INFLUENCE OF MONITORING AND EVALUATION ON PERFORMANCE OF COUNTY FUNDED PROJECTS: A CASE OF AMBOSELI CONSERVATION PROJECT IN KAJIADO COUNTY

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A Research Project Submitted in Partial Fulfilment of the Award of the Degree of Master of Arts in Project Planning and Management, University of Nairobi

2020

DECLARATION

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

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L50/16020/2018

This research project is presented for examination with our approval as the university supervisors.

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DEDICATION

This thesis is dedicated to my loving parents. My father the late Kimatu who did not only raise and nurture me but also taxed himself dearly over the years for my education and intellectual development. Also to my late mother who had been my source of motivation and strength during moments of despair and discouragement .I will forever be indebted to my loving family;Rael,Andrew,Florence,Boniface and Raul for their moral ,emotional ,spiritual and financial support and encouragement and prayers towards this course.

ACKNOWLEDGEMENT

Special thanks to my supervisor Dr Antony Ndung'u whose valued guidance, support and direction facilitated to the realisation of this work. I thank Elijah Keen Naini, Treasurer OOGR Olgulului /Ololarashi) Ranch for availing data and other pertinent information, without which my proposal could not have been accomplished.

I equally salute the staff of University of Nairobi, and the lecturers for guidance, professional advice and constructive criticism which kept me to continue to the end. I would also like to thank the people at the centerand coordinator who were cooperative and very supportive.I am also grateful to my interviewees who spent their time giving me an account of their experiences.

Above all i give glory to the almighty God for granting me sufficient grace to start and complete this study.

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ABBREVIATIONS AND ACRONYMS

ACP: Amboseli Conservation Project

CDF: County Development Fund

ICT: Information Communication Technology

M&E: Monitoring and Evaluation

MBO: Management by Objectives

MDGs: Millennium Development Goals

NPM: New Public Management

OECD: Organisation for Economic Co-operation and Development

PMI: Project Management Institute

RBMG: Results Based Management Group

SPSS: Statistical Package for Social Sciences

TQM: Total Quality Management

UNDP: United Nations Development Programme

ABSTRACT

Project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and the output accepted and used by the clients for whom the project was intended. Many projects in Kenya have either stalled or failed to kick off; in others, shoddy performance by merchants had been noted. County governments invest billions of shillings annually in a number of projects in various sectors. However, most of these projects experience performance challenges in terms of implementation and completion, thereby leading to wastage due to ineffective M & E. Therefore, this study purposed to establish the influence of monitoring and evaluation on performance of county funded projectsbased on Amboseli conservation project in Kajiado County.Specifically, the study looked at influence of M&E planning, M&E training, stakeholders' involvement in M&E and utilization of M&E findings on performance of Amboseli conservation project in Kajiado County, Kenya. The study was underpinned by the program theory and theory of change.The study adopted a descriptive research design with the target population being 201 comprising of community leaders, M&E officials, project managers and Amboseli national parks' officials. Stratified simple random sampling techniques were used to select a sample of 134 respondents. Primary data was obtained using self-administered questionnaires while secondary data was obtained using data collection sheet. Data was analysed using Statistical Package for Social Sciences (SPSS Version 25.0). Descriptive statistics such as frequencies, percentages, mean score and standard deviation wasused to analyze the quantitative data. The qualitative data from the open-ended questions was analysed using content analysis and presented in prose. Multiple regression analysiswas used to establish the relationship between the independent and the dependent variables. The information was presented in form of frequency tables. The study found thatM&E procedures plans influenced theperformance of Amboseli conservation project in Kajiado County to a very great extent. The research also found that the number of officers trained in M&E influences the performance of Amboseli conservation project in Kajiado County to a moderate extent.The research also found that collaborations; stakeholder identification influence performance of Amboseli conservation project in Kajiado County to a great extent.Further, the research found that provision of performance feedbackinfluence performance of Amboseli conservation project in Kajiado County to a low extent. The study concluded that M&E planning had the greatest influence on the performance of Amboseli conservation projectin Kajiado County, followed by stakeholders' involvement in M&E, then utilization of M&E findingswhileM&E training had the least influenceto the performance of Amboseli conservation projectin Kajiado County.The study recommends that the effectiveness of monitoring and evaluation can be enhanced when project team learn how to apply technical and systematic methodologies in executing these activities.The study also recommended for a proper adoption of monitoring policy which will ensure that it is properly anchored within county-funded projects performance.The study also recommends that the staffshould possess the required technical expertise to ensure high-quality monitoring.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Environmental conservation or protection is the maintenance and preservation of the environment, habitat, and its environs. Conservation on the other hand is an ethic of resource use, allocation, and protection (Mao & Zhang, 2018). Its primary focus is upon maintaining the health of the natural world: its fisheries, habitats, and biological diversity. Those who advocate or work towards the Millennium Development Goal number 7 calls for ensuring environmental stability by increasing forest cover among other actions. Over the past two decades environmental conservation organisations, have become a force to reckon with. Although there had been a severe government backlash, in a number of countries ranging from Russia to Zimbabwe, overall these organisations have increasingly substantial impact worldwide, with increasingly a large amount of resources at their disposal and increasingly a large amount of trust from the public (McComb, 2015).

Projects are used as means of organizing an activity with the aim of achieving desired objectives. A project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and they output accepted and used by the clients for whom the project was intended. Projects are unique and that's why project success differs from one project to another (Müller & Turner, 2013). To increase complexity even more, within the last decades the concept of project success is approached in relationship to stakeholders' perception, being accepted that success means different things to different people (Shenhar et al, 2010).

Monitoring is defined as a continuous assessment both of the functioning of the project activities in the context of implementation schedules and of the use of project inputs by targeted population in the context of design expectations. Monitoring involves the provision of regular feedback on the progress of a project implementation and the problems facing project implementation. Guerra-López and Hicks (2015) define project monitoring as a continuous function involving the day to day operation during the implementation of a project. It is a routine measurement of program input/ activities and output- procurement, delivery and implementation plans, resources, adherence to implementation of projects, compliance with required procedures and achievement of the planned targets (Islam, Mouratidis & Weippl, 2014).

The success of any project is critical in achieving development agenda in the local communities across the globe. Monitoring and evaluation of projects is fundamental if the project objectives and success is to be achieved since it improves overall efficiency of project planning, management and implementation. Several projects could be initiated to transform social, political and economic well-being of citizens in a particular country. This calls for effective utilization of monitoring and evaluation results for continuous improvement and quality of performance in organization(Yalegama, Chileshe & Ma, 2016).

In order to improve project management in future, the current projects or proposed projects, the stakeholders need to evaluate and monitor these projects, monitoring and evaluation budget should be set aside for project activities and it should be done in a timely manner. These will provide information on project implementation and difficulty that face this project thus providing records that can be used to try and reduce these problems and also make sure the goals of county fund is always achieved in all the projects, feedback help in controlling the workmanship thus enhancing the quality of a project (Yamin & Sim, 2016).

World Bank (2014) highlighted that monitoring activities are undertaken to achieve the following purposes: to indicate at the earliest instance any shortcomings with regard to achieving intended objectives so that ameliorative measures can be undertaken in good time; to monitor the development of the project as a whole, and its component projects, in relation to changes in the context and circumstances of their implementation; to implement a rapid problem identification system as well as a system for internal communications to the various stakeholders; to facilitate evaluation process during and after activities, through the definition of specific indicators; it is used as a tool to help planners initiate new projects; to determine whether existing interventions should be strengthened or discarded; to facilitate continuous improvement in the project and to assess the overall effectiveness and efficiency of social interventions in terms of their outputs, outcomes, costs and impacts; and where necessary, to determine the catalytic effects and performance of such projects (Hermann, Pentek & Otto, 2016).

Globally in India, Hundal (2012) noted that despite having most profuse natural gifts: verdant forests, water-stocked Himalayan ranges, rich coastal fish resources, productive estuaries, grassy pastures, and bountiful river systems. Years of lack of properly managed wild conservation, have degraded forests, wounded coastline, and poisoned aquifers with devastating results. Today, India contains 172 species (2.9% of the world's total number) of

animals that are considered to be globally at risk. These include species of mammals, 69 species of birds, 23 species of reptiles, and species of amphibians. Extinction is somehow classified as 'biological reality' because no species has, as yet, existed for more than a few million years without evolving into something different or dying out completely. Extinction is threatening all species, but most of the time smaller animals, like bats and rodents, face this threat more than other animals (Yamin & Sim, 2016).

Regionally in Namibia conservancies have many and increasing cross-scale and cross-level linkages (Young, 2012), including important linkages with international tourism enterprises. Centrally and internationally conceived approaches in community-based conservation emerged in the 1980s in Southern Africa to buttress national parks as wildlife reserves, and better conserve wildlife as an economic development alternative to agriculture in semi-arid regions. These have been termed community-based natural resource management (Fabricius, *et al*. 2012).

Locally under Vision 2030, Kenya's journey towards prosperity involves the building of a just and cohesive society, enjoyable equitable social development in a clean and secure environment. This quest is the basis of transformation in eight key social sectors that include environment. Kenya aims to be a nation living in a clean, secure and sustainable environment by 2030. The goals for 2012 are to increase the forest cover from less than 3% at present to 4% and to lessen by half all environmental – related diseases. Specific strategies involve; promoting environmental conservation for better support to the economic pillar flagship projects and for the purposes of achieving the Millennium Development Goals (MDGs) (Wanjiku, 2013).

County governments have been initiating flagships projects for conserving the environment. These include the water catchment management initiative through rehabilitating the five water towers including Mt. Kenya, the wildlife corridors and migratory routes initiatives by reclaiming all wildlife corridors and migratory routes (Wanjiku, 2013).Kenya is not exceptional where it has witnessed various environmental hazards that are traced to forest degradation. This calls for global environmental conservation and creation of awareness of the issue which has increased the willingness of the states and governments to intervene. In order to mitigate this, Kenya along with other states and governments, has had in their national agenda environmental conservation policies and legislations(Liambila, 2017).

1.1.1 Project Performance

Project performance refers to the state at which intervention meets the established goals that is the expected needs of the beneficiary producing quality, standards that have been determined to satisfy the needs. Globally, organizations are battling with demands for persistent changes in project management to improve performance and stay focused (Kerzner, 2017). Some of the sources of the pressure to improved project performance are: donors, county governments, private sectors and the press. Despite the calls for greater responsibility and openness in return for genuine outcomes, activities and projects must be progressively be receptive to partners' request to demonstrate unmistakable outcomes (Sirisomboonsuk, Cao, & Burns, 2018).

All activities are relied upon to have particular targets that are an end result, which incorporate cost, scope and time. Along these lines, projects which achieve cost, timetable and quality targets are successful. Those that don't are failures (PMI, 2014). Achievement and disappointment are essential measure of performance. Project success can be determined with the help of M&E and key indicators. Key indicators are things which if observed legitimately give quantifiable appraisal of project performance. Indicators are derived from the established objectives. The number of objectives achieved or the scope are the key components that when attained fulfils the end product for the project. The scope or objectives of a project are determined at the initiation stage so as to give a project an upper hand in achieving its objectives (Sirisomboonsuk, Cao, & Burns, 2018).

1.1.2 Monitoring and Evaluation

Monitoring is a continuous function that employs systematic periodic collection of data related to specific indicators in projects. Monitoring and evaluation (M&E) can be described as a process that can be used by project managers in order to improve project performance and result achievement. The objective of M&E is to enhance present and future administration of yields, results and effect (Ngacho & Das, 2014). Performance monitoring in government has been characterized by a silo approach. This has led to a situation where planning, budgeting, and monitoring and evaluation functions are performed by different sections in institutions in isolation of each other. This has result to plans not aligned and synchronized with the cost of the project. It also results to lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information (Ntiniya, 2016).

Monitoring and evaluation process is an indispensable tool that is significant in ensuring the major objectives and goals of the national government community development fund projects are achieved. These objectives and goals include activation of development activities at constituency level so as to fight poverty at the grass root level, promotion of equity in sharing national resources and providing an opportunity for local communities to participate in development planning and project implementation. It is therefore crucial to lay emphasis on how well those projects are monitored and evaluated across the country (Kibebe & Mwirigi, 2014).

Monitoring and evaluation of project improves overall efficiency of project planning, management and implementation and therefore various projects are started with the sole goal of changing positively the socio-political and economic status of the residents of a given region (Umugwaneza & Warren, 2016). Monitoring is the project long process of ascertaining whether the plan has been adhered to, any deviations noted and corrective measures Factors affecting the effectiveness of monitoring and evaluation of constituency undertaken in a timely manner. The project information is obtained in an orderly and sequential manner as the project is on-going. The reason why national government community development fund projects are monitored is to make them more efficient and effective in meeting the needs of the constituents(Barasa, 2014).

Monitoring is done in accordance to the prior set targets and all its activities are as predetermined during the planning phase. These activities ensure that everything is on track and can let the project managers detect early enough when deviations occur. If monitoring is conducted as expected, it is a very important management tool that acts as a basis for project evaluation since through it the concerned parties establish the sufficiency and adequacy of the available resources and whether they are optimally used and in the case of human resources if they are competently constituted so as to do what was planned(Ogolla & Moronge, 2016).

1.1.3 Amboseli Conservation Project

The Amboseli Conservation Project was founded in 1967 to conserve Amboseli's wildlife and its ecosystem to the benefit of its people. ACP is dedicated to the betterment of conservation based on the following goals: conduct research on African ecosystems;Develop tools for identifying the threats to biodiversity;Develop conservation policies and practices that benefit local communities;Build local and national consensus and capacity for

conservation;Promote sound environmental governance and practices; andForge national and international collaboration for conserving biodiversity.

The Greater Amboseli region is home to some exceptional conservation projects.Because lions are the easiest of the big cats to observe, few people realise that lions face an extremely uncertain future. A century ago, more than 200,000 lions roamed Africa. Now, fewer than 30,000 are thought to remain and lions have disappeared from 80% of their historical range,the world's leading cat conservation NGO. In Kenya, lion numbers have reached critical levels: less than 2000 lions are thought to remain in the country. Fewer than 100 of these inhabit the Amboseli ecosystem and around half of these (many more in the rainy season) live outside park boundaries, sharing the land with the Maasai and their herds of livestock.

The Amboseli Conservation Programme (ACP) conducts long term ecological monitoring and sound science for the conservation of the Greater Amboseli Ecosystem. Established in 1967 by Dr. David Western, ACP continues to work with local communities and research and conservation partners to enhance our understanding of the interactions between pastoralism and wildlife to sustain the integrity of the Amboseli ecosystem. The ACP team has an active research programme including long term habitat monitoring, wildlife counts, assessment of land-use and settlement patterns, and climate change. ACP is dedicated to applying the results of this work to the betterment of conservation nationally and internationally.

1.2 Statement of the Problem

Project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and they output accepted and used by the clients for whom the project was intended (Kerzner, 2017). Monitoring and evaluation of projects is fundamental if the project objectives and success is to be achieved since it improves overall efficiency of project planning, management and implementation. It takes time to build an effective M&E system, and as such strengthening of institutions and learning from mistakes plays a key role (Umugwaneza & Warren, 2016). M&E has therefore emerged as a key policy development and performance management tool. To meet these goals, strengthen programs and demonstrate value for money, there should be a strong utilization of M&E systems to report accurate, timely and reliable data on programmatic performances progress and impact (World Bank, 2014).

Many projects in Kenya have either stalled or failed to kick off; in others, shoddy performance by merchants had been noted (Yusuf, Otonde & Achayo, 2017). Best practices require that projects are closely monitored not only for control but also for transparency, accountability for resource use and impact, good project performance and organizational learning to benefit future projects (Ogolla, & Moronge, 2016). County governments invest billions of shillings annually in a number of projects in various sectors. However, most of these projects experience performance challenges in terms of implementation and completion, thereby leading to wastage due to ineffective M & E (Manei, 2016).

Amboseli National Park conservation project is experiencing a lot of changes in its environment both in the management and ecological changes due to climate change. Currently it is facing a prolonged dry season that is leading to degradation of habitats making wildlife uncomfortable due to inadequate forage vegetation for consumption resulting to death and migration from the conservancy, making them unavailable for viewing by tourists (Ndege & Gichuki, 2016). Although the holding capacity for the conservancy is 95,000 per year, this has not yet been achieved (Njeri, 2016). There has been a decline in number of visitors where in 2014, 2015 and 2016; there were 56200, 41060 and 24000 visitors respectively.

Various studies have been done in relation to performance of projects. For instance,Safari and Kisimbii (2020) looked at the influence of Monitoring and Evaluation on the Performance of County Government Funded Projects; A Case of Kwale County. Mwangi (2015) conducted a study on factors affecting the effectiveness of monitoring and evaluation of constituency development fund projects in Kenya based on a Case of Laikipia West Constituency. In addition, Mathenge (2017) conducted a study on monitoring and evaluation practices and performance of constituency development fund projects in Kiambaa Constituency, Kiambu County, Kenya. Abdi and Kimutai (2018) examined the monitoring and evaluation and performance of constituency development fund projects in Garissa County, Kenya. Ayebare (2019) examined the relationship between Monitoring and Evaluation Practices and Performance of Road Infrastructure Projects in Uganda: a Case of Uganda National Roads Authority-UNRA. However, none of the reviewed studies focused on influence of monitoring and evaluation on performance of Amboseli conservation project in Kajiado County. Therefore this study sought to bridge this gap by establishing the influence of influence of monitoring and evaluation on performance of county funded projects by focusing on a case of Amboseli conservation project in Kajiado County, Kenya.

1.3 Purpose of the Study

The purpose of the study was to establish the influence of monitoring and evaluation on performance of county funded projects by focusing on a case of Amboseli conservation project in Kajiado County.

1.3.1 Specific of the Study

This study was guided by the following objectives:

i. To establish how M&E planning influence performance of Amboseli conservation project in Kajiado County, Kenya.
ii. To evaluate how M&E training influence performance of Amboseli conservation project in Kajiado County, Kenya.
iii. To determine the extent to which stakeholders' involvement in M&E influence performance of Amboseli conservation project in Kajiado County, Kenya.
iv. To assess the influence of utilization of M&E findings on performance of Amboseli conservation project in Kajiado County, Kenya.

1.4 Research Questions

The study sought to answer the following research questions;

i. How does M&E planning influence performance of Amboseli conservation project in Kajiado County, Kenya?
ii. To what extent does M&E training influence performance of Amboseli conservation project in Kajiado County, Kenya?
iii. How does stakeholder's involvement in M&E influence performance of Amboseli conservation project in Kajiado County, Kenya?
iv. How does utilization of M&E findings influence performance of Amboseli conservation project in Kajiado County, Kenya?

1.5 Research Hypothesis

This study was guided by the following hypotheses:

H_{01}:M&E planning has no significant influence onthe performance of Amboseli conservation project in Kajiado County, Kenya.

H_{02}:M&E training has no significant influence on the performance of Amboseli conservation project in Kajiado County, Kenya.

H_{03}: Stakeholders' involvement in M&E has no significant influence on the performance of Amboseli conservation project in Kajiado County, Kenya.

H_{04}: Utilization of M&E findings has no significant influence on the performance of Amboseli conservation project in Kajiado County, Kenya.

1.6 Significance of the Study

The findings of this study were expected to shed light on ways to improve monitoring and evaluation of county funded projects. The management of Amboseli conservation project would use findings in this study in coming up with strategies to ensure that every aspect of the project is monitored and evaluated. This wouldbe done by finding a way of involving the stakeholders in monitoring and evaluation as well as how to use the M&E findings in decision making.

The study wouldalso be useful to the project managers and government in policymaking regarding effective M&E practice. The government and other stakeholders wouldbenefit from the study whereby they were equipped with the information that was necessary in monitoring and evaluating county funded projects. The project managers wouldbe aware of the influence of monitoring and evaluation onperformance of county funded projects. The study findings wouldalso be used by the government and particularly policy makers, planners and program implementers to formulate policies and strategies on how best to undertake wildlife conservation projects in the relevant organizations.

The findings wouldalso help in bringing out the sense of project management in county funded projects especially in the area of project M&E in order to ensure a desirable outcome to the end user. The findings wouldbe important to the relevant stakeholders' ensuring the right measures are taken during the Monitoring and evaluation phase of county funded projects.

The findings of this studywere expected to contribute to and reinforce already available literature in regard to influence of monitoring and evaluation on performance of county funded projects. The literature wouldbe useful to scholars as a reference material when carrying out further research on issues of influence of monitoring and evaluation on performance of county funded projects in Kenya.

1.7 Delimitation of the Study

The study was delimited to establishing theinfluence of monitoring and evaluation on performance of county funded projects. The main focus of the study wasAmboseli conservation project in Kajiado County. Specifically, the study looked at influence of M&E planning, M&E training, stakeholders' involvement in M&E and utilization of M&E findings on performance of Amboseli conservation project in Kajiado County, Kenya.The study collected data from the community leaders, M&E officials, project managers and Amboseli national parks' officials. The study was carried out in a period of eight months.

1.8 Limitations of the Study

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

Furthermore, identification of all stakeholders and bringing them on round table to discuss real issues took a lot of time. Some respondents given questionnaires did not stick to the dates for handing over of questionnaires. In this limitation the researcher convinced the respondents on the importance of the study being conducted and thishelped to reduce the strength of the limitation and made the study a success.

1.9 Basic Assumptions of the Study

The studywas conducted under the assumption that the respondents were available and also that they gave honest responses. The study assumed that there wouldbe no serious changes in the composition of the target population that might affect the effectiveness of the study sample. This study also assumed that the respondents wouldbe honest, cooperative and objective in the response to the research instruments and was available to respond to the research instruments in time. Finally, the study assumed that the authorities wouldgrant the required permission to collect data from their institutions.

1.10 Definition of Significant Terms Used in the Study

The following are the operational definitions of terms that were used throughout this study:

Monitoring and Evaluation: The accumulation of information by different techniques to understand common frameworks and highlights, assessing the effects of

advancement recommendations on such frameworks, and evaluating the execution of alleviation measures.

Project performance: This refers to the state at which intervention meets the established goals that is the expected needs of the beneficiary producing quality, standards that have been determined to satisfy the needs.

County funded projects: These are initiatives funded by county governments to attain a common goal of development.

M&E Planning: This is a process for building upon a project/program's logframe to detail key M&E requirements for each indicator and assumption.

Stakeholder involvement in M&E: These are the approaches for ensuring stakeholders are engaged in monitoring and evaluation of projects. These measure inputs, processes, outputs, outcomes and impacts of development interventions.

M&E training: This involves equipping those in the health sector to enable them to perform their roles 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

Utilization of M&E findings: This refers to the extent to which information generated from monitoring and evaluation system is used in decision making, problem solving and policy making for future programs.

1.11 Organization of the Study

This study was organized into five chapters. Chapter one contains the introduction to the study. It presents background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the Study, delimitations of the study, limitations of the Study and the definition of significant terms. On the other hand, chapter two reviews the literature based on the objectives of the study. It further looks at the conceptual framework and finally the summary. Chapter three covers the research methodology of the study. The chapter describes the research design, target population, sampling procedure, tools and techniques of data collection, pre-testing, data analysis, ethical considerations and finally the operational definition of variables. Chapter four presents analysis and findings of the study as set out in the research methodology. The study closes

with chapter five which presents the discussion, conclusion, and recommendations for action and further research.

CHAPTER TWO
LITERATURURE EVIEW

2.1 Introduction

This chapter provides an extensive literature and research related to design tools and performance of county funded projects. This literature review summarizes a diverse spectrum of views about design tools and performance of county funded projects. The chapter therefore has literature review for all variables, Theoretical Framework, conceptual framework and summary of the literature and research gap or Knowledge gaps.

2.2 Performance of County Funded Projects

Project performance refers to the state at which intervention meets the established goals that is the expected needs of the beneficiary producing quality, standards that have been determined to satisfy the needs. Globally, organizations are battling with demands for persistent changes in project management to improve performance and stay focused (Kerzner, 2017). Some of the sources of the pressure to improved project performance are: donors, county governments, private sectors and the press. Despite the calls for greater responsibility and openness in return for genuine outcomes, activities and projects must be progressively be receptive to partners' request to demonstrate unmistakable outcomes (Sirisomboonsuk, Cao, & Burns, 2018).

All activities are relied upon to have particular targets that are an end result, which incorporate cost, scope and time. Along these lines, projects which achieve cost, timetable and quality targets are successful. Those that don't are failures (PMI, 2014). Achievement and disappointment are essential measure of performance. Project success can be determined with the help of M&E and key indicators. Key indicators are things which if observed legitimately give quantifiable appraisal of project performance. Indicators are derived from the established objectives. The number of objectives achieved or the scope are the key components that when attained fulfils the end product for the project (Sirisomboonsuk, Cao, & Burns, 2018).

The scope or objectives of a project are determined at the initiation stage so as to give a project an upper hand in achieving its objectives. To measure performance of a project one is expected to determine cost of completing the project. Cost itself involves all aspects of a project that involve monetary components. A study by (PMI, 2014) a number of measures of performance were looked into which include; stakeholder satisfaction, cost, schedule of the project and performance requirement on a study entitled compressive measurement of

projects. In a study by (Philips, 2018) on measurement of project success, success of project was categorized into three which included project functionality, project management and contractor's commercial performance, under project management factors like budget; schedule and technical specification were discussed. Other factor studied in the same study included favorable environment, winning skills in bureaucratic politics through strategies and ability to manage technological development.Among the indicators of project success discussed above time, cost and number of objectives met guide this study in measuring performance of a project (Philips, 2018).

2.3M&E Planning and Performance of County Funded Projects

Planning is widely thought to be an important contributor to project success. If done effectively, project planning has been known to lead to success of projects using all the parameters of time, cost and quality (James, 2014). Planning for M&E can resolve inherent challenges ranging from conceptual differences about the projects if there are well thought out and capture proper technical and economic considerations. Further, they should have the necessary basic information obtained through sufficient investigation and surveys to adequate project monitoringthroughout the project lifecycle and in-depth evaluation exercise. Where all the above factors are considered, development projects such as healthcare projects tend to have strong links between sectoral planning and project identification, /feasibility and formulation, and between project preparation/project appraisal and project implementation (Golini&Landoni, 2013).

An important characteristic of effective M&E policy is listening and considering the views and requirements of beneficiaries during the planning process. Where there is no input from local stakeholders and beneficiaries or their perspectives and experiences from other projects are not sought during the planning stage, they may tend to see the project as having been imposed on them and not meeting their immediate needs. The risk is that they may remain indifferent to the project whereas ownership is critical to optimal performance (Felix, 2018).

A key capacity of planning for Monitoring and evaluation is to assess costs, staffing, and distinctive resources required for Monitoring and evaluation work. It is basic for M&E aces to state something with respect to M&E spending requirement at the initial stages of an intervention so that funds are conveyed especially to M&E and are available to realize key Monitoring and evaluation endeavors.Felix (2018) contends that anticipating M&E ought to be done at the purpose of undertaking arranging and usage organize, yet a couple of different

researchers fight that M&E ought to be done after the achievement of the planning period of a project yet before the design or intervention stages (Felix, 2018).

Ndege (2016) investigated influence of monitoring and evaluation tools on performance of women empowerment projects in Changamwe constituency, Mombasa County. The study was based on five research objective: Examine the extent to which the use of a budget influences the performance of women empowerment projects, establish the extent to which the use of a strategic plan influences the performance of women empowerment project, determine the influence of stakeholder analysis on performance of women empowerment projects, assess the extent to which the use of a logical framework influences performance of women empowerment projects, determine the extent to which the use of an indicator matrix influences the performance of women empowerment projects. The study applied descriptive research design and used disproportionate stratified random sample to select the sample. It was found out that M&E budget is key in realizing the goals and performance of M&E and generally the project in general. The study was very elaborate on looking at monitoring and evaluation budget in relation to CDF funding in Changamwe, but budget is just one of the many elements of Monitoring and Evaluation planning. In addition it may be that other women empowerment projects in other parts of the country experience different or similar challenges.

Wausi (2016) completed study on the influence of monitoring and evaluation strategies on internet banking performance with reference to benchmarking, monitoring and evaluation 28 planning, budgeting and piloting. This study used an exploratory and descriptive survey research design the study found out that competitive benchmarking helped improve firm's products, services or work processes to enhance its competitive strategy and performance. The study found out that monitoring and evaluation planning ought to be a vital element of any planned ICT program and also ought to be taken into account during the planning stage, before a project begins. The study also found out that budgeting assisted in decision-making and facilitated more efficient allocation of resources for project implementation and performance. Among the objectives of the study monitoring and evaluation planning came out clearly on the ICT integration in banking were key components of planning need to be put in place right from the start of project. Whereas the investigations only examined M&E planning in internet banking projects and its performance, it opens an area of research in other sectors of economy and how proper M&E planning can boost projects performance.

2.4 M&E Training and Performance of County Funded Projects

The technical capacity of the organization in conducting evaluations, the value and participation of its human resources in the policymaking procedure, their incentive to impact resolutions, that can be enormous determinants of how the evaluation's lessons are made, conversed and perceived (Bell & Marais, 2015). Human capitals on the project should be given clear job allocation and designation be fitting their skill, if they are insufficient then training for the necessary skills should be set. For projects using staff that are referred out in the field to carry out project activities on their own there is need for constant and intensive onsite support to the field staff. Individual of the larger aspects of developing employee's skills and abilities is the actual organizational focus on the employee to turn out to be better, either as an individual or as a contributor to the firm.

The responsiveness by the organization coupled with increased expectations following the opportunity can lead to a self-fulfilling prophecy of enhanced output by the employee. Bailey, Farmer, Jessop and Jones (2018) argues this means not objectively training, but a whole suite of learning approaches: from secondments to research institutes and opportunities to work on impact evaluations within the organization or somewhere else to improve their performance, to time spent by project staff in evaluation section and similarly, time taken by evaluators in the ground. Evaluation must also be autonomous and relevant. Independence is attained when it is carried out by firms and persons free of the control of those responsible for the design and implementation of the development intervention. The study shows that it is vital to determine what methods are appropriate to the users' needs the given (Chaplowe & Cousins, 2015).

Bailey, Farmer, Jessop and Jones (2018) argues that once the project implementation resources have been identified and effective design for monitoring and evaluation completed, the next level is to identify the number of employees who should be trained for M&E actualization. Besides, the training areas should be identified and the duration of training identified. Global Environment Facility (2017) mention that normally the direction to be taken in the process of training for the various parties that should be involved in projects M&E depends on the size of the organization or project to be executed and the available resources plus the level of knowledge and experience of the employees in the organization.

Continuous training of the various M & E implementers ensures that they are equipped withthe changing and emerging trend in the whole process of M & E leading to effective

Implementation and better performance of projects (Ling, 2018). Baron (2017) outlines the need of assessing the training needs at every step of the project implementation. In this argument, the researcher indicates that needs in M&E continue to differ from one cycle to another and if it's a big project, the implementation results envisioned should communicate what kind of M&E is to be carried out and what kind of training should be carried out. Plus, the number of employees to be trained, the type of employees to be trained, and the duration of training among others are determined by the level/cycle and size of the project.

Armonia, Ricardo, Dindo and Campilan (2016) state that there's an awfully crucial role contend by M&E coaching on the implementation of development comes. In line with this study that targeted within the varied development comes funded by the Chinese government in Republic of Kenya it absolutely was noted that coaching of the assorted personnel the least bit department on relevant M&E influences the effectiveness of M&E and also the performance of those projects. The indications of coaching are often narrowed to incorporate the amount of workers trained in varied M&E sections, the character of coaching, the period of coaching and also the motivation of the trained personnel in corporal punishment their duties.

Alcock (2019) adds that effective workers coaching on the assorted elements of project observance and analysis influences the performance of community development comes funded by government agencies. The assorted determinants of the character, duration, sort and areas of employees' coaching embody the projects targets, the indications of the project performance and also the milestones of project success/implementation. In a good method of observance and analysis of comes, there ought to well trained personnel for the method of M&E. The implementation is tied on the provision of knowledgeable personnel to implement the M&E (Ouma, 2018).

2.5Stakeholders' Involvement in M&E and Performance of County Funded Projects

Stakeholders' involvement is paramount in development projects. Although, minor decisions and emergency situations are generally not appropriate for stakeholder participation, a complex situation with far-reaching impacts warrant stakeholder involvement and when done proactively, rather than in response to a problem, helps to avoid problems in the future (Sulemana, Musah & Simon, 2018). The focus of public participation is usually to share information with, and gather input from, members of the public who may have an interest in a project. When stakeholders participate in monitoring and evaluation, it means that they have

participated in providing management information and contributed to decision making. The decisions from this are more likely to be acceptable and relevant to the majority of the population. This makes human and resource mobilization for project implementation easier. Involving stakeholders in discussions about the what, how, and why, of project activities is often empowering for them and it promotes inclusions and facilitates meaningful participation by diverse stakeholder groups (Ofosu & Ntiamoah, 2016).

Stakeholder participation means empowering development beneficiaries in terms of resources and needs identification, planning on the use of resources and the actual implementation of development initiatives. Golini and Landoni (2013) opined that impact evaluation process particularly the analysis and interpretation of results can be improved by the participation of intended beneficiaries, who are the primary stakeholders in their own development and the best judges of their own situation. However, stakeholders engagement needs to be managed with care too much stakeholder's involvement could lead to undue influence on the evaluation, and too little could lead to evaluators dominating the process (Felix, 2018).

Stakeholders' identification in monitoring and evaluation is very important. Stakeholders at various levels engage in monitoring or evaluating a particular project or programme or policy, share control over the content, the process and the results of the monitoring and evaluation activity and engage in taking or identifying corrective actions (Felix, 2018). Many scholars have, however, not focused on the extent to which engagement should be accepted and to what to level should it be permitted during project implementation. In managing stakeholders' engagement, both from stakeholders' analysis, selection and involvement, it is important to understand when each stakeholder(s) input was needed. For instance, UNFPA (2011) explains that participatory evaluations are particularly useful when there are questions about implementation difficulties or programme effects on different stakeholders or when information is wanted on stakeholders' knowledge of programme goals or their view of progress.

Simister (2015) argues that involving stakeholder in M&E generate better M&E data and analysis and ensures service users have the right to be involved in all areas of work that have an influence over their lives. This increases the chances of a project/programme succeeding as high levels of engagement of users, clients and stakeholders in programmes and projects are critical to success (UNDP, 2011). Measures need be taken to ensure that stakeholders are satisfied with their role in M&E activities. This is because failure to involve stakeholders

may generate opposition to any project activities. Were (2014) observes that misunderstanding, resentment, and outright sabotage of development projects can occur where development projects define resource use but exclude local people in decision making processes.

Chebet (2017) did a study on 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. The variables used were: Monitoring and evaluation drivers, type of project leadership and performance of horticulture projects. 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.

2.6 Utilization of M&E Findings and Performance of County Funded Projects

The utilization of M&E results is central to the performance and sustainability of a project (Mackay, 2007). There has been increasing demand for development effectiveness to improve people's lives. This demands for effective utilization of monitoring and evaluation results for continuous improvement and quality of performance in projects. Utility requires that evaluators undertake the evaluation with the intention to use its results; that they carry out evaluation at a time when the results can meaningfully inform decision making processes; and that evaluations be accessible (Rist,Boily & Martin, 2011).

Monitoring and evaluation results can be used in ways such as involvement in decision making of the project, redesigning of the project, strengthening/ improvement, advocacy for additional resources, program intervention of the project and project control. Incentives need to be introduced to encourage the use of performance information meaning that success needs to be acknowledged and rewarded, problems need to be addressed, messengers must not be punished, organizational learning is valued, and budget savings are shared (Kusek & Rist, 2014).

Feedback during project implementation from local project staff and the opportunity for beneficiaries to influence appropriate revisions to project activities contributed to the quality of monitoring information in projects. Moreover, to improve performance information good baseline data combined with ongoing consultation with beneficiaries provides a firm basis

upon which to make judgements about appropriate and timely interventions, and later about the achievement of major development objectives. Baseline data and needs assessments provide the information you need against which to assess improvements caused by project implementation over time thus in order to evaluate the impact the project has on the lives of beneficiaries, you have to be familiar with the situation of the beneficiaries before project implementation (Hunter, 2019).

Monitoring and evaluation contribute to the organizational and global body of knowledge about what works, what does not work and why. They also indicate under what conditions in different focus areas lessons learned should be shared at a global level. This requires that staff record and share the lessons they have acquired with others through these actions; Keeping an open mind; planning evaluations strategically; involving stakeholders strategically; providing real-time information; linking real-time information; applying what has been learned; monitoring how new knowledge is applied. In a learning organization, efforts are made to continuously recreate knowledge from day to day involvement in issues and from the success and failure of field interventions by establishing a knowledge base, documentation of historical facts and sharing of experiences for use more broadly in terms of time and across geographical and sectoral boundaries (Khan, 2013).

Effective use of Monitoring and Evaluation Systems in development agencies is just one of the most crucial management facets which contribute immensely towards performance of development programmes, Kusek, *et al*, (2014). These systems are also essential tracking instruments that are part of organizational management toolkits (Hardlife and Zhou, 2013). A good Monitoring and Evaluation system enhances the action of a project, and ensures the development of learning and knowledge. Monitoring and Evaluation systems are accepted by many experts as key ingredients to a successful project life (Kinda, 2012). At its best, monitoring and evaluation enable donors and partners to understand their agency and to learn from experience to more effectively influence change on the ground (Holland &Ruedin, 2012).

2.7 Theoretical Framework

This is the structure that can hold or support a theory of a research study. The theoretical framework introduces and describes the theory that explains why the research problem under study exists and the relevance of each theory to this study.

2.7.1 Program Theory

The program theory was developed by Bickman (1987). The focus of this theory is on how to bring about change, and who is responsible for the change. Logical models often used to represent the program theory shows how the overall logic is used in an intervention. The theory is in the body of theory of change and applied development evaluation field. The application by the proponents to this theory was on how to relate program theories to evaluation for several years Weiss. Program theory was pragmatic tool in monitoring evaluations for many years; the theory was famous for its conclusive mechanism to fix problems, and addresses the need to carry our assessments to compliment the findings. It also provides tools to control influential areas in evaluation (Islam, Mouratidis & Weippl, 2014). Quite a number of organizations' transactions entail the human service programs that are designed to develop the societal needs, the programs are dynamic and are subject to change based on prearranged situations. The program theory hence uses logical framework methodology. The program theory is a comprehensive version of the logic model. It presented through a graphical scale to relate to the logical model. The logical model support the stakeholders' engagement, senior management and review of outcomes (Guerra-López & Hicks, 2015).

The theory applied in the input-output model to monitor performance, communicate findings and improve project performance. The M&E practices are the basic inputs when utilised well equates to the processing of the inputs and eventually give measurable output. Program theory explains the effects of influencing the input and processes to achieve better output, and yield good results(Smith, Merna & Jobling, 2014). The inputs to the process refer to the variables that influence the outcome, which is performance; in this case, the variables are the M&E planning, M&E training, stakeholders' involvement in M&E and utilization of M&E findings. The logical model clarify the objectives of the program identify expected casual links in following the result chain; inputs, process, outputs and the overall outcome. It provides a link to identification of performance measures at each stage of the logical model. It answers the questions of uncertainty within the project by monitoring the progress and taking corrective when diversion occurs to ensure the objectives are realised (Guerra-López & Hicks, 2015). A program theory shows a single immediate outcome by which the program has achieved, it helps to understand whether there is change towards a desired performance level. Complex programs mainly found in complex projects show a series of immediate outcomes (Gildemyn, 2014). Therefore, this theory is relevant to this study as it forms the

basis for the influence of monitoring and evaluation on performance of county funded projects.

2.7.2 Theory of Change

The theory popularized by Weiss (1995), conjectures that a key motivation behind why complex projects are so hard to assess is that the presumptions that rouse them are ineffectively enunciated. Hypothesis of Change clarifies the procedure of progress by sketching out causal linkages in an activity, that is, its shorter-term, middle of the road, and longer-term results. The distinguished changes are mapped as the outcomes pathway demonstrating every result in intelligent relationship to all the others, and additionally sequential stream(Smith, Merna & Jobling, 2014).

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, 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 (Hermann, Pentek & Otto, 2016).

Using the theory of change the M&E practices can be regarded as inputs whose outcome was 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 (Fischer, Russell, Rehm & Leece, 2018).

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, whether field practitioners or donor or even beneficiaries to read and thus navigate processes of social change. There is need to recognize how change processes

shape the situation and adjust practice appropriately (Orpana, Vachon, Dykxhoorn, McRae & Jayaraman, 2016).

As to why economic growth should lead to rich nations getting richer is an issue that requires to be addressed and raises ethical questions since implementation of projects is supposed to be an empowering process and M&E application should be able to identify loopholes in existence. Involvement of communities in community projects is not an arbitrary occurrence but is anchored on anticipated gains for the target communities (Orpana, Vachon, Dykxhoorn, McRae & Jayaraman, 2016). In Kenya currently there has been a propensity to involve target groups in project work right from initiation, formulation, implementation, M&E up to project closure. This shows that the performance of county funded projects is reliant on the use of monitoring and evaluation. Therefore, this theory forms a foundation on theinfluence of monitoring and evaluation on performance of county funded projects.

2.8 Conceptual Framework

The purpose of this study was to determine to what levels the dependent variable relies on the independent variables. 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. The conceptual framework illustrates diagrammatically how these variables relate to each other

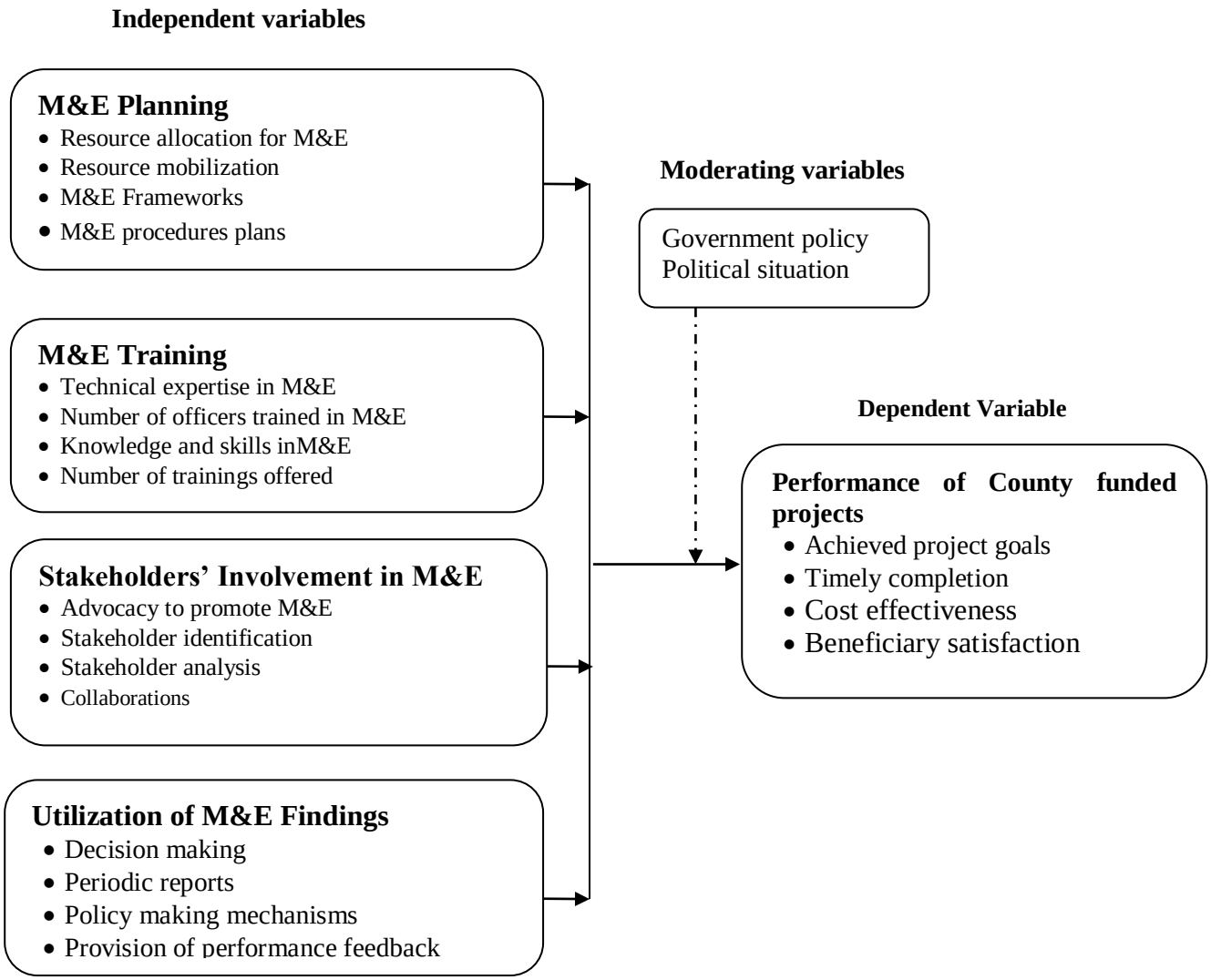

Figure 1: Conceptual Framework

2.9 Summary of the Literature Review

Project performance refers to the state at which intervention meets the established goals that is the expected needs of the beneficiary producing quality, standards that have been determined to satisfy the needs. Globally, organizations are battling with demands for persistent changes in project management to improve performance and stay focused. Some of the sources of the pressure to improved project performance are: donors, county governments, private sectors and the press. Despite the calls for greater responsibility and openness in return for genuine outcomes, activities and projects must be progressively be receptive to partners' request to demonstrate unmistakable outcomes.

Monitoring is defined as a continuous assessment both of the functioning of the project activities in the context of implementation schedules and of the use of project inputs by targeted population in the context of design expectations. Monitoring is a program activity of program management, the purpose of which is to determine whether programs or projects have been implemented as planned. Monitoring involves the provision of regular feedback on the progress of a project implementation and the problems facing project implementation.

Planning for M&E can resolve inherent challenges ranging from conceptual differences about the projects if there are well thought out and capture proper technical and economic considerations. Further, they should have the necessary basic information obtained through sufficient investigation and surveys to adequate project monitoring throughout the project lifecycle and in-depth evaluation exercise. The technical capacity of the organization in conducting evaluations, the value and participation of its human resources in the policymaking procedure, their incentive to impact resolutions, that can be enormous determinants of how the evaluation's lessons are made, conversed and perceived

Stakeholders' involvement is paramount in development projects. Although, minor decisions and emergency situations are generally not appropriate for stakeholder participation, a complex situation with far-reaching impacts warrant stakeholder involvement and when done proactively, rather than in response to a problem, helps to avoid problems in the future. The focus of public participation is usually to share information with, and gather input from, members of the public who may have an interest in a project. The utilization of M&E results is central to the performance and sustainability of a project. There has been increasing demand for development effectiveness to improve people's lives. This demand for effective utilization of monitoring and evaluation results for continuous improvement and quality of performance in projects.

2.10 Knowledge Gap

The focus of study, methodology used, findings, and gaps in knowledge for the various research studies covered in the literature review are summarized in Table 2.1 together with the current study focus.

Table 2.1: Research Gaps

Author (Year)	Title of the Study	Methodology Used	Findings	Knowledge Gap
Safari and Kisimbii (2020)	Influence of Monitoring and Evaluation on the Performance of County Government Funded Projects; A Case of Kwale County	The study adopted a descriptive research design.	The study found that monitoring and evaluation training influences County fundedprojects performance.	The study did not link monitoring and evaluation and performance of county funded conservation projects in Kenya
Mathenge (2017)	Monitoring and evaluation practices and performance of constituency development fund projects in Kiambaa Constituency, Kiambu County, Kenya	Descriptive survey design	There is high political patronage on performance of Constituency Development Fund projects in Kiambaa especially with regard to equal participation of men and women, representation in the NG-CDF projects PMC and M&E committees and ownership of NG-CDF projects that have been completed by NG-CDF	The study did not link monitoring and evaluation and performance of county funded projects in Kenya.
Mwaura (2016)	Factors influencing completion of constituency development funded projects in Kenya: A survey of educational projects in Kikuyu Constituency, Kiambu County in Kenya	Descriptive survey research design	The study revealed that project leadership, planning, teamwork, project and commitment to project monitoring planning play an influential role towards successful completion of the constituency development	The study did not link monitoring and evaluation and performance of county funded projects in Kenya.

			funded in Kikuyu Constituency, Kiambu County	
Mwangi (2015)	Factors affecting the effectiveness of monitoring and evaluation of constituency development fund projects in Kenya: A Case of Laikipia West Constituency	Descriptive research design	Political influence did not make significant difference in the effectiveness on monitoring and evaluation of NG-CDF projects.	The study did not link monitoring and evaluation and performance of county funded projects in Kenya.
Abdi and Kimutai (2018)	Monitoring and evaluation and performance of constituency development fund projects in Garissa County, Kenya	Descriptive survey design	There is a project monitoring & feedback system in place which is done on a monthly basis. It was also established that project monitoring feedback for NG-CDF projects is a continuous process and CDF stakeholders are usually involved in Monitoring and Feedback of the projects	The study did not link monitoring and evaluation and performance of county funded projects in Kenya.
Callistus and Clinton (2018)	The role of monitoring and evaluation in construction project management	Extensive desk review approach	The study revealed that monitoring and evaluation is the only project activity which begins with the initiation of the project until project closure. Some project scope requires monitoring and evaluation to be practised beyond project implementation to ascertain the impact of the implemented project on beneficiaries and end users.	The study did not look at the aspect of performance
Ayebare (2019)	Monitoring and Evaluation Practices and Performance of Road Infrastructure Projects in Uganda: a Case	Cross-sectional research design	The regression statistics of (β = 0.438, t = 3.877, p = 0.001 >0.05) show that there is a positive and significant	The study objectives were; to establish the influence of M&E planning on the performance of road

	of Uganda National Roads Authority-UNRA		relationship between M&E practices and performance of road infrastructure projects	infrastructure projects, to examine the influence of M&E capacity on the performance of road infrastructure projects, and lastly to examine the influence of M&E communication on the performance of road infrastructure projects, in the study context
Umugwaneza and Kule (2016)	Role of monitoring and evaluation on project sustainability in Rwanda. A case study of Electricity Access Scale-Up and Sector-Wide Approach Development Project (EASSDP)	Descriptive research design	The study findings indicated that accountability ($r=0.347$, $p<0.01$), effective communication ($r=0.466$, $p<0.01$), partnership for planning ($r=0.506$, $p<0.01$) and supportive supervision ($r=0.612$, $p<0.01$) significantly correlate to the sustainability of projects in Rwanda.	The study did not use similar variables as in this study
Magqadiyane(2016)	An exploration of the influence of monitoring and evaluation on the performance of managers in a primary health care setting in Qumbu sub district health department of Oliver Tambo District Municipality	Interpretative phenomenological analysis design	Clinic managers experienced various obstacles, which affect the influence of monitoring and evaluation on their performance.	This research I mot consider performance of the institution it focused on staff
Matyoko (2019)	Assessment of the Effectiveness of Monitoring and Evaluation Systems on NGOs Projects Sustainability in Tanzania	Descriptive research design	The researcher realized a positive correlation on having an information management systems and sustainability of NGOs projects. There was also a	The study used sustainability instead of performance. Also the research found that the correlation between utilization of M&E findings and sustainability of the

			slight positive correlation on utilization of monitoring and evaluation findings on sustainability of NGO's projects. And lastly, it was noted that there is a positive correlation on effective stakeholder's engagement in monitoring and evaluating project activities on NGOs project sustainability.	projects was slight unlike the findings in this current study.
Paru (2019)	The role of monitoring and evaluation system in promoting performance of Non-Governmental Organizations in Juba County, South Sudan	Case-study design	The study show that non-governmental organizations without monitoring and evaluation department were spending a lot of funds on hiring consultants for baseline, mid-term evaluation and end line evaluation studies of their projects.	The study was a case study

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the research design, the study variables, the study area, the study population, sampling techniques and sample size determination, construction of research instruments, pilot study, validity and reliability of the instruments, methods of data collection and data analysis.

3.2 Research Design

Research design refers to the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in the procedure (Tasar, 2019). A descriptive cross sectional survey design was used in this study because data was collected once. The design is chosen since it is more precise and accurate since it involves description of events in a carefully planned way. This research design also portrays the characteristics of a population fully. The research design used the mixed model approach which allowed use of both qualitative and quantitative data in showing the influence of monitoring and evaluation on performance of county funded project, Kenya.

3.3 Target Population

According to Kumar (2019), a population is the total collection of elements about which we wish to make inferences. The total target population was201community leaders, M&E officials, project managers and Amboseli national parks' officials. This formed the target population for the study as shown in the Table 3.1.

Table 3. 1: Target Population

Category	Target population	Percentage
Community leaders	112	55.7
M&E officials	32	15.9
Project managers	19	9.5
Amboseli national parks' officials	38	18.9
Total	**201**	**100**

3.4 Sample Size and Sampling Procedures

Sampling frame is the listing of all elements of the population from which a sample was drawn. It is a complete and correct listing of population members only (Cooper & Schindler, 2006). A sample is a set of entities drawn from a population with the aim of estimating

characteristic of the population (Siegel, 2013).The section focused on the sampling size and sampling procedures.

3.4.1 Sampling Size

Sample is a finite part of a statistical population whose properties are studied to gain information about the whole (Walter & Andersen, 2013). The sample size wascalculated at 95% level of confidence level using the Yamane (1967) formula indicated below;

n = (N/ (1+N (e) ^2)

Where:

n = sample size,

N = Population size

e = margin of error set at 5%

$$n = \frac{201}{(0.6 + 201(0.05)^2} = 134$$

The sample size was134. To determine how the sample is distributed among the targeted respondents including community leaders, M&E officials, project managers and Amboseli national parks' officials, the sampling ration was calculated and then multiplied with target population for targeted group. The ratio was134/201=0.665, which was used as shown in Table 3.2.

Table 3. 2: Sampling Frame

Category	Target Population	Ratio	Sample size
Community leaders	112	0.665	75
M&E officials	32	0.665	21
Project managers	19	0.665	13
Amboseli national parks' officials	38	0.665	25
Total	**201**		**134**

3.4.2 Sampling Procedures

Sampling is a process or technique of choosing a sub-group from a population to participate in the study; it is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected. The respondents for this study wereselected using stratified proportionate random sampling technique. Stratified random sampling is a method of sampling that involves the division of a

population into smaller sub-groups known as strata. In stratified random sampling or stratification, the strata are formed based on members' shared attributes or characteristics such as income or educational attainment (Mukhopadhyay & Gupta, 2014). The respondents were grouped into stratums which includecommunity leaders, M&E officials, project managers and Amboseli national parks' officials. The study then used simple random sampling to pick the respondents in each stratum.

3.5 Research Instruments

Primary data was obtained using self-administered questionnaires with Likert scale from 1 to 5; where 5=very great extent, 4= great extent, 3=moderate extent, 2= low extent, and 1= very low extent. The questionnaire was made up of both open ended and closed ended questions. The open ended questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in illuminating of any information and the closed ended questions allow respondent to respond from limited options that had been stated. According to Hagan (2014), the open ended or unstructured questions allow profound response from the respondents while the closed or structured questions are generally easier to evaluate. The study usedquestionnaires so as to conserve time and money and also facilitate an easier analysis as they are in immediate usable form. Further, the investigator also used interviews to collect pertinent information that could answer questions like where, when, what, why and how as those were rarely captured using questionnaire survey.

3.6 Pilot Testing

Pilot testing refers to putting of the research questions into test to a different study population but with similar characteristics as the study population to be studied (Dikko, 2016). Pilot testing of the research instruments was conducted using leaders from the Kajiado County, since it has a similar setting. A total of 26 questionnaires were administered to the pilot survey respondents who were chosen at random from Amboseli conservation project. This was very important in the research process because it assisted in identification and correction of vague questions and unclear instructions. It was also a great opportunity to capture the important comments and suggestions from the participants. Thishelped to improve on the efficiency of the instrument.

3.7 Validity of Research Instruments

Validity is the accuracy and meaningfulness of inferences, based on the research results. One of the main reasons for conducting the pilot study is to ascertain the validity of the

questionnaire (Zohrabi, 2013). The study used content validity which draws an inference from test scores to a large domain of items similar to those on the test. Content validity is concerned with sample-population representativeness. Cypress (2017) stated that the knowledge and skills covered by the test items should be representative to the larger domain of knowledge and skills. Expert opinion was requested to comment on the representativeness and suitability of questions and give suggestions of corrections to be made to the structure of the research tools. This helped to improve the content validity of the data that was collected. Content validity was obtained by asking for the opinion of the supervisor, lecturers and other professionals on whether the questionnaire was adequate.

3.8 Reliability of Research Instruments

Instrument reliability on the other hand is the extent to which a research instrument produces similar results on different occasions under similar conditions. It's the degree of consistency with which it measures whatever it is meant to measure (Zohrabi, 2013). Reliability is concerned with the question of whether the results of a study are repeatable. The questionnaire was administered to a pilot group of 26 randomly selected respondents from Nairobi national park wildlife conservation lease projectand their responses used to check the reliability of the tool.Reliability coefficient of the research instrument was assessed using Cronbach's alpha (α). A construct composite reliability co-efficient (Cronbach's alpha (α)) of 0.7 or above was generally acceptable. The findings were presented on Table 3.3.

Table 3. 3: Reliability Analysis

	Cronbach's Alpha
M&E planning	0.858
M&E training	0.863
Stakeholders' involvement in M&E	0.773
Utilization of M&E findings	0.831
Performance of Amboseli conservation project	0.730

Cronbach Alpha was established for every objective which formed a scale. The M&E training strategy was the most reliable with an alpha value of 0.863, followed by M&E planning with an alpha value of 0.858, then utilization of M&E findings with an alpha value of 0.831, then stakeholders' involvement in M&E with an alpha value of 0.773 while performance of Amboseli conservation project was the least reliable with an alpha value of 0.730. This illustrates that all the five variables were reliable as their reliability values exceeded the

prescribed threshold of 0.7 (Tasar, 2019). This, therefore, depicts that the research instrument was reliable and therefore required no amendments.

3.9 Data Collection Procedures

The researcher obtained a permit from NACOSTI and also asked for an introduction letter from the university which was presented to each leader so as to be allowed to collect the necessary data from the respondents. The drop and pick method was preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. The researcher booked an appointment with respondent organizations at least two days before visiting to administer questionnaires. The researcher also used trained research assistants who administered the research instruments to the respondents. This enabled them to establish rapport, explain the purpose of the study and the meaning of items that were not clear. On the other hand, face-to-face interviews were utilised to get information needed from the community leaders.

3.10 Data Analysis Techniques

Data wasanalysed using Statistical Package for Social Sciences (SPSS Version 25.0). Referencing of all received questionnaires was done and coding of questionnaire items was done for facilitating data entry. After data cleaning which entailed checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation wascomputed for all the quantitative data and information presented inform of tables. The qualitative data from the open-ended questions wasanalysed using content analysis and presented in narrative form.

Inferential data analysis was done using multiple regression analysis and correlation analysis. Multiple regression analysis was used to establish the relations between the independent and dependent variables**.**Since there are four independent variables in this study the multiple regression model generally assumed the following equation;

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

Where: Y= Performance of county funded projects

β_0=constant

$\beta_1, \beta_2, \beta_3$ and β_4 = regression coefficients

X_1= M&E planning

X_2= M&E Training

X_3= Stakeholders' involvement in M&E

X_4= Utilization of M&E findings

ε=Error Term

3.11 Ethical Considerations

The researcher observed the following standards of behaviour in relation to the rights of those who became the subject of the study or were affected by it: First, in dealing with the participants, they were informed of the objective of the study and the confidentiality of obtained information, through a letter to enable them give informed consent. Once consent was granted, the participants maintained their right, which entailed but was not limited to withdraw or decline to take part in some aspect of the research including rights not to answer any question or set of questions and/or not to provide any data requested; and possibly to withdraw data they had provided.

Caution was observed to ensure that no participant was coerced into taking part in the study and, the researcher sought to use minimum time and resources in acquiring the information required. Secondly, the study adopted quantitative research methods for reliability, objectivity and independence of the researcher. While conducting the study, the researcher made sure that research ethics were observed. Participation in the study was voluntary. Privacy and confidentiality were also observed. The objectives of the study were explained to the respondents with an assurance that the data provided was used for academic purpose only.

3.12 Operationalization of Variables

The operationalization of variables is shown in Table 3.3.

Table 3. 4: Operationalization of variables

Objectives	Type of Variable	Indicator	Measuring of Indicators	Tools of analysis	Type of analysis
To establish how M&E planning influence performance of Amboseli conservation project in Kajiado County, Kenya.	Independent	M&E planning	• Resource allocation for M&E • Resource mobilization • M&E Frameworks • M&E procedures plans	Percentages Mean score	Descriptive statistics Regression analysis Pearson correlation analysis
To establish how M&E training influence performance of Amboseli conservation project in Kajiado County, Kenya.	Independent	M&E Training	• Technical expertise in M&E • Number of officers trained in M&E • Knowledge and skills in M&E • Number of trainings offered	Percentages Mean score	Descriptive statistics Regression analysis Pearson correlation analysis
To determine to the extent to which stakeholders' involvement in M&E influence performance of Amboseli conservation project in Kajiado County, Kenya.	Independent	Stakeholders' involvement in M&E	• Advocacy to promote M&E • Stakeholder identification • Stakeholder analysis • Collaborations	Percentages Mean score	Descriptive statistics Regression analysis Pearson correlation analysis
To assess the influence of utilization of M&E findings on performance of Amboseli conservation project in Kajiado County, Kenya.	Independent	Utilization of M&E findings	• Decision making • Periodic reports • Policy making mechanisms • Provision of performance feedback	Percentages Mean score	Descriptive statistics Regression analysis Pearson correlation analysis

	Dependent	Performance of county funded projects	• Achieved project goals • Timely completion • Cost effectiveness • Beneficiary satisfaction	Mean score	Descriptive statistics Regression analysis Pearson correlation analysis

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings obtained from the field. The chapter presents the background information of the respondents, findings of the analysis based on the objectives of the study. Descriptive and inferential statistics have been used to discuss the findings of the study.

4.2 Response Rate

The respondents who were sampled were 134 and questionnaires were administered to them all but only 101questionnaires were returned. This gave a response rate of 75.2% which is above 50% and is considered significant response rate for as statistical analysis as prescribed by Kumar (2019).

Table 4. 1: Response Rate

	Number of informants	Percent
Response	134	75.2
Non- Response	33	24.8
Total	**101**	**100**

4.3Background Information

Among the primary data collected were the demographic profiles of the respondents. The objective was to get a brief insight into their backgrounds. The demographic details examined werethe respondents' gender, highest level of education,age bracket and period that the respondents had been involved with the projects.

4.3.1 Gender of the Respondent

The researcher asked the respondents to indicate their gender. Their responses were presented in Table 4.2.

Table 4. 2: Gender of the respondents

	Frequency	Percent
Male	72	71.0
Female	29	29.0
Total	**101**	**100.0**

From the findings, most (71%) of the respondents were male while the least (29%) were female. This implied that most of the respondents were male and that the researcher was not gender biased. Additionally the researcher collected reliable information from all the respondents.

4.4.2 Highest Level of Education of the Respondent

The researcher asked the respondents to indicate their highest level of education. Table 4.4 presents their replies.

Table 4. 3: Highest Level of Education of Respondents

	Frequency	Percent
Certificate	10	10.0
Diploma	49	48.9
Degree	19	18.7
Masters	16	16.2
PhD	6	6.2
Total	**101**	**100.0**

Table 4.4 reveals that 48.9% of the respondents had acquired a Diploma, 18.7% had reached the degree level, 16.2% had reached the Masters level, 10% had reached the certificate level while 6.2% had reached the PhD level. This implied that all the respondents were learned and hence they could comprehend and be able to give reliable information about the subject under study.

4.4.3 Age Bracket of the Respondent

The respondents were further asked to indicate the age bracket to which they belong. Their responses were as shown in Table 4.5.

Table 4. 4: Age of the Respondent

	Frequency	Percent
Less than 30 years	12	11.7
31-40 years	39	38.2
41-50 years	32	31.3
More than 50 years	19	18.8
Total	**101**	**100.0**

The study results show that majority of the respondents were aged between 31-40 years as shown by 38.2%, 41-50 years as shown by 31.3%, more than 50 years as shown by 18.8%, and less than 30 years as shown by 11.7%. This shows that majority of the respondents were mature enough which made them to have diverse information on the subject under study and also cooperative in giving it.

4.4.4 Period Involved in Amboseli Conservation Projects

The respondents were requested to indicate the period they have been involved in Amboseli conservation project. Their responses were as shown in Table 4.6.

Table 4. 5: Period Involved in Amboseli Conservation Projects

	Frequency	Percent
Less than 3 years	12	12.2
4 to 6 years	10	9.8
7-9 years	42	41.1
More than 9 years	37	36.9
Total	**101**	**100.0**

From the findings, 41.1% of the respondents indicated that they had been involved in Amboseli conservation projects for 7-9 years, 36.9% indicated more than 9 years, 12.2% indicated less than 3 yearswhile 9.8% of the respondents indicated for 4 to 6 years. This implied that majority of the respondents had been involved in Amboseli conservation projects for long enough to comprehend the subject under study and give credible information.

4.5Influence of Monitoring and Evaluation on Performance of County Funded Projects

The research sought to establish the influence of monitoring and evaluation on performance of county funded projects by focusing on a case of Amboseli conservation project in Kajiado County.The study looked at influence of M&E planning, M&E training, stakeholders' involvement in M&E and utilization of M&E findings on performance of Amboseli conservation project in Kajiado County, Kenya.

4.5.1 M&E Planning

The research sought to establish how M&E planning influence performance of Amboseli conservation project in Kajiado County, Kenya. The researcher required the respondents to indicate the extent of theinfluence of M&E planning on performance of Amboseli conservation project in Kajiado County, Kenya. Their responses were presented in Table 4.7.

Table 4. 6: Influence of M&E Planning on Performance of Amboseli Conservation Project

	Frequency	Percent
Very low extent	4	3.8
Low extent	8	7.6
Moderate extent	13	12.7
Great extent	43	43.0
Very great extent	33	32.9

Total	**101**	**100**

The results revealed thatM&E planning influences the performance of Amboseli conservation project in Kajiado Countygreatly as shown by 43.0%, very greatly as shown by 32.9%, moderately as shown by 12.7%, lowly as shown by 7.6% and very lowly as shown by 3.8%. This clearly implies that M&E planning influences the performance of Amboseli conservation project in Kajiado Countyto a great extent.

Further, the respondents were asked to indicate the extent to which various aspects of M&E planning influence performance of Amboseli conservation project in Kajiado County, Kenya. The outcome was presented in Table 4.8.

Table 4. 7: Influence of Aspects of M&E Planning on Performance of Amboseli Conservation Project

	Mean	**Std. Dev.**
Resource allocation for M&E	3.690	0.846
Resource mobilization	2.487	0.584
M&E Frameworks	4.027	0.871
M&E procedures plans	4.659	0.819

The findings revealed that the respondents indicated that M&E procedures plans as shown by a mean of 4.659 influenced theperformance of Amboseli conservation project in Kajiado County to a very great extent. The respondents also indicated that M&E Frameworks as shown by a mean of 4.027; and resource allocation for M&E as shown by a mean of 3.690influenced theperformance of Amboseli conservation project in Kajiado County to a great extent. The respondents also indicated that resource mobilization as shown by a mean of 2.487influenced theperformance of Amboseli conservation project in Kajiado County to a low extent.

The respondents were further asked to indicate their opinions on how the above aspects of M&E planning influence performance of Amboseli conservation project in Kajiado County, Kenya. They indicated that M&E helps the project team to get a better understanding of the target population's needs. Moreover, M&E helps the team to plan an end-to-end indicator management system, identify effective tools and methodologies to measure, analyse and demonstrate every intervention and its impact on expected outcomes.

The interviewees were also asked to indicate if they have ever been involved in the M&E planning process of the projects. They indicated that they are usually involved in some phases of the projects and excluded in some.

4.5.2 M&E Training

The study aimed at evaluating how M&E training influences the performance of Amboseli conservation project in Kajiado County, Kenya.The respondents were asked to indicate the extent that M&E training influencesperformance of Amboseli conservation project in Kajiado County, Kenya. Table 4.9 shows their responses.

Table 4. 8: Influenceof M&E Training on Performance of Amboseli Conservation Project

	Frequency	**Percent**
Very low extent	8	7.6
Low extent	13	12.7
Moderate extent	6	6.3
Great extent	50	49.4
Very great extent	24	24.0
Total	**101**	**100**

From the results, 49.4% of the respondents indicated that M&E traininginfluences theperformance of Amboseli Conservation Project in Kajiado County to a great extent, 24.0% indicated to a very great extent, 12.7% indicated to a low extent,7.6% indicated to a very low extent while6.3% indicated to a moderate extent. This implies that M&E traininginfluencesperformance of Amboseli Conservation Project in Kajiado County greatly.

The respondents were also requested to indicate the extent that the aspects of M&E training influence performance of Amboseli conservation project in Kajiado County, Kenya. Their replies were as shown in Table 4.10.

Table 4. 9: Influence of Aspects of M&E Training on Performance of Amboseli Conservation Project

	Mean	**Std. Dev.**
Technical expertise in M&E	3.964	0.876
Number of officers trained in M&E	2.548	0.582
Knowledge and skills in M&E	4.106	0.806

Number of trainings offered	3.805	0.854

The results show that the respondents indicated that the knowledge and skills in M&E as illustrated by a mean score of 4.106; technical expertise in M&Eas illustrated by a mean score of 3.964; number of trainings offeredas illustrated by a mean score of 3.805influences the performance of Amboseli conservation project in Kajiado County to a great extent. The respondents also indicated that the number of officers trained in M&E as illustrated by a mean score of 2.548influences the performance of Amboseli conservation project in Kajiado County to a moderate extent.

Further, the respondents were required to give their opinions on how the above aspects of M&E training influence Performance of Amboseli conservation project in Kajiado County, Kenya. They indicated thattraining moulds the thinking of the staff and leads to quality performance of employees. Further, the indicated that it helps the project to achieve its goals by adding value to the employees.

From the interviews, the respondents were also asked to indicate whether the leaders of the Amboseli conservation project conducted frequent M&E training. They indicated that M&E training was done but thrice a year.

4.5.3 Stakeholders' Involvement in M&E

The research aimed to determine the extent to which stakeholders' involvement in M&E influence performance of Amboseli conservation project in Kajiado County, Kenya. The respondents were required to indicate the extent to which the aspects of stakeholders' involvement in M&E influence performance of Amboseli conservation project in Kajiado County, Kenya. The results are as illustrated in Table 4.11.

Table 4. 10: Influenceof Stakeholders' Involvement in M&E on Performance of Amboseli Conservation Project

	Frequency	**Percent**
Very low extent	9	8.9
Low extent	10	10.1
Moderate extent	13	12.7
Great extent	46	45.6
Very great extent	23	22.7
Total	**101**	**100**

The respondents indicated that stakeholders' involvement in M&E greatly influence performance of Amboseli Conservation Project in Kajiado County as illustrated by 45.6%, very greatly as shown by 22.7%, moderately as illustrated by 12.7%, lowly as illustrated by 10.1% and very lowly as shown by 8.9%. This implied that stakeholders' involvement in M&Einfluencedperformance of Amboseli Conservation Project in Kajiado County greatly.

Moreover, the respondents were required to give their opinions on the extent to which the aspects of stakeholders' involvement in M&E influence the performance of Amboseli conservation project in Kajiado County. Their opinions were as indicated in Table 4.12.

Table 4. 11: Influence of Aspects of Stakeholders' Involvement in M&E on Performance of Amboseli Conservation Project

	Mean	Std. Dev.
Advocacy to promote M&E	2.531	0.863
Stakeholder identification	3.832	0.789
Stakeholder analysis	3.469	0.568
Collaborations	4.292	0.568

The findings revealed that the respondents indicated that collaborations as shown by an average of 4.292; stakeholder identification as shown by an average of 3.832 influence performance of Amboseli conservation project in Kajiado County to a great extent. The respondents also indicated that stakeholder analysis as shown by an average of 3.469; and advocacy to promote M&E as shown by an average of 2.531influence performance of Amboseli conservation project in Kajiado County to a moderate extent.

On how the above aspects of stakeholders' involvement in M&E influence performance of Amboseli conservation project in Kajiado County, Kenya, the respondents indicated that it assists in identifying and tracking needs and expectations. Further, they indicated that it helps in the identification and tracking perceptions and attitudes of the beneficiaries.

The interviewees were requested to indicate the whether they were satisfied with the level of involvement of stakeholders in M&E projects. They indicated that they were not always satisfied with the level of involvement of stakeholders in M&E projects.

4.5.4 Utilization of M&E Findings

The research also aimed to assess the influence of utilization of M&E findings on performance of Amboseli conservation project in Kajiado County, Kenya. The researcher required the respondents to indicate the extent to which the utilization of M&E findings influences performance of Amboseli conservation project in Kajiado County, Kenya. Their responses were as shown in Table 4.13.

Table 4. 12: Influence of Utilization of M&E Findings on the Performance of Amboseli Conservation Project

	Frequency	Percent
Very low extent	3	2.6
Low extent	14	13.9
Moderate extent	9	10.1
Great extent	40	39.2
Very great extent	35	34.2
Total	**101**	**100.0**

As per the results, the respondents revealed that utilization of M&E findings influences performance of Amboseli Conservation Project in Kajiado County to a great extent as shown by 39.2%, 34.2%indicated to a very great extent, 13.9%indicated to a low extent, 10.1%indicated to a moderate extent, and 2.6%indicated to a very low extent. This clearly reveals that utilization of M&E findings influences performance of Amboseli Conservation Project in Kajiado County to a great extent.

The researcher asked the respondents to indicate the extent to which the aspects of utilization of M&E findings influence performance of Amboseli conservation project in Kajiado County. Their responses were presented in Table 4.14.

Table 4. 13: Influence ofAspects of Utilization of M&E Findings on the Performance of Amboseli Conservation Project

	Mean	Std. Dev.
Decision making	4.407	0.752
Periodic reports	3.971	0.866
Policy making mechanisms	4.221	0.788
Provision of performance feedback	2.204	0.847

The results reveal that the respondents indicated that decision making as shown by a mean of 4.407; policy making mechanismsas shown by a mean of 4.221; and periodic reportsas shown by a mean of 3.971influence performance of Amboseli conservation project in Kajiado County to a great extent. The respondents also indicated that provision of performance feedbackas shown by a mean of 2.204influence performance of Amboseli conservation project in Kajiado County to a low extent.

The respondents were also asked to give their opinions on how the above aspects of utilization of M&E findings influence performance of Amboseli conservation project in Kajiado County, Kenya. They indicated that M&E findings can be used to lobby for policy or legislative changes that relate to youth by pointing out unmet needs or barriers to program success. They also indicated that the data is essential in making decisions about the best use of resources.

As per the interviews, the interviewer required the respondents to indicate how the Amboseli conservation project utilized M&E findings to enhance performance. They indicated that they used to formulate policies, making decisions and getting more resources for improving operations in the project.

4.6Performance of Amboseli in Kajiado County

The respondents were also asked to indicate the trend of the aspects of performance of Amboseli conservation project in Kajiado County, Kenya for the last five years. The results were as shiwn in Table 4.15.

Table 4. 14: Trend of Aspects of Performance of Amboseli Conservation Project in Kajiado County

	Mean	Std. Dev.
Achieved project goals	3.204	0.734
Timely completion	4.019	.696
Cost effectiveness	3.177	.859
Beneficiary satisfaction	3.959	.756

The findings revealed that the respondents indicated that timely completion as illustrated by an average of 4.019; and beneficiary satisfaction as illustrated by an average of 3.959 had improved.

The respondents also indicated that achieved project goalsas illustrated by an average of 3.204; and cost effectivenessas illustrated by an average of 3.177 had remained constant.

The respondents also indicated recommendation on what should be done to improve performance of Amboseli conservation project in Kajiado County, Kenya. They indicated that management of the county projects should consider offering short, formal monitoring and evaluation training courses to all staff. They also indicated that the personnel begin to appreciate the importance of M&E to the project and equip the personnel with the knowledge and skills that are necessary for them to execute monitoring and evaluation activities effectively.

The interviewees were asked to indicate the how many projects have been implemented by Amboseli conservation has phased out since your existence in the institution. They indicated that there have been two projects that have been phased out. They were also required to indicate how many of the projects which phased out still exist to date where they indicated that one project still exists. The researcher also asked the respondents from the interviews to give the recommendations to enhance the performance of Amboseli conservation project in Kajiado County. They indicated that the management should consider offering short, formal monitoring and evaluation training courses to all staff, and there is need for awareness on the adopted practices by the organization on its staff.

4.7Inferential Statistics

The researcher conducted both the Pearson correlation analysis and the multiple regression analysis. The regression analysis was used to establish the relations between the independent and dependent variables while correlation was conducted to assess the degrees of association between the variables.

4.7.1 Pearson Moment Correlation Results

This was conducted to assess the degrees of association between the variables. A Pearson moment correlation is a number between -1 and +1 that measures the degree of association between two variables. A positive value for the correlation implies a positive association while a negative value for the correlation implies a negative or inverse association. Table 4.16 shows the results for the Pearson moment correlation.

Table 4. 15: Correlation Coefficients

		Performance of Amboseli	M&E Planning	M&E training	Stakeholders' involvement in M&E	Utilization of M&E findings
Performance of Amboseli conservation project	Pearson Correlation	1				
	Sig. (2-tailed)	.				
M&E Planning	Pearson Correlation	.932	1			
	Sig. (2-tailed)	.013	.			
M&E training	Pearson Correlation	.672	.213	1		
	Sig. (2-tailed)	.001	.008	.		
Stakeholders' involvement in M&E	Pearson Correlation	.889	.228	.483	1	
	Sig. (2-tailed)	.011	.004	.000	.	
Utilization of M&E findings	Pearson Correlation	.732	.313	.435	.522	1
	Sig. (2-tailed)	.007	.000	.000	.000	.

The analysis of correlation results between the performance of Amboseli conservation projectandM&E Planning shows a positive coefficient 0.932, with p-value of 0.013. It indicates that the result is significant at α =5% and that if the M&E planning increases it will have a positive impact on the performance of Amboseli conservation project. The correlation results between M&E training and performance of Amboseli conservation project also indicates the same type of result where the correlation coefficient is 0.672 and a p-value of 0.001 which significant at α = 5%.

The results also show that there is a positive association between stakeholders' involvement in M&E and performance of Amboseli conservation projectwhere the correlation coefficient is 0.889, with a p-value of 0.011. Further, the result shows that there is a positive association between utilization of M&E findings andperformance of Amboseli conservation projectwhere the correlation coefficient is 0.732, with a p-value of 0.007. Nevertheless, the positive relationship indicates that when the practice of the afore-mentioned factors is in place the levels of performance of Amboseli conservation projectincreases.

Overall, M&E Planning had the greatest influence on performance of Amboseli conservation project,followed by stakeholders' involvement in M&E, then utilization of M&E findingswhile M&E training had the least influenceon the performance of Amboseli conservation project.

4.7.2 Multiple Regression Analysis

Multiple regression analysis was carried out to determine the influence of M&E planning, M&E training, stakeholders' involvement in M&E and utilization of M&E findingson performance of Amboseli conservation projectin Kajiado County. The findings were presented in Table 4.17, 4.18 and 4.19.

Table 4. 16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.876	0.767	0.757	1.746

Table 4.17shows that adjusted R-Square value (coefficient of determination) is 0.757, which indicates that the independent variables (M&E Planning, M&E training, Stakeholders' involvement in M&E, Utilization of M&E findings) explain 75.7% of the variation in the dependent variable (performance of Amboseli conservation project). This implies that there are other factors that influence the performance of Amboseli conservation project in Kajiado Countyattributed to 24.3% unexplained.

Table 4. 17: Analysis of Variance Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	992.31	4	248.078	78.924	1.69E-29
	Residual	301.75	96	3.143		
	Total	**1294.06**	**100**			

The results shown in Table 4.18 revealed that p-value was 1.69E-29and F-calculated was 78.924. Since the p-value was less than 0.05 and F-calculated was greater than F-critical (2.6994), then the overall model was statistically significant.

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 4.19.

Table 4. 18: Regression Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

	B	Std. Error	Beta		
(Constant)	0.987	0.417		2.367	0.020
M&E Planning	0.923	0.372	0.901	2.481	0.015
M&E training	0.653	0.251	0.704	2.602	0.011
Stakeholders' involvement in M&E	0.834	0.199	0.821	4.191	0.000
Utilization of M&E findings	0.751	0.213	0.723	3.526	0.001

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

Y= $\mathbf{0.987+ 0.923X_1 + 0.653X_2 + 0.834X_3 + 0.751X_4}$

The findings showed that if all factors (M&E Planning, M&E training, stakeholders' involvement in M&E, utilization of M&E findings) were held constant at zero performance of Amboseli conservation projectwill be 0.987. The findings presented also show that taking all other independent variables at zero, a unit increase in the M&E Planningwould lead to a 0.923 increase in performance of Amboseli conservation project. This variable was significant since the p-value 0.015 was less than 0.05.

The findings also show that a unit increase in M&E training would lead to a 0.653 increase of performance of Amboseli conservation project. This variable was significant since 0.011<0.05. Further, the findings show that a unit increaseof stakeholders' involvement in M&E would lead to a 0.834 significant increase of performance of Amboseli conservation projectsince p-value (0.000) was less than 0.05.The study also found that a unit increase of utilization of M&E findings would significantly lead to a 0.751 increase of performance of Amboseli conservation project since p-value (0.001) was less than 0.05.

Overall, it was established that M&E planning had the greatest influence on the performance of Amboseli conservation projectin Kajiado County, followed by stakeholders' involvement in M&E,then utilization of M&E findingswhileM&E training had the least influenceto the performance of Amboseli conservation projectin Kajiado County.All the variables were significant since their p-values were less than 0.05.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section of the study covers the summary of the findings, discussion of the data findings, conclusion and recommendations. The summary of findings explores on the main findings of the field survey. The section also presents conclusion on the study findings and highlights the influence of monitoring and evaluation on performance ofAmboseli conservation project in Kajiado County. This section also presents the recommendation of the study.

5.2 Summary of the Findings

The research sought to establish how M&E planning influence performance of Amboseli conservation project in Kajiado County, Kenya. The study found that M&E planning influences the performance of Amboseli conservation project in Kajiado Countyto a great extent.The research established that M&E procedures plans influenced theperformance of Amboseli conservation project in Kajiado County to a very great extent. The study also found that M&E frameworks; and resource allocation for M&E influenced theperformance of Amboseli conservation project in Kajiado County to a great extent. The research also found that resource mobilization influenced theperformance of Amboseli conservation project in Kajiado County to a low extent. The study found that M&E Planning had an r=0.923and was significant since the p-value 0.015 was less than 0.05.

The study aimed at evaluating how M&E training influences the performance of Amboseli conservation project in Kajiado County, Kenya.The research found that M&E training influencesperformance of Amboseli Conservation Project in Kajiado County greatly. The study found that the knowledge and skills in M&E; technical expertise in M&E; and number of trainings offeredinfluences the performance of Amboseli conservation project in Kajiado County to a great extent. The research also found that the number of officers trained in M&E influences the performance of Amboseli conservation project in Kajiado County to a moderate extent. The study also found that M&E traininghad an r=0.653 and was significant since 0.011<0.05.

The research aimed to determine the extent to which stakeholders' involvement in M&E influence performance of Amboseli conservation project in Kajiado County, Kenya. The study found that stakeholders' involvement in M&Einfluencedperformance of Amboseli Conservation Project in Kajiado County greatly. The research found that collaborations; stakeholder identification influence performance of Amboseli conservation project in Kajiado County to a great extent. The research also found that stakeholder analysis; and advocacy to promote M&E influenced performance of Amboseli conservation project in Kajiado County to a moderate extent. The research found that stakeholders' involvement in M&E had an r=0.834and a p-value (0.000) was less than 0.05.

The research also aimed to assess the influence of utilization of M&E findings on performance of Amboseli conservation project in Kajiado County, Kenya. The study found that utilization of M&E findings influences performance of Amboseli Conservation Project in Kajiado County to a great extent. The research also found that that decision making; policy making mechanisms; and periodic reportsinfluenced performance of Amboseli conservation project in Kajiado County to a great extent. The research also found that provision of performance feedbackinfluence performance of Amboseli conservation project in Kajiado County to a low extent. Further,the research found that utilization of M&E findingshad an r=0.751and a p-value (0.001) was less than 0.05.

The study also found that timely completion; and beneficiary satisfaction had improved. The research also found that achieved project goals; and cost effectivenesshad remained constant.

5.3 Discussion of the Findings

Under this section the findings are linked with the literature review to check the consistency or agreement of the findings with previous studies. The study discusses the influence of M&E planning, M&E training, stakeholders' involvement in M&E and utilization of M&E findingson performance of Amboseli conservation projectin Kajiado County.

5.3.1 M&E Planning and Performance of Amboseli in Kajiado County

The study found that M&E planning influences the performance of Amboseli conservation project in Kajiado Countyto a great extent.The findings are in line with James (2014) who stated that planning is widely thought to be an important contributor to project success. If done

effectively, project planning has been known to lead to success of projects using all the parameters of time, cost and quality. Planning for M&E can resolve inherent challenges ranging from conceptual differences about the projects if there are well thought out and capture proper technical and economic considerations.

The research established that M&E procedures plans influenced theperformance of Amboseli conservation project in Kajiado County to a very great extent. The study also found that M&E frameworks; and resource allocation for M&E influenced theperformance of Amboseli conservation project in Kajiado County to a great extent.Golini and Landoni (2013) noted that where there is no input from local stakeholders and beneficiaries or their perspectives and experiences from other projects are not sought during the planning stage, they may tend to see the project as having been imposed on them and not meeting their immediate needs. The risk is that they may remain indifferent to the project whereas ownership is critical to optimal performance.

The research also found that resource mobilization influenced theperformance of Amboseli conservation project in Kajiado County to a low extent.The findings oppose Felix (2018) who contends that anticipating M&E ought to be done at the purpose of undertaking arranging and usage organize, yet a couple of different researchers fight that M&E ought to be done after the achievement of the planning period of a project yet before the design or intervention stages. Ndege (2016) investigated influence of monitoring and evaluation tools on performance of women empowerment projects in Changamwe constituency, Mombasa County. It was found out that M&E budget is key in realizing the goals and performance of M&E and generally the project in general. The study was very elaborate on looking at monitoring and evaluation budget in relation to CDF funding in Changamwe, but budget is just one of the many elements of Monitoring and Evaluation planning.

5.3.2 M&E Training and Performance of Amboseli in Kajiado County

The research found that M&E training influencesperformance of Amboseli Conservation Project in Kajiado County greatly. Bailey, Farmer, Jessop and Jones (2018) argues thatthe whole suite of learning approaches: from secondments to research institutes and opportunities to work on impact evaluations within the organization or somewhere else to improve their performance, to

time spent by project staff in evaluation section and similarly, time taken by evaluators in the ground. Continuous training of the various M & E implementers ensures that they are equipped with the changing and emerging trend in the whole process of M & E leading to effective Implementation and better performance of projects (Ling, 2018). Baron (2017) outlines the need of assessing the training needs at every step of the project implementation. In this argument, the researcher indicates that needs in M&E continue to differ from one cycle to another and if it's a big project, the implementation results envisioned should communicate what kind of M&E is to be carried out and what kind of training should be carried out.

The study found that the knowledge and skills in M&E; technical expertise in M&E; and number of trainings offeredinfluences the performance of Amboseli conservation project in Kajiado County to a great extent. This is accordancewith Global Environment Facility (2017) who assert that normally the direction to be taken in the process of training for the various parties that should be involved in projects M&E depends on the size of the organization or project to be executed and the available resources plus the level of knowledge and experience of the employees in the organization.

The research also found that the number of officers trained in M&E influences the performance of Amboseli conservation project in Kajiado County to a moderate extent.Bell and Marais (2015)state that human capitals on the project should be given clear job allocation and designation be fitting their skill, if they are insufficient then training for the necessary skills should be set. For projects using staff that are referred out in the field to carry out project activities on their own there is need for constant and intensive onsite support to the field staff.

5.3.3 Stakeholders' Involvement in M&E and Performance of Amboseli in Kajiado County

The study found that stakeholders' involvement in M&Einfluencedperformance of Amboseli Conservation Project in Kajiado County greatly.Ofosu and Ntiamoah (2016) agree that involving stakeholders in discussions about the what, how, and why, of project activities is often empowering for them and it promotes inclusions and facilitates meaningful participation by diverse stakeholder groups.

The research found that collaborations; stakeholder identification influence performance of Amboseli conservation project in Kajiado County to a great extent. Felix(2018) confirm that

stakeholders' identification in monitoring and evaluation is very important. Stakeholders at various levels engage in monitoring or evaluating a particular project or programme or policy, share control over the content, the process and the results of the monitoring and evaluation activity and engage in taking or identifying corrective actions.

The research also found that stakeholder analysis; and advocacy to promote M&E influenced performance of Amboseli conservation project in Kajiado County to a moderate extent.Simister (2015) argues that involving stakeholder in M&E generate better M&E data and analysis and ensures service users have the right to be involved in all areas of work that have an influence over their lives. This increases the chances of a project/programme succeeding as high levels of engagement of users, clients and stakeholders in programmes and projects are critical to success

5.3.4 Utilization of M&E Findings and Performance of Amboseli in Kajiado County

The study found that utilization of M&E findings influences performance of Amboseli Conservation Project in Kajiado County to a great extent. The findings relate to Rist, Boily and Martin (2011) who states that there has been increasing demand for development effectiveness to improve people's lives. This demands for effective utilization of monitoring and evaluation results for continuous improvement and quality of performance in projects. Utility requires that evaluators undertake the evaluation with the intention to use its results; that they carry out evaluation at a time when the results can meaningfully inform decision making processes; and that evaluations be accessible.

The research also found that that decision making; policy making mechanisms; and periodic reportsinfluenced performance of Amboseli conservation project in Kajiado County to a great extent. Kusek and Rist(2014) affirm thatmonitoring and evaluation results can be used in ways such as involvement in decision making of the project, redesigning of the project, strengthening/ improvement, advocacy for additional resources, program intervention of the project and project control.

The research also found that provision of performance feedbackinfluence performance of Amboseli conservation project in Kajiado County to a low extent.Hunter(2019)noted that feedback during project implementation from local project staff and the opportunity for beneficiaries to influence appropriate revisions to project activities contributed to the quality of

monitoring information in projects. Moreover, to improve performance information good baseline data combined with ongoing consultation with beneficiaries provides a firm basis upon which to make judgements about appropriate and timely interventions, and later about the achievement of major development objectives.

5.4 Conclusions

The study concluded that M&E planning has a positive and significant influence on theperformance of Amboseli conservation project in Kajiado County. The study deduced that planning allows program staff at the field level to track progress towards specific targets for better transparency and accountability within and outside the firm. The study further concluded that M&E plan is to encourage project or programme staff to think clearly about what they intend doing in the way of M&E before implementation of a project or programme begins, and to ensure those plans are adequately documented.

The study concluded that M&E training positively and significantly influences on theperformance of Amboseli conservation project in Kajiado County. The study concluded that M&E trainingrepresents a good opportunity for employees to grow their knowledge base and improve their job skills to become more effective in the workplace. Further, it can be concluded that despite the cost of training for employees, the return on investment is immense if it is consistent.

The study concluded that stakeholders' involvement in M&E has a positive and significant influence on theperformance of Amboseli conservation project in Kajiado County. The study concluded that involving stakeholders in monitoring and evaluation willensure that the project plans are a reflection of the real needs and priorities and further develops an environment of trusts by allowing the voices of the stakeholders be heard and their issues be known.

The study concluded that utilization of M&E findings has a positive and significant influence on theperformance of Amboseli conservation project in Kajiado County. The study concluded thatusing results from monitoring and evaluation helps in improvingtheproject interventions and keeps everyone in a learning mode by gaining an understanding about the program'soperations. Further, it was concluded that M&E results also help in making decisions about the best use of resources.

5.5 Recommendations

The study recommends that the effectiveness of monitoring and evaluation can be enhanced when project team learn how to apply technical and systematic methodologies in executing these activities. Formal training program can equip personnel with the knowledge of these methodologies and the skills required to apply these methods effectively. Therefore, the management of the county projects should consider offering short, formal monitoring and evaluation training courses to all staff.

The study recommends that the project management discipline needs to emphasize on training project management practitioners on the subject of M&E. This will enhance the performance of projects. Training of personnel increases M&E evaluation performance by changing people's attitude towards monitoring and evaluation. The personnel begin to appreciate the importance of M&E to the project and equip the personnel with the knowledge and skills that are necessary for them to execute monitoring and evaluation activities effectively.

The study recommended for a proper adoption of monitoring policy which will ensure that it is properly anchored within county-funded projects performance. Since monitoring practice adoption are usually selected by protégés and the process provides opportunities for reflection and problem solving for both stakeholders and protégés in projects hence contributing significantly to of Amboseli conservation project, there is need to offer feedbacks on monitoring practices conducted. Also, there is need for awareness on the adopted practices by the organization on its staff.

The study also recommends that the staffshould possess the required technical expertise to ensure high-quality monitoring. Furthermore, there is need for county-funded projects to benchmark their monitoring best practices with other organizations in order to gain insights on the best monitoring practices in the market through development of effective monitoring adoption policies which will help public and private sectors employees to internalize organizational values, culture and goals through transparency, integrity and accountability during projects implementations.

The Kajiado county officers should allocate sufficient financial resources to enhance on monitoring and evaluation of projects implemented by county government through

organizational policies and discipline to enhance the process through community involvement. Proper rules, laws and regulation on budgetary allocation should formulated by the county governments in order to enhance people in rural areas in implementation of sustainable projects in Kajiado County. Competent project managers in legal procedures in Kajiado Countyshould be engaged in enhancing community awareness on legal matters concerning county government project to enhance effectiveness in monitoring and evaluation in order to avoid challenges that effects on better performance of such projects.

There is need for human resource to build the capacities of their staff on the overall project life cycle which includes planning, design, implementation, monitoring and evaluation and project closure to ensure that they have a complete understanding on how to carry out projects. This will imply the staff will be in a better position to understand what is needed in terms of the whole project life cycles hence there will be an improvement in county government projects. There is need to involve more external stakeholders for better insights and a more rational ways of conducting M&E that would lead to realization of the intended results.

5.6 Recommendations for Further Research

This study focused on influence of monitoring and evaluation on performance of county funded projects by focusing on a case of Amboseli conservation project in Kajiado County. Another study should be done so as to compare the findings. A similar study needs to be done comparing monitoring and evaluation of county government projects and those of national government.

The study variables (M&E planning, M&E training, stakeholders' involvement in M&E and utilization of M&E findings) accounted for 75.7% changes in performance of Amboseli conservation project in Kajiado County, the study recommends that the remaining variables accounting for 24.3percent should be established and investigated as well.

Future research will need to be carried in other industries or sectors and countries in order to show if the link between monitoring practices and project performance can be generalized. Available literature indicates that as a future avenue of research there is need to carry out similar research on monitoring and evaluation adoption, implementation, challenges, barriers, aligning project management practice, project strategies, project process and monitoring, controlling and evaluation, in other industries and countries in order to establish whether the link between monitoring practices and project performance can be generalized.

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APPENDICES

Appendix I: Letter of Transmittal

Dear Respondent,

Re: Request Questionnaire Responses

I am a Master student at University of Nairobi, I am carrying out a research study on INFLUENCE OF MONITORING AND EVALUATION ON PERFORMANCE OF COUNTY FUNDED PROJECTS: A CASE OF AMBOSELI CONSERVATION PROJECT IN KAJIADO COUNTY.

You have been identified as one of the people that could be of assistance with the research and I thus request your participation in the research. Essentially, you would be required to complete a questionnaire. You was treated anonymously and your responses was treated with utmost confidentiality. The information you provide was used only for academic purposes.

The questionnaire is strictly for academic purposes and any information given shall be treated with strict confidentiality; please give the information as accurately as possible. Thank you very much.

Yours faithfully

Appendix II: Research Questionnaire

This questionnaire is to collect data for purely academic purposes. All information was 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:

   Male [ ] Female [ ]

2) State your highest level of education

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

3) Please Indicate your age bracket

   Less than 30 years [ ] 31-40 years [ ]

   41-50 years [ ] More than 50 years [ ]

4) How long have you been involved in projects?

   Less than 3 years [ ] 4 to 6 years [ ]

   7-9 years [ ] More than 9 years [ ]

PART B: INFLUENCE OF MONITORING AND EVALUATION ON PERFORMANCE OF COUNTY FUNDED PROJECTS:

M&E planning

5) To what extent do M&E planning influence performance of Amboseli conservation project in Kajiado County, Kenya?

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

   Great extent [4] Low extent [2]

6) To what extent do the following aspects of M&E planning influence performance of Amboseli conservation project in Kajiado County, Kenya?

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

   Great extent [4] Low extent [2]

	Very great extent	Great extent	Moderate extent	Low extent	Very low extent
Resource allocation for M&E					
Resource mobilization					
M&E Frameworks					
M&E procedures plans					

7) In your own opinion, how do the above aspects of M&E planning influence Performance of Amboseli conservation project in Kajiado County, Kenya?

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……
……

M&E training

8) To what extent do the M&E Training influence Performance of Amboseli conservation project in Kajiado County, Kenya?

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

9) To what extent do the following aspects of M&E Traininginfluence Performance of Amboseli conservation project in Kajiado County, Kenya?

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

	Very great extent	Great extent	Moderate extent	Low extent	Very low extent
Technical expertise in M&E					
Number of officers trained in M&E					
Knowledge and skills in M&E					
Number of trainings offered					

10) In your own opinion, how do the above aspects of M&E Traininginfluence Performance of Amboseli conservation project in Kajiado County, Kenya?

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……
……

Stakeholders' involvement in M&E

11) To what extent do the following aspects of stakeholders' involvement in M&E influence Performance of Amboseli conservation project in Kajiado County, Kenya?

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

12) To what extent do the following aspects of stakeholders' involvement in M&E influence Performance of Amboseli conservation project in Kajiado County, Kenya?

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

	Very great extent	Great extent	Moderate extent	Low extent	Very low extent
Advocacy to promote M&E					
Stakeholder identification					
Stakeholder analysis					
Collaborations					

13) In your own opinion, how do the above aspects of stakeholders' involvement in M&E influence Performance of Amboseli conservation project in Kajiado County, Kenya?

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……

Utilization of M&E findings

14) To what extent do the utilization of M&E findings influence performance of Amboseli conservation project in Kajiado County, Kenya?

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

Great extent [4] Low extent [2]

15) To what extent do the following aspects of utilization of M&E findings influence performance of Amboseli conservation project in Kajiado County, Kenya?

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

Great extent [4] Low extent [2]

	Very great extent	Great extent	Moderate extent	Low extent	Very low extent
Decision making					
Periodic reports					
Policy making mechanisms					
Provision of performance feedback					

16) In your own opinion, how do the above aspects of utilization of M&E findings influence Performance of Amboseli conservation project in Kajiado County, Kenya?

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……

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……

……..

Performance of county funded projects

What is the trend on in the following aspects of Performance of Amboseli conservation project in Kajiado County, Kenya for the last five years?

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

	Greatly decreased	Decreased	Constant	Improved	Greatly Improved
Achieved project goals					
Timely completion					
Cost effectiveness					
Beneficiary satisfaction					

17) In your own opinion, what is your recommendation on what should be done to improve performance of Amboseli conservation project in Kajiado County, Kenya?

……
……
……
……

Thank You for Your Participation

Appendix III: Interview Guide

1. How many projects implemented by Amboseli conservation have phased out since your existence in the institution?
2. How many of the projects which phased out still exist to date?
3. Have you ever or your community been involved in the M&E planning process of the projects?
4. Do the leaders of the Amboseli conservation project conduct frequent M&E training?
5. Are you satisfied with the level of involvementof stakeholders in M&E projects?
6. How does the Amboseli conservation project utilize M&E findings to enhance performance?
7. What do you recommend to enhance the performance of Amboseli conservation project in Kajiado County?