-county to a great extent.

The respondents were further asked on their opinions on how the aspects of budgetary allocation for M&E influence performance of county government projects in Mandera central sub-county. The respondents indicated that budgetary allocation for M&E lies in the ability to prevent unnecessary costs and to allocate the correct amount of the budget to each corresponding need. Further, they indicated that a budget must be well-planned, flexible, realistic, and clearly communicated.

4.6 Stakeholders’ Engagement in M&E

The research aimed at identifying the extent to which stakeholders’ engagement in M&E process influences the performance of county government projects in Mandera central sub-county. The researcher required to know the extent to which the aspects of stakeholders’ engagement in M&E influence performance of county government projects in Mandera central sub-county. The findings are displayed on Table 4.7.

Table 4. 7: Extent of Influence of Stakeholders’ Engagement in M&E Aspects on Performance of County Government Projects

	Mean	Std. Deviation
Advocacy to promote M&E	4.211	0.646
Stakeholder identification	3.205	1.338
Stakeholder analysis	4.143	0.621
Communication	3.590	1.217
Collaborations	4.211	0.646
Community participation	3.205	1.338

The results reveal that advocacy to promote M&E as demonstrated by a mean score of 4.211; collaborations as demonstrated by a mean score of 4.211; stakeholder analysis as demonstrated by a mean score of 4.143; and communication as demonstrated by a mean score of 3.590 influence performance of county government projects in Mandera central sub-county to a great extent. The study further found that stakeholder identification as demonstrated by a mean score

of 3.205 and community participation as demonstrated by a mean score of 3.205 influence performance of county government projects in Mandera central sub-county to a moderate extent.

The respondents also gave their opinions on how do the aspects of stakeholders’ engagement in M&E influence performance of county government projects in Mandera central sub-county. They indicated that key stakeholders provide requirements or constraints based on information from their industry that will be important to have when understanding project constraints and risks. Further, they indicated that most project stakeholders have responsibilities to businesses that include educating developers, financing projects, creating scheduling parameters and setting milestone date.

4.7 Capacity Building in M&E

The study sought to examine the influence of capacity building for M&E on the performance of county government projects in Mandera central sub-county. The respondents were requested to extent do the following aspects of capacity building influence Performance of county government projects in Mandera central sub-county. The results are as portrayed in Table 4.8.

Table 4. 8: Extent of Influence of Capacity Building in M&E Aspects on Performance of County Government Projects

	Mean	Std. Deviation
Technical expertise in M&E	3.683	1.242
Training and supervision	2.677	1.186
M&E workforce development plan	3.180	1.284
M&E champions	3.603	1.226
Surveillance system	3.683	1.242
IT usage	2.677	1.186

The findings reveal that technical expertise in M&E as shown by an average of 3.683; surveillance system as shown by an average of 3.683; and M&E champions as shown by an average of 3.603 influence performance of county government projects in Mandera central sub-county to a great extent. Moreover, it was found that M&E workforce development plan as shown by an average of 3.180; training and supervision as shown by an average of 2.677 and IT usage as shown by an average of 2.677 influence performance of county government projects in Mandera central sub-county to a moderate extent.

The respondents further indicated how the above aspects of capacity building influence performance of county government projects in Mandera central sub-county. They indicated that capacity building develops competencies and skills that can make them more effective and sustainable, thus increasing the potential for donors to enrich lives and solve society's most intractable problems.

4.8 Technology Adoption in M&E

The study further aimed at determining how technology adoption in M&E influences the performance of county government projects in Mandera central sub-county. The extent to which the following aspects of technology adoption in M&E influence performance of county government projects in Mandera central sub-county was sought. Table 4.9 shows the findings.

Table 4. 9: Extent of Influence of Capacity Building in M&E Aspects on Performance of County Government Projects

	Mean	Std. Deviation
ICT literacy	3.609	1.200
Security concerns	4.050	0.696
System incompatibility with stakeholders/partners	3.540	1.309
Privacy issues e.g. invasion by hackers	4.112	0.689
Information sharing among stakeholders	3.609	1.200

The findings reveal that privacy issues e.g. invasion by hackers as shown by a mean of 4.112; security concerns as shown by a mean of 4.050; ICT literacy as shown by a mean of 3.609; information sharing among stakeholders as shown by a mean of 3.609 and system incompatibility with stakeholders/partners as shown by a mean of 3.540 influence performance of county government projects in Mandera central sub-county to a great extent.

The study further required the respondents to indicate their opinions on how the aspects of technology adoption in M&E influence performance of county government projects in Mandera central sub-county. They indicated that technology adoption in M&E stimulates growth and the survival of the projects.

4.9 Performance of County Government Projects

The study sought the trend of the following aspects of performance of county government projects in Mandera central sub-county for the last five years. The findings are shown in Table 4.10.

Table 4. 10: Trend of Aspects of Performance of County Government Projects in Mandera Central Sub-County

	Mean	Std. Deviation
Cost within budget	3.360	1.340
Timeliness	4.093	0.669
Achievement of result indicators	3.559	1.203
Within specifications	4.242	0.589
Accepted by beneficiaries	3.360	1.340

The respondents indicated that in terms of the projects being within specifications as shown by a mean score of 4.242; timeliness as shown by a mean score of 4.093; and achievement of result indicators as shown by a mean score of 3.559, the county government projects in Mandera central sub-county had improved. The study further found that cost within budget as shown by a mean score of 3.360 and being accepted by beneficiaries as shown by a mean score of 3.360 had decreased.

What is your recommendation on what should be done to improve performance of county government projects in Mandera central sub-county?

4.10 Multiple Regression

The study used a regression model to test the hypothesis between stakeholders' engagement in M&E process, capacity building for M&E, budgetary allocation for M&E and technology adoption in M&E and performance of county government projects.

Table 4. 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.834	0.696	0.688	0.595

The outcome of Table 4.11 reveals that R-Square value (coefficient of determination) is 0.688, which indicates that the independent variables (stakeholders' engagement in M&E process, capacity building for M&E, budgetary allocation for M&E and technology adoption in M&E) explain 68.8% of the variation in the dependent variable (performance of county government projects in Mandera central sub-county).

Table 4. 12: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	128.81	4	32.203	89.197	.000
	Residual	56.32	156	0.361		
	Total	185.13	160			

The results are shown in Table 4.12 which found that the model had predictive value and thus it was significant. This was because its p-value was less than 5%, $p=.000$ and F calculated (89.197) was significantly larger than the critical F value (2.4296).

Model coefficients provide unstandardized and standardized coefficients to explain the direction of the regression model and to establish the level of significance of the study variables. The results are captured in Table 4.13.

Table 4. 13: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.123	0.217		5.175	.000
Stakeholders' engagement in M&E process	0.783	0.249	0.760	3.145	.003
Capacity building for M&E	0.817	0.281	0.792	2.907	.006
Budgetary allocation for M&E	0.661	0.196	0.641	3.372	.002
Technology adoption in M&E	0.746	0.334	0.724	2.234	.031

As per the SPSS generated Table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$) becomes:

$$Y = 1.123 + 0.783X_1 + 0.817X_2 + 0.661X_3 + 0.746X_4$$

The findings showed that if all factors (stakeholders' engagement in M&E process, capacity building for M&E, budgetary allocation for M&E and technology adoption in M&E) were held constant at zero, performance of county government projects in Mandera central sub-county will be 1.123. The findings presented also show that taking all other independent variables at zero, a unit increase in the stakeholders' engagement in M&E process would lead to a 0.783 increase in the scores of performance of county government projects in Mandera central sub-county. This variable was significant since $0.003 < 0.05$.

The findings also show that a unit increase in the scores of capacity building for M&E would lead to a 0.817 increase in the scores of performance of county government projects in Mandera central sub-county. This variable was significant since $0.006 < 0.05$. Further, the findings show that a unit increase in the scores of budgetary allocation for M&E would lead to a 0.661 increase in the scores of performance of county government projects in Mandera central sub-county. This variable was significant since $0.002 < 0.05$.

The study also found that a unit increase in the scores of technology adoption in M&E would lead to a 0.746 increase in the scores of performance of county government projects in Mandera central sub-county. This variable was significant since $0.031 < 0.05$.

As per the findings, at 95% confidence level, all the variables were significant as the p-value was less than 0.05. The study infers that capacity building for M&E had the greatest influence on the performance of county government projects in Mandera central sub-county, followed by stakeholders' engagement in M&E process, then technology adoption in M&E while budgetary allocation for M&E had the least influence to the performance of county government projects in Mandera central sub-county.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the findings from chapter four, and also it gives the conclusions and recommendations of the study based on the objectives of the study. The objective of this study was to establish the factors influencing access to renewable energy by rural households in Kenya.

5.2 Summary of the Findings

The study sought to establish how budgetary allocation for M&E influence performance of county government projects in Mandera central sub-county. The study found that amount allocated to M&E, adequacy of allocated amount, provision of budget allocation to M&E and timely disbursement of funds influence performance of county government projects in Mandera central sub-county to a great extent.

The research aimed at identifying the extent to which stakeholders' engagement in M&E process influences the performance of county government projects in Mandera central sub-county. The study found that advocacy to promote M&E, collaborations, stakeholder analysis and communication influence performance of county government projects in Mandera central sub-county to a great extent. The study further found that stakeholder identification and community participation influence performance of county government projects in Mandera central sub-county to a moderate extent.

The study sought to examine the influence of capacity building for M&E on the performance of county government projects in Mandera central sub-county. The study found that technical expertise in M&E; surveillance system; and M&E champions influence performance of county government projects in Mandera central sub-county to a great extent. Moreover, it was found that M&E workforce development plan; training and supervision and IT usage influence performance of county government projects in Mandera central sub-county to a moderate extent.

The study further aimed at determining how technology adoption in M&E influences the performance of county government projects in Mandera central sub-county. The study found that

privacy issues e.g. invasion by hackers; security concerns; ICT literacy; information sharing among stakeholders and system incompatibility with stakeholders/partners influence performance of county government projects in Mandera central sub-county to a great extent.

The study sought the trend of the following aspects of performance of county government projects in Mandera central sub-county for the last five years. The study found that in terms of the projects being within specifications; timeliness; and achievement of result indicators, the county government projects in Mandera central sub-county had improved. The study further found that cost within budget and being accepted by beneficiaries had decreased.

5.3 Discussion of the Findings

This section links the findings of this study and the findings of the studies done by other researchers before.

5.3.1 Budgetary Allocation for M&E

The study found that amount allocated to M&E, adequacy of allocated amount, provision of budget allocation to M&E and timely disbursement of funds influence performance of county government projects in Mandera central sub-county to a great extent. Kawonga, Blaauw and Fonn (2012) state that a general rule of thumb is that the M&E budget should not be so small as to compromise the credibility and accuracy of results, and neither should it divert project resources to the extent of impairing the project implementation. Moreover, Kelly and Magongo (2014) provide a definite proportion of the total budget that M&E should get and they state that a monitoring and evaluation budget should be between 5 to 10 percentages of the total budget.

5.3.2 Stakeholders' Engagement in M&E

The study found that advocacy to promote M&E, collaborations, stakeholder analysis and communication influence performance of county government projects in Mandera central sub-county to a great extent. According to Chachu (2019) , there is the need for a communication strategy to engage stakeholders of income generating projects. The study further found that stakeholder identification and community participation influence performance of county government projects in Mandera central sub-county to a moderate extent. In relation to the findings, Benjamin (2012) noted that community participation in development projects aimed at benefiting them has proved the importance in attaining sustainable development. The theory is

that the participants can better recognize their economic as well as social challenges that they encounter and probably have deep understanding that can be instrumental in outlining initiatives that are aimed at benefitting them.

5.3.3 Capacity Building in M&E

The study found that technical expertise in M&E; surveillance system; and M&E champions influence performance of county government projects in Mandera central sub-county to a great extent. Moreover, it was found that M&E workforce development plan; training and supervision and IT usage influence performance of county government projects in Mandera central sub-county to a moderate extent. Sutherland (2011) stated that there is growing recognition that donors and governments need to continue to invest in and support capacity development as this can be critical in facilitating Monitoring and Evaluation planning, M&E data use and monitoring and evaluation research and surveillance for sustainability.

5.3.4 Technology Adoption in M&E

The study found that privacy issues e.g. invasion by hackers; security concerns; ICT literacy; information sharing among stakeholders and system incompatibility with stakeholders/partners influence performance of county government projects in Mandera central sub-county to a great extent. In relation to the findings, Kananura *et al.* (2017) observed that ICTs are not always the best tool at the community or district level, given issues of access, literacy, capacity, connection, electricity, and M&E team end up working in blended ways, for example doing traditional data collection and using ICTs to analyze the data, compile it, produce localized reports, and working with the community to interpret the information for better decision-making.

5.4 Conclusions

The study concluded that budgetary allocation for M&E has a positive and significant influence on the performance of county government projects in Mandera central sub-county. The study further concluded that money is required for workforce, support data system management, training programs, transport, and other activities involved.

The study also concluded that stakeholders' engagement in M&E influenced the performance of county government projects in Mandera central sub-county positively and significantly. This could be attributed to the fact that there is communication strategy for shareholders that the

institution identifies and defines all stakeholders' roles and responsibilities and that the organization conducts stakeholder's analysis surveys on its resources before it plans.

The study further concluded that capacity building in M&E influenced the performance of county government projects in Mandera central sub-county positively and significantly. The study further concluded that technical expertise in M&E is very essential for the staff entrusted with monitoring in that necessary skills play a key role in providing functional advice in the development of appropriate results-based performance monitoring systems.

The study concluded that technology adoption in M&E has a positive and significant influence on the performance of county government projects in Mandera central sub-county. The study further concluded that mobile phones, new platforms and repositories, and even software for reporting have reduced costs and time, improved data validity, and increased the ease of implementation.

5.5. Recommendations

The study recommends that the government should provide the county government projects in Mandera central sub-county with comprehensive, quality and convenient training on various technology used in county government projects in Mandera central sub-county. There is need to train various committees involved in monitoring and evaluation data collection and analysis.

The study further recommends that deliberate efforts should be made by the stakeholders concerned with these projects to involve professional or experts in management of county government projects particularly during planning, implementation and monitoring and evaluation phases. The study found that stakeholder engagement influence performance of county government projects in Mandera central sub-county. The study therefore recommends that the stakeholders should play a critical role in decision-making because they are the beneficiaries of the projects and know well projects are beneficial to them.

The management should consider outsourcing experts in monitoring and evaluation. Apart from that, they can also consider building capacity of their employees on monitoring and evaluation. The responsible authorities should provide scholarships and study leaves for employees who are eligible for technical training in monitoring and evaluation as this will help in boosting the M&E technical expertise.

The county government projects must clearly define what percentage of project cost would go to monitoring and evaluation. Capacity building costs should clearly be delineated from monitoring and evaluation for the sake of accountability and transparency. The study recommends that care should be taken to ensure that M&E training is prioritized to ensure projects are implemented effectively because in most poorly performing projects training for monitoring and evaluation is not prioritized.

5.6 Recommendations for Further Studies

The study focused on establishing the influence of monitoring and evaluation practices on county government projects focusing on a case of Mandera central sub-county, Mandera County, Kenya. There is need to conduct a similar study with different variables other than stakeholders' engagement in M&E process, capacity building for M&E, budgetary allocation for M&E and technology adoption in M&E. The study further recommends that a similar study should be done in another county in Kenya do as to compare the findings. There is need for a study to be done on the influence of Monitoring and Evaluation practices on project implementation.

REFERENCES

- Abrahams, M. A. (2015). A review of the growth of monitoring and evaluation in South Africa: Monitoring and evaluation as a profession, an industry and a governance tool. *African Evaluation Journal*, 3(1), 8.
- Acevedo, G. L., Rivera, K., Lima, L., & Hwang, H. (2010). Fifth Conference of the Latin America and the Caribbean Monitoring and Evaluation (M&E) Network. *Challenges in Monitoring and Evaluation: An Opportunity to Institutionalize M&E Systems*. World Bank and Inter-American Development Bank, 1-178.
- Adrien, M. H. & Jobin, D. (2018). Country-led evaluation: lessons learned from regions. *UNICEF's Bridging the gap: The role of monitoring and evaluation in evidence-based policy making*, 1(1), 146-149.
- Ali, Y. A. & Gitonga, A. (2019). Influence of stakeholders role on the performance of national government constituency development fund projects in Wajir West constituency, Kenya. *International Academic Journal of Information Sciences and Project Management*, 3(3), 289-311.
- Allando, J. M. (2015). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement*. Hoboken: John Wiley & Sons.
- Barney, J. (1991). Special theory forum the resource-based model of the firm: origins, implications, and prospects. *Journal of management*, 17(1), 97-98.
- Benington, G. & Moore, A., (2011). Factors of non-Excusable Delays that Influence Contractor's Performance. *Journal of Management and Engineering*, 14(3), 42-44.
- Benjamin, P. (2012). Resource Requirements and Environmental Dependency. *European Scientific Journal*, 12(8), 20-3.
- Bhat, M., Galloway, P. & Landa, D. (2012). Financing health services in Poland: new evidence on private expenditures. *Health Economics*, 7(4), 337-346.
- Bhattacharyya, A. & Cummings, L. (2015). Measuring corporate environmental performance—stakeholder engagement evaluation. *Business Strategy and the Environment*, 24(5), 309-325.

- Bonnett, S. (2015). Resource allocation in project management. *International Journal of Economic Practices and Theories*, 2(4), 274-282.
- Bossert, T. (1998). Analyzing the decentralization of health systems in developing countries: decision space, innovation and performance. *Social science & medicine*, 47(10), 1513-1527.
- Bradle, C. E., Abuya, T., Kanya, L., Obare, F., Njuki, R., Temmerman, M. & Bellows, B. (2012). A cross sectional comparison of postnatal care quality in facilities participating in a maternal health voucher program versus non-voucher facilities in Kenya. *BMC pregnancy and childbirth*, 15(1), 153.
- Carlsson, A. J. (2012). Barriers to the utilization of maternal health care in rural Mali. *Social science & medicine*, 65(8), 1666-1682.
- Chachu, D. (2019). Implementation of a project-based comprehensive monitoring and evaluation strategy in Ghana and Cote D ivoire ;Key lessons. *African Evaluation Journal*, 7(1), 387.
- Chebets, H. (2017). *Challenges in Monitoring and Evaluation: An Opportunity to Institutionalize M&E Systems*.
- Clarke, A. (2011). A practical use of key success factors to improve the effectiveness of project management. *International Journal of Project Management*, 17(3), 139 – 145.
- Clear, A. (2012). Factors Affecting Construction Labour Productivity for Malaysian Residential Projects, *Structural Survey*, 23(1), 42-54.
- Cloete, F. (2009). Evidence-based policy analysis in South Africa: Critical assessment of the emerging government-wide monitoring and evaluation system. *Journal of Public Administration*, 44(2), 293-311.
- Constitution of Kenya. (2010). Government printer. Kenya: Nairobi.
- Cook, T. D. (2015). *Collaborative Acting research within development evaluation: Learning to see or the road to Myopia?* Evaluation.
- Cooper, D. & Schindler, P. (2014). *Business Research Methods* (12th ed.). New York: McGraw-Hill, Inc.
- Coryell, J., Sailors, M., Nelson, R. & Sehin, O. (2016). Capacity building at mid-programme: an international education development programme in Malawi. *Development in Practice*, 26(3), 272-284.

- Creswell, J. W. & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Davis, J. H., Schoorman, F. D. & Donaldson, L. (1997). Toward a stewardship theory of management. *Academy of Management review*, 22(1), 20-47.
- Davis, K. (2014). Different stakeholder groups and their perceptions of project success. *International journal of project management*, 32(2), 189-201.
- Donaldson, D. (2013). *The Effect of Organizational Culture on Performance of maternal health programmes: A Case of Kenya School of Monetary Studies (Ksms)*. Doctoral dissertation, United States International University-Africa.
- Douglah, M., Boyd, H. & Gundermann, D. (2013). *Nurturing the development of an evaluation culture in public educational agencies*. In annual conference of the American Evaluation Association, Reno, NV.
- John, G. (2010). The Role of Evaluators' in Project Completion. *Journal of Engineering and Business*. 23(33), 56-67.
- Graaff, J. D. (2019). *On the development and implementation of sustainability strategies in the Dutch festival sector* (Master's thesis).
- Hillman, D. (2011). *Evaluating capacity development: experiences from research and development organizations around the world*. IDRC.
- Hovland, I. (2017). *Making a difference: M&E of policy Research. A working paper no 281*. London: Overseas Development Institute.
- IFRC. (2011). IFRC (2011). *Project/programme monitoring and evaluation (M&E) guide*. International Federation of Red Cross and Red Crescent Societies, Geneva. Geneva: IFRC.
- International Fund for Agricultural Development IFAD (2012). *Participatory Monitoring and Evaluation Training Manual*. Rome.
- Jahid, Q. (2019). *Challenges to Effective Monitoring and Evaluation Systems: Lessons from Afghanistan*.
- Jami, A. A., & Walsh, P. R. (2014). The role of public participation in identifying stakeholder synergies in wind power project development: The case study of Ontario, Canada. *Renewable Energy*, 68, 194-202.

- Kaburu, R. W. (2017). *Factors Influencing Performance of Monitoring and Evaluation Systems in Non-Governmental Organizations: Case of NGOs in Nairobi County*. Doctoral dissertation, Kenyatta University.
- Kakabadse, N. K., Rozuel, C. & Lee-Davies, L. (2015). Corporate social responsibility and stakeholder approach: a conceptual review. *International Journal of Business Governance and Ethics*, 1(4), 277-302.
- Kananura, R. M., Ekirapa-Kiracho, Bumba, A., & Peters, D. H. (2017). Participatory monitoring and evaluation approaches that influence decision-making: lessons from a maternal and newborn study in Eastern Uganda. *Health research policy and systems*, 15(2), 107.
- Karanja, G. M. (2013). Influence of management practices on sustainability of youth income generating projects in Kangema District, Murang'a County, Kenya. *International Journal of Education and Research*, 2(2), 1-12.
- Kariuki, J. (2015). *Project manager leadership style, teamwork, Project Characteristics and Performance of Water Projects in Kenya*. PhD Thesis, University of Nairobi.
- Kawonga, M., Blaauw, D. & Fonn, S. (2012). Aligning vertical interventions to health systems: a case study of the HIV monitoring and evaluation system in South Africa. *Health research policy and systems*, 10(1), 2.
- KDHS. (2009). *Health Survey (2008-2009)*. Nairobi: KNBS.
- Kelly, K. & Magongo, B. (2014). *Report on Assessment of Monitoring and Evaluation Capacity of HIV/AIDS organization in Swaziland*. Swaziland: NERCHA.
- Kerongo, F., Mutua, N. & Musomba, K. (2013). Factors affecting the effectiveness of monitoring and evaluation of constituency development fund projects in Changamwe Constituency, Kenya. *JIARM*, 1(8), 2320-5083.
- Kioko, K. C. (2017). *Assessment Of Factors Influencing Effective Monitoring And Evaluation Of Projects Funded By Machakos County Government, Kenya*. Doctoral dissertation, Kenyatta University.
- Kithinji, C. (2019). *Evaluation Capacity Building and Improvement of Monitoring and Evaluation practice among Non-Governmental Organizations in Central Eastern Counties of Kenya*.

- Kitur, H. K. (2017). Influence of Project Planning and Evaluation on Performance of Constituency Development Funded Projects in Public Schools in Rongai District, Kenya. *Scholars Journal of Economics, Business and Management (SJEEM)*, 4(12), 893-900.
- Kusek, J. & Rist, R. (2014). *Ten steps to a results-based monitoring and evaluation practices: a handbook for development practitioners*. Washington, D.C: The World Bank.
- Lopatta, K., Jaeschke, R. & Chen, C. (2017). Stakeholder engagement and corporate social responsibility (CSR) performance: International evidence. *Corporate Social Responsibility and Environmental Management*, 24(3), 199-209.
- Maalim, M. A. & Kisimbii, J. (2017). Influence of monitoring and evaluation practices on project performance in counties: The case of Mombasa County, Kenya. *CLEAR International Journal of Research in Commerce & Management*, 8(10), 3-25.
- Mitnick, B. M. (2015). Agency theory. *Wiley encyclopedia of management*, 1-6.
- Muchiri M. S. (2014). *Determinants of success of constituency development projects in Mbooni Constituency, Makueni County, Kenya*. A MBA research project, Kenyatta University.
- Mugo, P. M. & Oleche, M. O. (2015). Monitoring and Evaluation of Development Projects and Economic Growth in Kenya. *International Journal of Novel Research in Humanity and Social Sciences*, 2(6), 52 - 63.
- Muindi, J. M. (2018). *Influence of monitoring and evaluation on performance of county funded social development projects in Makueni County, Kenya*. University of Nairobi.
- Nabulu, D. (2015) *Factors Influencing Monitoring and Evaluation of Government projects; A case of CDF in Narok-East Sub-County*. Unpublished MBA Thesis University of Nairobi.
- Nalianya, E. O. (2010). *Understanding project monitoring and evaluation*. Nairobi: EKON Publishers.
- Nasambu, J. (2016). *Factors influencing the performance of monitoring and evaluation systems in non-government organizations in Lira District, Northern Uganda*. Doctoral dissertation, Uganda Technology and Management University.

- NEA. (2014). *Monitoring and Evaluation: Some Tools, Methods and Approaches*. Washington, D.C.: OED.
- Njuguna, P. K. (2016). *Factors influencing the performance of monitoring and evaluation systems in non-governmental organizations funded educational projects in Murang'a County, Kenya*. Master's Thesis, University of Nairobi.
- Njuki, J., Kaaria, S., Chitsike, C. & Sanginga, P. C. (2015). Participatory monitoring and evaluation for stakeholder engagement, assessment of project impacts, and for institutional and community learning and change. *Project SN-3 Participatory Research Approaches to Reduce Poverty and Natural Resource Degradation through the Creation of Market Links and Social Control of*, 409.
- Noeth R. & Volkov B. (2014). *Evaluating the effectiveness of Technology in our Schools: ACT Policy Report*. Information for life Transitions.
- Nyakundi, A. A. (2014). *Factors influencing implementation of Monitoring and evaluation processes on donor Funded projects; a case of gruppo per le Relazioni transculturali-grt project in Nairobi, Kenya*. Unpublished master's thesis, University of Nairobi.
- Odhiambo, K. T. (2010). Evaluation capacity development in Kenya. *Development in Africa*, 4(9), 71-79.
- OECD. (2012). *Evaluating Peacebuilding Activities in Settings of Conflict and Fragility: Improving Learning for Results, DAC Guidelines and References Series*. OECD Publishing.
- OED & AfrDB. (2018). *Evaluation Capacity Development in Africa: Selected Proceedings*. Washington, D.C.: OED, World Bank.
- Ofori, D. F. (2013). Monitoring and evaluation practices and critical success factors—a developing country perspective. *International Journal of Business and Management*, 8(21), 14-19.
- Ogunlana, S. O. (2010). Beyond the 'iron triangle': Stakeholder perception of key performance indicators (KPIs) for large-scale public sector development projects. *International journal of project management*, 28(3), 228-236.
- Penrose, E. (1959). 1995. *The Theory of the Growth of the Firm*, 3.

- Porter, S. & Goldman, I. (2013). A Growing Demand for Monitoring and Evaluation in Africa. *African Evaluation Journal*, 1(1), 1 - 9.
- Proudlock, P. (2009). Children's socio-economic rights. *Child law in South Africa*, 3(1), 291-308.
- Rasul, G. (2016). Managing the food, water, and energy nexus for achieving the Sustainable Development Goals in South Asia. *Environmental Development*, 18, 14-25.
- Redclift, M. (2014). Sustainable development and popular participation: A framework for analysis. In *Grassroots Environmental Action* (pp. 39-65). Routledge.
- Rist, G. (2014). *The history of development: From western origins to global faith*. Zed Books Ltd.
- Serra, C.E. M & Kunc, M. (2014). Benefits Realisation Management and its Influence on Project Success and on the Execution of Business Strategies. *International Journal of Project Management*, 5(7), 1 - 14.
- Shihemi, R. (2016). *Influence Of Monitoring And Evaluation Tools On Projects Performance Of Building And Construction Projects In Kenyan Public Universities: A Case Of The University Of Nairobi*. Doctoral dissertation, University Of Nairobi.
- Simister, N. & Smith, R. (2010). *Monitoring and Evaluating; Capacity Building: is it really that Difficult?* International NGO training and research centre (INTRAC)
- Stirman, S.W., Kimberly, J., Cook, N., Calloway, A., Castro, F. & Charns, M. (2012). The sustainability of new programs and innovations: A review of the empirical literature and recommendations for future research. *Implementation Science*, 7(1), 17-19.
- Sutherland, A. (2011). *Capacity assessment in multi-stakeholder agricultural innovation platforms: A review of literature and experiences*.
- Taut, S. (2017). Studying Self-Evaluation Capacity Building in a Large International Development Organization. *American Journal of Evaluation*, 28(1), 45–59.
- Turner, J. (2009). *The Handbook of Project-Based Management — Leading Strategic Change in Organizations* (Third ed.). London: The McGraw-Hill.
- UNDP (2009). *Handbook on Planning, Monitoring and Evaluating for Development Results*. UNDP. New York.

- USAID (2011). *Framework 2011-2015*. Policy Framework. USAID.
- Van Slyke, C., Ilie, V., Lou, H. & Stafford, T. (2017). Perceived critical mass and the adoption of a communication technology. *European Journal of Information Systems*, 16(3), 270-283.
- Vracheva, V., Judge, W. Q. & Madden, T. (2016). Enterprise strategy concept, measurement, and validation: Integrating stakeholder engagement into the firm's strategic architecture. *European Management Journal*, 34(4), 374-385.
- Wang, K. T. (2015). *Research design in counseling*. Nelson Education.
- Waweru, E. (2015). Tracking implementation and (un) intended consequences: a process evaluation of an innovative peripheral health facility financing mechanism in Kenya. *Health policy and planning*, 31(2), 137-147.
- Wayne C. P. (2010). Mapping the Dimension of Project Success. *Project Management Journal*, 2(16), 99-113.
- Weiss, C. H. (1972). *Evaluation research: Methods for assessing program effectiveness* (pp. 283-88). Englewood Cliffs, NJ: Prentice-Hall.
- World Bank Report, (2011). *Basic guidance for cross-cutting tools: Conceptual models*. Retrieved July 14, 2009 from <https://login.panda.org/idp/Authn/UserPassword>
- World Bank. (2012). *The World Bank: New Directions in Justice Reform. A Companion Piece to the Updated Strategy and Implementation Plan on Strengthening Governance, Tackling Corruption*. International Bank for Reconstruction and Development / International Development Association or The World Bank.
- World Bank. (2014). *World development indicators 2014*. World Bank Publications.
- World Health Organization. (2015). *World malaria report 2014*. World Health Organization.
- Yin, R. K. (2017). *Case study research and applications: Design and methods*. Sage publications.
- Zapico-Goñi, E. (2017). Performance monitoring for budget management: A new role of the budget center. In *Monitoring performance in the public sector* (pp. 67-100). Routledge.

APPENDICES

Appendix I: Introduction Letter

Dear Sir/Madam

RE: REQUEST TO COLLECT DATA FROM YOUR ORGANIZATION

I am a student at the University of Nairobi currently undertaking masters in project management. I intend to research with the title “*Influence of Monitoring and Evaluation Practices on County Government Projects: A Case of Mandera Central Sub-County, Mandera County, Kenya*”

The purpose of this letter is to request your permission to collect data for research purposes. All information collected will be treated with the utmost confidentiality and will only be used for academic purposes.

I will highly appreciate your cooperation, support and consideration.

Yours,

YUSSUF KALA

Appendix II: Research Questionnaire

This questionnaire is to collect data for purely academic purposes. All information will be treated with strict confidence. Do not put any name or identification on this questionnaire.

Answer all questions as indicated by either filling in the blank or ticking the option that applies.

SECTION A: Background Information (Please tick (√) appropriate answer)

1) Please indicate your gender: Female [] Male []

2) State your highest level of education

Certificate [] Diploma [] Degree [] Masters [] PhD []

Others (Specify) -----

3) Please Indicate your age bracket 20-30 yrs [] 31-40 yrs []

41-50 yrs [] 51 – 60 []

PART B: INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON COUNTY GOVERNMENT PROJECTS: A CASE OF MANDERA CENTRAL SUB-COUNTY, MANDERA COUNTY, KENYA

Budgetary allocation for M&E

4) To what extent do the following aspects of budgetary allocation for M&E influence performance of county government projects in Mandera central sub-county?

Very great extent [5] Moderate extent [3] Very low extent [1]

Great extent [4] Low extent [2]

	1	2	3	4	5
Provision of budget allocation to M&E					
Amount allocated to M&E					
Adequacy of allocated amount					
Timely disbursement of funds					

5) In your own opinion, how do the above aspects of budgetary allocation for M&E influence Performance of county government projects in Mandera central sub-county?

.....

Stakeholders’ Engagement in M&E

6) To what extent do the following aspects of stakeholders’ engagement in M&E influence Performance of county government projects in Mandera central sub-county?

Very great extent [5] Moderate extent [3] Very low extent [1]
 Great extent [4] Low extent [2]

	1	2	3	4	5
Advocacy to promote M&E					
Stakeholder identification					
Stakeholder analysis					
Communication					
Collaborations					
Community participation					

7) In your own opinion, how do the above aspects of stakeholders’ engagement in M&E influence Performance of county government projects in Mandera central sub-county?

.....

Capacity Building in M&E

8) To what extent do the following aspects of capacity building influence Performance of county government projects in Mandera central sub-county?

Very great extent [5] Moderate extent [3] Very low extent [1]
 Great extent [4] Low extent [2]

	1	2	3	4	5
Technical expertise in M&E					
Training and supervision					
M&E workforce development plan					
M&E champions					
Surveillance system					
IT usage					

9) In your own opinion, how do the above aspects of capacity building influence Performance of county government projects in Mandera central sub-county?

.....

Technology Adoption in M&E

10) To what extent do the following aspects of technology adoption in M&E influence Performance of county government projects in Mandera central sub-county?

Very great extent [5] Moderate extent [3] Very low extent [1]
 Great extent [4] Low extent [2]

	1	2	3	4	5
ICT literacy					
Security concerns					
System incompatibility with stakeholders/partners					
Privacy issues e.g. invasion by hackers					
Information sharing among stakeholders					

11) In your own opinion, how do the above aspects of technology adoption in M&E influence Performance of county government projects in Mandera central sub-county?

.....

Performance of County Government Projects

12) What is the trend on in the following aspects of performance of county government projects in Mandera central sub-county for the last five years?

1= Greatly decreased 2= Decreased 3= Constant 4= Improved 5= Greatly Improved

	1	2	3	4	5
Cost within budget					
Timeliness					
Achievement of result indicators					
Within specifications					
Accepted by beneficiaries					

13) In your own opinion, what is your recommendation on what should be done to improve performance of county government projects in Mandera central sub-county?

.....

.....

.....

.....

Thank You for Your Participation