

**INFLUENCE OF MONITORING AND EVALUATION EXERCISES ON THE
PERFORMANCE OF WATER DEVELOPMENT PROGRAMS IN THARAKA NITHI
COUNTY, KENYA.**

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**A STUDY REPORT SUBMITTED IN PARTICULAR COMPLETION OF THE
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DEGREE.**

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DECLARATION

This research project is entirely my own work, and it has never been submitted for such an award at another university.

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As the university supervisor, I have given my clearance for this study paper to be examined.

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DEDICATION

This research paper is dedicated to my father Stanley Onjole Ogolla and mother Mary Ekilejo Onjole, who have provided me with unflinching support throughout my studies.

DEDICATION

I would like to dedicate this project report to my father Stanley Onjole Ogolla and my mother Mary Ekilejo Onjole for they have provided me with unlatching support throughout my studies.

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I would like to sincerely thank my supervisor, Dr. Reuben Wambua Kikwatha, for patiently guiding me through this period of my studies, constantly encouraging and assuring me that I'd be able to complete the entire project. I want to thank the University of Nairobi's workers as well. at Mombasa leaning centre where I began my course led by Dr. Kisimbi and other administrators, Meru learning where I have completed by studies led by Dr. Kikwatha and Mr. Gitonga and all lecturers who have taken me through project planning and management course. May the good Lord continue blessing and giving you energy to continue serving the students diligently.

ACRONYMS AND ABBREVIATIONS

IST:	Institutes of Science and Technology
M&E:	Monitoring and Evaluation
MFPED:	Ministry of Finance, Planning, and Economic Development
NGO:	Non-Governmental Organizations
NIMES:	National Integrated Monitoring and Evaluation System
PART:	Programme Assessment Rating Tool
PEAP:	Poverty Eradication Action Plan
RBV:	Resource Based View

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ABSTRACT

In Kenya, governments and non-governmental groups have implemented a variety of initiatives aimed at enhancing the performance of water projects. Despite this effort, there has been a gap in the performance of water projects, necessitating a review of how project monitoring and evaluation might be used to improve water development project performance. This study based its research on the expected impact which will be brought as a result of using monitoring and evaluation on water development projects whose study area was Tharaka Nithi County, Kenya. The following four objectives influenced the study's main formation: To determine the impact of monitoring and evaluation data collection on the performance of water development projects implemented by the Tharaka Nithi County government, to examine the influence of monitoring and evaluation capacity development on the performance of water development projects implemented by the Tharaka Nithi County government, to establish the influence of Monitoring and evaluation planning on the performance of water development projects implemented by the Tharaka Nithi County government and to determine the influence of M&E Reporting on the performance of water development projects implemented by the Tharaka Nithi County government; Kenya. Two theories guided the research: the coordination theory and the stakeholder theory. The number of participants was 196 members of project committees, who were chosen at random from a population of interest of 391. There were sixteen (16) focus group discussions. During the gathering of quantitative and qualitative data, questionnaires and focus group interviews were used. The results obtained from the study are expected to be useful in informing the practice on monitoring and evaluation as well as policy makers in project management and water development sector. It is concluded that participation can be on decision making, Participation in M&E activities as well as Participation in Resource mobilization. Further, this is manifested in the Frequency of trainings, technical expertise in M&E, number of officers trained and knowledge and skill. The study concluded that key aspects of M&E planning are important that includes resource allocation, resource mobilization, M&E frameworks, and M&E procedure plans. It is the important to do proper M&E planning which includes allocation of adequate resources.

CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

Each project needs to be monitored and evaluated as this forms a very essential stage in project management. There has been a dynamic incentive globally aimed at ushering in community-based efforts in order to manage water resources and the related projects. Various scholars have agreed that project beneficiaries need to be involved in the inception and the running of the project as well as in the monitoring these projects to realise meaningful advancement in water projects (Adan, 2019). World over, the use of project committees in carrying out monitoring and evaluation in projects cannot be undervalued as well as the benefits which accrue from it. Boonstra, (2018), noted that monitoring and evaluation has become a gateway from which demand-based approaches are used to build up the decision-making capabilities in projects and is also aid in making important decisions like the kind of technology to be used and the general nature of the project among other issues.

However, monitoring and evaluation role in water development has remained to be unclear among the scholars in this field. There has been a different opinion concerning actual measurements for that success among the scholars as far as efficacy and success indices of water projects are concerned. Nevertheless, it is important to understand the indicator for indicating the success and deployment of authentic monitoring and evaluation. Cheng et al (2017) for instance is a proponent of the traditional Iron Triangle success matrix which is mainly tied to schedule and budget goals and other requirements needed to improve performance. Nevertheless, project management scholars have had a problem with limiting success measurement to three issues only and have advocated for an expansion that look at technical and social viability (Cleland and Ireland, 2017). Kennelly and Neely (2015) on their part have sought to expand the measurement into two-pronged areas; subjective (Budget and schedules) and objective (stakeholder and customer expectation and satisfaction).

The United Nations Development Programme (UNDP, 2016) noted that Monitoring and evaluation is vital in managing projects which are being carried out by the government and can also be used to give accountability to the donors. When monitoring and evaluation is used effectively, it will enhance the process of decision making in various projects by availing data which is evidence based.

Challenges facing performance and management of water projects are readily acknowledged in the development world (Doherty, 2017). Consequently, the search for factors influencing the water projects'

performance is both necessary and timely. Most of studies examining performance factors in the recent past have been mainly focused on operational issues as opposed to strategic issues (Doherty, 2016). Basically, few researchers have examined how project success factors interrelate (Verma, 2015; Cleland & Ireland, 2018).

In Kenya, Section 16(3) of the NG-CDF Regulation 2016 gives the authority to the community to form a project management committee for purposes of overall management of the projects. Government of Tharaka Nithi County has published a booklet on Project management committees (PMC manual, 2017) on project management by the public. Further, all projects are run by a project management committee of seven people elected at the project initiation stage. In Tharaka Nithi, project management committees undergo basic training on what the specific project entails, the scope, the cost, bill of quantities and specifications, contractor details and work plan. However, their involvement in M&E is scanty. The committee is expected to oversee the project through the various project cycle in consultation with county officials. The project management committees must confirm good workmanship by the contractor before clearing them for payment. Despite all these efforts, over 60% of Tharaka Nithi South sub- County's water projects have shown management challenges (Tharaka Nithi M&E report, 2017). Based on these finding therefore, in respect to these findings, it is very important that there is need to study why despite all the efforts and research there are gaps in monitoring and evaluation.

1.2 Statement of problem

For many years, water projects in Tharaka Nithi County have been receiving funding from government and non-governmental agencies to alleviate the persistent water supply problem among the community. Unfortunately, many of the projects have not succeeded. The lingering question has been what the reason behind this mass failure of water development projects could be.

The challenges that projects have continued to face across the world in respect to performance include completion rates, cost overruns and project quality aspects (Zamo, 2016). All these can be attributed to ineffective or no controls, as well as monitoring and evaluation. While investigating challenges influencing project management committees on projects sponsored by county government in Bahari Kilifi District, Mwamachi, (2017) observed that many of the PMC were not engaged in the project monitoring and evaluation activities.

Several project performance researches have been performed out. Mwangi (2015), for example, based his study in Laikipia West and conducted research on factors affecting the efficacy of monitoring and assessment of constituency development fund projects in Kenya. Nevertheless, this study examined the influence of monitoring and evaluation techniques, such as stakeholder engagement, capacity building, M&E planning. As a result, the goal of this research is to see how monitoring and assessment techniques affect the results of water development projects carried out by the Tharaka Nithi County Government in Kenya.

1.3 Objective of the Research

In this study, the main objective was to study the influence of monitoring and evaluation practices on the performance of water development projects in Tharaka Nithi South Sub county, Tharaka Nithi County, Kenya.

1.4 Objectives of the Study Objectives

1. To investigate impact of stakeholder participation in monitoring and evaluation on the success of Tharaka Nithi County government's water development initiatives in Kenya.
2. To investigate the impact of development monitoring and evaluation training on the success of Kenya's Tharaka Nithi County government's water development initiatives.
3. To determine the impact of monitoring and evaluation plans on the performance of Tharaka Nithi County's water development projects in Kenya.
4. To see how the government's use of monitoring and evaluation data affects the performance of water development projects.

1.5 Research Questions

1. What impact does project monitoring and assessment of data collecting technologies have on the success of Tharaka Nithi County's water development projects?
2. What impact does monitoring and evaluation training have on the performance of the Tharaka Nithi County government's water development projects in Kenya?
3. What impact does monitoring and evaluation planning have on the performance of the Tharaka Nithi County government's water development projects in Kenya?
4. What impact does the use of M&E results have on the performance of water development projects in Kenya's Tharaka Nithi County?

1.6 Hypotheses

The following hypothesis will be tested

H01 Stakeholder's involvement in monitoring and evaluation of water development projects has no important impact on the performance of water development projects implemented by the Tharaka Nithi County government, Kenya.

H02 Monitoring and evaluation training does not have impact on performance of water development projects implemented by the Tharaka Nithi County government, Kenya.

H03 Monitoring and evaluation planning does not have impact on the performance of water development projects implemented by the Tharaka Nithi County government, Kenya.

H04 Utilization of Evaluation and monitoring data does not have impact on the outcome of water development projects outlaid by the Tharaka Nithi County government, Kenya.

1.7 Significance of the study

Once complete, findings will be very useful to the management at all levels because the findings will provide empirical information on water development practices which the county government of Tharaka Nithi can put in place as well as other counties outside Tharaka Nithi and who experience the same problem. Similarly, important information about significance of involving stakeholders in various phases of water development project will provide a great in the field of monitoring and evaluation. Project management practice in private developers, Non-Governmental Organization and the Governments may be informed about significance of M&E practices in managing different types of projects leave alone water development projects. Policy makers may be informed by this study in making important policies concerning water development and implementation of water development projects both at National and County level as well as by private sector

1.8 Delimitation of the study

The study was done around the county of Tharaka Nithi and was fixed to water development projects established by Tharaka Nithi County government. The study was delimited to study monitoring and evaluation planning, involvement of stakeholders in monitoring and evaluation, capacity building in M&E and utilization of data for monitoring and evaluation.

1.9 Restrictions of the study

Tharaka Nithi County has become expansive in nature with poor road network. Therefore, movement during data collection was a challenge. However, adequate research assistants were trained, and local community were engaged to guide the researcher and his assistants to facilitate smooth data collection. Tharaka south and Tharaka north has poor communication infrastructure. These areas have poor connectivity which is limited making very few people having mobile phones for communication purpose. It is assumed that this will have effect on how the researcher will be communicating to the respondents especially when he wants to make calls to book an appointment. To mitigate this, the researcher intends to allocate enough time for collecting data coupled with advance planning to ensure such restriction has no negative effect on the whole process negatively.

1.10 research assumptions

The research assumed that the society that the water project is intended to help are knowledgeable enough about it and can provide the right information required. Again, the research made assumption that there will be easy access of respondents for interviews.

1.11 Definitions of Important Terms in the Research

Defined below are some terms used on this research and will enhance smooth understanding of the study.

Stakeholder engagement capacity development	Project stakeholders' engagement is defined in this study as a method of identifying project stakeholders and their roles in monitoring and assessment. This is the point at which the society has the necessary skills, information, technology, and motivation to drive its own growth. This research looks at community capacity development in training in monitoring and evaluation.
Monitoring and evaluation planning	This study considers M&E planning as providing a way of undertaking the process in terms of what question, how it will be answered, who will be involved, the methodology to be employed and when it will be done as well as the required resources
Utilization of Monitoring and evaluation data	This study considers utilization of data as the actual application of monitoring and evaluation output in making decision for improvement of the project performance
Project performance	This entails planning, implementation and completion of water projects within the set time and budget, to community satisfaction and project sustainability.

1.12 The structure of the research

This study is organized into five chapters with chapter one containing introduction, background of the study, statement of the problem, research objectives, research questions, hypothesis, and definitions of key terminologies, assumptions of the study, delimitations of the study and finally the structure of the study. Chapter two contains literature review concerning the dependent and independent variable as well as conceptual framework. Chapter three contains research methodology including target population, sampling procedure, sample size, research tools, reliability and validity of research instruments. Chapter four contains data analysis, presentation and interpretation of the data. Chapter five contains summary of the findings, discussions, conclusions and recommendation for further studies. The research ends with appendices.

CHAPTER TWO LITERATURE REVIEW

2.1. INTRODUCTION

Chapter two contains a literature review of the independent and dependent variables, theoretical background, conceptual framework, and research gaps. It then goes on to present an empirical and theoretical review of the study, as well as a detailed discussion of the findings.

2.2 Performance of Water Projects

Project Performance is the ultimate goal of any project design and implemented in all sectors. A project is defined as any endeavor that consumes resources to deliver a specific output. Project involves synchronizing the key project elements of project cost, project time (schedule) and project scope. According to the World Bank (2019) project simply means deployment of inputs with expectation of achieving outputs.

Maimuna, (2017) observed that among the water project developments in Kenya there has been dismal performance and even most of them becoming un-operational and others needing rehabilitation. However, an observation has been made that if continuous trend of poor water projects' performance is allowed to continue, then a time may come whereby some of these facilities will become dysfunctional and thus decreasing significantly effective coverage. It was established that there was a gap on the quality of water management committees who lacked the necessary training on the particular project. The biggest hurdle to enhancing rural water access in Kenya has been the failure of project planning and management practices.

Despite the Government and other development practitioners making efforts to develop water projects, it has not been possible to cover majority of the population especially in the rural parts of Kenya, as many projects inevitably collapse (WHO and UNICEF, 2015). This leads to development of water projects by governments, NGOs, philanthropists and even the community itself. If the community members are given the chance to expertly participate it will influence the performance of water resource projects as noted by Binder (2018), that meaningful management of water projects by community through having water committees that manage and run the water resources, its development and usage.

The role played by the community committees in the implementation and water projects' performance cannot be downplayed. Kinuthia, Warui and Karanja (2019) in their study in Mbeere found that water projects fail because of lack of proper management, unskilled management committees and a lack of

monitoring and assessment. If the target society members are given the chance to lead it will influence the sustainability of water resource projects as noted by Binder (2018), that meaningful management of water projects by community through having water committees that manage and run the water resources, its development and usage.

2.3 Monitoring and Evaluation Practices and performance of water projects

Project success can be achieved when there is a credible process to track and measure change through M&E process. This is the on-going process of assessing progress of an activity to identify whether it meets its intended goals and objectives and taking any required measures to ensure everything is in the right place. The aim of monitoring and evaluation for a development project is that it allows visualize the actual success in relation to the expected results throughout the implementation. Evaluation on the other hand is assessing towards the objectives to identify whether performance and relevance as well as impact are achieved. According to (Stem, 2015), M/E is a continuous function with the primary objective of providing, managing and has indicators towards the project performance throughout its progression in achieving its meant objectives and goals.

As a result, effective monitoring and evaluation procedures must be incorporated into the project (Gyorkos, 2018). This therefore allows proper feedback to be obtained from the assessment which gives a way in allocation of a budget, the expectations and also give insight to incorporate new ideas. What is monitored is channelled to the evaluation process which brings understanding all the way to the completion of a project (Iwu, 2016). It is involving the community in the evaluation and monitoring process plays a critical role since it is a way of curbing corruption in the processes involved (Nyaguthii & Oyugi, 2018).

In a community project, there is need to ensure M/E at a high human resources capacity for efficiency and effectiveness hence allowing the shareholders and the stakeholders the opportunity for performing accordingly (WorldBank, 2019). A good monitoring and evaluation system allows early detection of constraints and challenges (Koffi-Tessio, 2019). There is need to build up a high capacity in the systems by involving the staff by either training to gain the skills needed (Gorgens, 2019). A study by (UNDP, 2017), shows that it's very important for human resources to have effective technical skills and expertise to ensure high monitoring and evaluation capacity.

A report by World Bank on counties, indicated that orientation result was not well incorporated in the implementation of community projects hence creating a weakness in tracking results from the processes as well as community members not allowed to involve in the M/E activities within the project.

A study by IFAD (2018) found that there were challenges facing many of projects in conducting monitoring and evaluation. These challenges are lack of staff commitment towards M&E hence delaying the whole monitoring and evaluation process. Another challenge is M&E is assumed by the project staff by them not seeing any relevance in it therefore they just write reports without making actual collection of data hence poor M&E. The last one is that there is irrelevance and poor quality data gained from the monitoring process as it focuses on just physical and financial aspect of the project not minding of its effect and outcome as well as impact.

2.3.1 Monitoring and Evaluation capacity development and Performance of water development projects

Bailey, Farmer, Jessop and Jones (2018) argue 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. According to Global Environment Facility (2017), normally the direction to be taken in the process of training for the various parties involved in projects M&E depends on size of the organization or project to be executed and the available resources. 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.

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).

2.3.2 Stakeholders involvement in monitoring, evaluation, and performance of water development projects

The World Bank (2018) defines different types of stakeholders as management, project staff, operational supervisors, donors, clients, and benefactors, whereas Wami (2017) defines principal stakeholders as clients, managers, supervisors, and members of the community who are concerned about the outcome of a project. Customers, strategists, patrons, and peripheral personnel are among them, according to Chinyio and Olomolaiye (2015). It's critical to determine the needs of all project participants because they all rely on one another and impact the project in some way.

TeyeBuertey (2016) investigated the classification of stakeholders into watchers and keepers, which included trade unionists, community pressure groups, and labor movements, whereas Botchway (2016) proposed that keepers have no interest in the project but can only influence its performance, and they also have independent regulators like public, dogmatic agencies, and paperwork entities.

It is important to note that stakeholders must be well managed for a project to be successful. In this sense, Njuguna (2016) observes that involving stakeholders beyond their responsibility and mandate can be dangerous. At the same time, less involvement of stakeholders is also not good as the evaluators may influence and hijack the process. Another aspect to be cognizant of is that the purpose and scope of the evaluation can be politicized through involvement of stakeholders. (Jami & Walsh, 2015).

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

Monitoring and evaluation process provides information useful in making important project decisions. Reliability and validity of such data is crucial in ensuring that decisions are based on factual data. However, data that is not utilised however good it is useless and serves no purpose. Projects are implemented to achieve specific mission and ultimately intended to change people's lives. Until this is achieved, the worth of a project cannot be explained. How such results are used is therefore an important consideration in project management. A study by Rist, Boily & Martin, (2016) indicated that the results of monitoring and evaluation process must be useful and that is the intention of the process. Kusek & Rist, (2015) suggested different ways M&E results could be used such as redesigning of a project, improving on the on-going processes, providing additional resources, improving project controls.

M&E is useful in contributing the organizational global body of knowledge about what works, what does not work and why. According to Jones (2017) integrating monitoring and evaluation initiatives into project management helps in achieving the desired deliverables and meets donor requirements. 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 engagement in issues and from the wins and losses of field interventions by establishing a knowledge base, documenting historical facts, and sharing experiences for use more widely in terms of duration and throughout geographical and sectoral boundaries by constructing a base of knowledge, documentation of historical facts, and experiences shared for use more broadly in terms of duration and across geographical and sectoral boundaries (Khan, 2018).

Monitoring and evaluation systems must be efficient and applicable in supporting monitoring and evaluation process. A system that is faulty cannot provide useful results for use in monitoring and evaluation (Kusek, *et al*, (2015). The system should support the overall organizational management as a tracking tool for various projects implemented by the organization (Hardlife and Zhou, 2018). Therefore, utilization of Monitoring and evaluation results becomes easy when the system is efficient because of timely generation of results and efficient feed-backing mechanism.

2.3.4 M&E Planning and Performance of County Funded Projects

M&E planning is among the founding elements for a successful monitoring and evaluation systems which can enhance improved performance of a project (Kyalo, Nyonje, 2015). Mburugu, Mulwa and Kyalo (2015) posit that M & E process is dependent on effective planning.

Mukandala (2015) evaluated the influence of participatory approach in a Tanzanian based community self-help movement in 1960s. He presented a transitional process known as (*kujitolea*) from the movement to another one known as (*kujenga taifa*) at national level aimed at building the nation between 1961 and 1971. The movement was officially established in 1962 with an aim of enabling local people to participate in national projects that were not funded by the government. The project was initiated by President Nyerere who mobilized the members of the public to participate in it. Several measures were taken a way of enhancing the effective participation of community members in projects and programs of government especially in hard to reach areas like in rural areas while improving communication among the people. The measures entailed dividing the provinces into smaller units that were used to reach more people, establishing legal framework and creating development committees at various administrative levels (Cracknell, 2019).

Williams et al (2018) view M&E participatory planning as involving the people in execution of a development programme. They refer to it as “legitimizing strategy” in an Indian employment assurance scheme that engaged poor villagers, but did not benefit them in any way for taking part in it. In line with this, Nyenje, Ndunge and Mulwa (2015) argue that planning participation is at times used by project leaders to attract funding and institutional survival as opposed to benefiting projects’ beneficiaries. The mechanisms used to in participation planning to empower stakeholders can be identified from participatory theory. In this study, Monitoring and Evaluation planning will be measured based on three dimensions: Work planning, Budget planning and Staff planning of the organization.

2.4 Theoretical Framework

Coordination theory and stakeholder theory are the two theories applied in this study as they related to the philosophy of project performance and management.

2.4.1 Coordination Theory

Coordination theory is one model that was significantly espoused by Crowston, (2018) and which proposed that organizational hindrances can be understood if all the unit forces and obstacles to goals are considered. The theory argues that there must always be a system where all organizational resources are harnessed efficiently to work out organizational problems in a collaborative and interactive way. Crowston, (2019) basically described coordination theory as a set of principles regarding the actions and actors who are instrumental in the progress of goals in a harmonious way.

In trying to expand this theory, Espinoza, Lerch, and Kraut (2015) tacitly noted that shared knowledge is an integral part of this theory as it formulates a mechanism that can be used to build coordination. Kotlarsky, vanFenema, and Willcocks (2018) on their part asserted that the use of organizational designs and structures, social and human capital mechanisms and operational methods would enhance coordination. Also, that a culture of project ownership, sense of responsibility from each individual and dependency is key to liberating the citizenry from dependency syndrome (Verma, 2015). In a culture where there is prevailing social capital reciprocity, a critical cultural norm which encourages negotiation, bargaining, compromise and pluralistic engagements is often present.

Because the aspects of human capital are reliant on resources that can be harnessed harmoniously so that appropriate project management can be realized, this theory becomes pertinent to the study. The issues of training and skills among others are important forces that when synchronized could build a good framework for progress.

2.4.3 The theory of stakeholders

The proponent of the stakeholder's theory was Freeman and was founded in 1994. This theory postulates that businesses are advanced with the aim of promoting the organization and adding value to it. According to this theory, all stakeholder both internal and external are important and must be taken into consideration in project implementation. Stakeholders' theory puts emphasis on the participation of community in project design. (Harrison & Wicks, 2018).

The stakeholder theory involves commercial ethics that discourses standards required in handling a firm. According to Freeman (2019), stakeholder theory recognizes stakeholder's groups of any given project, and designates and endorses methods. The 20 point of view of the firm is used to describe the specific accomplices of an endeavour of accomplice recognizing evidence and what's more take a gander at the conditions under which these social affairs should be managed as accomplices (Jones, Wicks & Freeman, 2017).

Ackermann and Eden (2020) posit that the reputation of stakeholders from a system improvement and administration arranging viewpoint is all around recognized. Freeman (2018) additionally include applying a partner beginning of ventures as opposed to the more regular data yield perspective proposes holding quick to a conviction where all performing specialists are incorporated in light of endeavours keeping the true objective to get benefits (Jones, Wicks & Freeman, 2017). The traits power, desperation and authenticity of cases characterize ventures partners. Power and earnestness must be gone to if administrators are to serve the lawful and good premiums of authentic partners. Stakeholder participation along these lines contains techniques for perceiving and administering accomplices.

2.5 Conceptual Framework

Independent variables

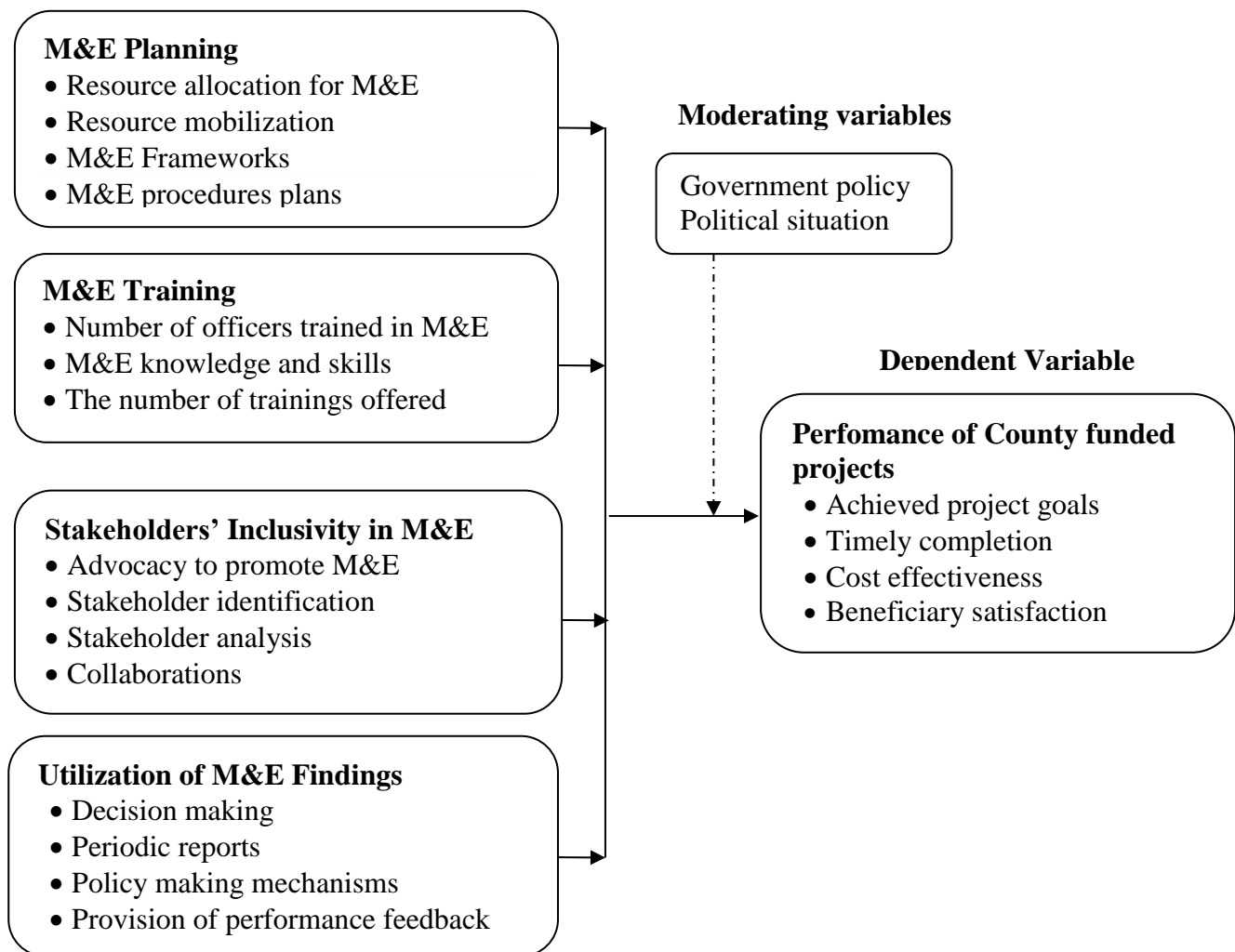


Figure 1: Conceptual Framework

2.6 The Study Knowledge Gaps

Table 2.1 The Summary of The Knowledge gaps in Research

Author	Focus of the Study	Methodology used	Findings	Gap in Knowledge	Focus of current Study
Cohen and Palmer (2013)	<i>Project risk identification and management</i>	Regression and correlations are used in a descriptive, correlational study.	Project training, cost, and timeliness were all critical factors in the project's achievement.	1. Aspects salient like leadership style and social capital missing	1. provided a relationship of water projects
Cheng et al (2013)	Inside one project-based organization, establishing a performance appraisal system	Descriptive and inferential methods	There were efficiency problems occasioned by lack of human capital and low budgetary allocation	1. The study did not however consider social capital 2. It was carried out in a more industrialized setting.	1. The research took in Consideration social capital 2. It looked at the semi-urban Context
Mbogori (2014)	women involvement in management of community projects	Descriptive survey	The need to involve stakeholders in all participation aspects	1. The research did not consider any other factors. 2. The research was merely a descriptive study.	1. This study looked at three additional factors.

CHAPTER THREE RESEARCH METHODOLOGY

3.1 INTRODUCTION

Chapter three specifies the methods used in the research as well as the group to be investigated. The survey method, population, sampling frame, sample and sampling procedures, instruments, data allocation mechanism, and data processing and analysis are all covered. The critical population in this study was the project management committees; however, to enhance this study, water project beneficiaries will be interviewed using interview guides. Questionnaires, interview guides and focus group discussions were used for data collection.

3.2 Design of Research

This research employed a descriptive cross-sectional research approach. This research methodology is relevant in gathering data from respondents drawn from different water management committees distributed across the study area. This design satisfied the need for data analysis from questionnaires, key informants and focus group discussions. According to Bryman and Bell (2018), descriptive research designs design intended to acquire sufficient information from respondents predicated on their attitudes and perceptions about the issues under study. This research design helped in gaining information about the influence of monitoring and evaluation practices from project management committees, key informants and the project beneficiaries. The study was designed to generate both qualitative and quantitative data therefore a mixed mode approach was applicable.

3.3 Population to be targeted

A population, as per to Kothari (2004), is the overall population, group of persons, or focus item in a study. From this population, a sample was drawn to collect data from. This study was based on the county funded water projects in Tharaka Nithi County. Management of water development projects is done through water management committees. The study targeted the water project management committees who were selected from the community to manage the water projects. According to county records, there are 53 water management committees with a membership totaling to 391 members. In addition, Key informants were drawn from the line ministry of water, ministry of social services and community welfare, project management office, ministry of interior.

3.4.1 Size of the sample

Table 3.1. Sampling Design

	Sum of committees	of Sampled groups (30% of the total groups.	Total Committee members.	population of Sample size
Meru South	19	6	138	69
Tharaka North.	22	7	161	81
Tharaka South	12	4	92	46
Total	53	16	391	196

$$s = \frac{x^2 NP(1 - P)}{d^2 (N - 1) + x^2 P(1 - P)}$$

S= Required sample size.

x^2 The chi-square table value for 1 degree of freedom at the specified level of certainty.
(3.841)

N= The size of the population

P= The fraction of the population (assumed to be 0.50 since it would provide the maximum sample size).

d= The degree of accuracy expressed as a proportion (0.05)

Therefore

$$S = 3.841(391)(0.5)(1-0.5) \div 0.05^2 (391-1) + 3.841(0.5)(1-0.5) = 195.713481$$

3.4.2 Sampling Procedure

To acquire data, this research used a systematic sampling strategy and a random selection. This is because the population was not homogeneous. The reason for this stratification was to capture information from different gender to avoid biasness from one type of gender. Therefore, there were two strata one comprised of male and the other one comprised of females. From each homogenous group (stratas) a sample size was sampled randomly. Twelve key informants were selected using a purposeful sampling approach and a non-probability approach from the water, ministry of social services and community welfare, project management office, and ministry of the interior.

3.5 Research Instruments

Questionnaires and interview guides were among the devices utilized in this investigation. The questionnaire used both open and close ended questions in Likert scale which is instrumental in getting the perceptions and attitudes of the respondents in line with the research design. Secondary data was gathered from existing literature or data collected by others for various purposes, and questions on demographic features were included in the interview and questionnaire guides. Reviewing published material, such as journal articles, theses, and textbooks, was quite beneficial. These references were examined in order to aid in the search for primary data.

3.5.1 Piloting the Research Instruments

The tools for data collection were piloted. A sample of 10% was considered for the piloting. To ensure consistency and reliability of the pilot study results, a similar sampling procedure was employed as the one in the main study. Pilot study location was in Tharaka North, Marimanti ward and targeted three water management committees. These three committees were sampled for the main study.

3.6. Survey Instruments Reliability

Reliability refers to the ability of a research tool to give consistent results at all time and that the results of a study can be obtained in the same way is referred to as reliability. Donald and Delno (2006) describe research instrument dependability as the consistency of obtained scores, which has two aspects: stability and equivalence. Every week, the researcher evaluated and re - tested the strategy to confirm its reliability. According to Larry, the Cronbach Coefficient is used to assess internal consistency of samples of a specific population when data collection instruments with Likert type scales with multiple answers are employed for data collection (2013). A Cronbach (Alpha) reliability coefficient ranging from 0 to 1 was used to verify the validity.

3.7 Procedure for Data Allocation

After application was granted the researcher sought approval from NACOSTI. To aid with data collecting, the researcher educated adequate research assistants. Following that, the researcher scheduled interviews ahead of time, which were completed prior to the actual data collection dates. Face-to-face interviews with selected respondents were done using a drop-and-pick style of questionnaire administration. Throughout the process of data collection, the research assistants and researchers guaranteed that the Covid 19 protocol was followed.

3.9 Techniques for Analysis Of data

The analysis was performed using both quantitative and qualitative methods using software (SPSS). The data was processed using editing, coding, and classification. Content analysis was utilized to test qualitative data with the use of SPSS Software, while simple statistical methods, regression, and correlation analysis were employed to examine quantitative data. The connection between the variables was determined using Pearson correlation and regression analysis.

Dependent variables:

Y – Performance of Water Development Projects

Independent variables:

Monitoring and Evaluation Practices

X₁: stakeholder's involvement

X₂: Monitoring and evaluation capacity development

X₃: Monitoring and evaluation planning

X₄: Utilization of Monitoring and evaluation data

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

3.10 The Study's Ethical Principles

The researcher ensured that ethical issues were observed so that no respondent or the community members was affected in any way. This was before, during and after the research was concluded. The researcher treated all the respondents with dignity, respect and upheld high level of morality. Special attention was given to the people living with disability, pregnant women and the old people. The researcher ensured that data collection procedure was done in the right way and in a way that is not exploitative and did not affect the residents. The interviewees' information was kept confidential, and they agreed to participate willingly and with full consent, without fear or undue enticement. This research will ensure that all ethical considerations are followed. These include seeking permission from respondents, maintaining confidentiality, integrity and anonymity.

3.11 Operationalization of Variables

Objective	Variables	Measurement	Measuring Scale	Analysis
1 To investigate the influence of stakeholder's involvement in monitoring and evaluation performance of water development projects implemented by the Tharaka Nithi County government; Kenya	Dependent variable; Performance of water development projects	Strength of relationship	Nominal	<ul style="list-style-type: none"> • Pearson's correlation (r) • Regression
2 To examine the influence of monitoring and evaluation capacity development on the performance of water development projects implemented by the Tharaka Nithi County government; Kenya	Independent variable Stakeholder's involvement	Strength of relationship	Ordinal	<ul style="list-style-type: none"> • Pearson's correlation (r) • Regression
3 To establish the influence of Monitoring and evaluation planning on the performance of water development projects implemented by the Tharaka Nithi County government; Kenya.	Monitoring and evaluation capacity development	Strength of relationship	Ordinal	<ul style="list-style-type: none"> • Pearson's correlation (r) • Regression
4 To determine the influence of Utilization of Monitoring and evaluation data performance of water development projects implemented by the Tharaka Nithi County government; Kenya.	Monitoring and evaluation planning	Strength of relationship	Ordinal	<ul style="list-style-type: none"> • Pearson's correlation (r) • Regression

CHAPTER FOUR DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.1 INTRODUCTION

Chapter four covered analysis of the data, study findings, interpretation and debate, questionnaire return rate, the data analysis on the study variables: Influence of M&E Planning, M&E Training, Stakeholders' involvement in M&E and Utilization of M&E finding. Quantitative data analysis through regression analysis is presented.

4.2 Questionnaire Return Rate

The total number of participants who completed questionnaires divided by the total number of individuals targeted to fill a questionnaire or who have been targeted is known as the questionnaire rate of return. The success of a study is determined by the percentage of people who respond, as a low response rate can limit the relevance of the results. Only 186 of the 196 targeted respondents returned the questionnaires in this study. As a result, this corresponds to a 95% return rate. This amount of return rate was deemed sufficient for the study's analysis, conclusion, and suggestions. A response rate of greater than 70%, according to Mugenda & Mugenda (2003), is regarded very high.

4.3. Demographic Information and Respondents Profiles

Demographic information considered for this study includes sex of the participants, their age bracket, period served in the committees which manage water projects in Tharaka Nithi County.

4.3.1. Distribution of Respondents by Gender

In this section, gender distribution is resented and discussed. This was done to establish the distribution of gender involved in this study and for generalization purposes. Participants were requested to indicate their sex and the responses recorded in Table 4.1.

Table 4.1. Gender Distribution of Respondents

Gender	Frequency	Percentage
Male	114	61.3

Female	72	38.7
Total	186	100.0

Table 4.1 shows that majority of the respondents 114(61.3%) were male while 72(38.7%) were female

4.3.2. Age Distribution of Respondents

By asking questions about this, we were able to find out how old the responses were. This was done to see how the respondents were divided into age groups. Participants were asked to identify their age range from a list of options. Table 4.2 contains information about the respondents' ages.

Table 4.2. Age Distribution of Respondents

Age bracket	Frequency	Percentage
Below 30 yrs.	4	2.1
30-39 yrs.	27	14.5
40-49 yrs.	79	42.5
Above 50 yrs.	76	40.9
Total	186	100.0

Most of the respondents were between the ages of 40 and 49, 76 (40.9 percent) were 50 and above, 27 (14.5 percent) were between the ages of 30-39, and only 4 (2.1 percent) were under the age of 30 as indicated in table 4.2. This is a clear indication that the older group of the population were the most people involved in the project.

4.3.3. Respondents are grouped by the length of time they have served on committees that oversee water projects in Tharaka Nithi County.

Another aspect of response was on the duration which the respondents have served in the committees which manage water projects in Tharaka Nithi County. This was critical in this study since the more experienced responders were more likely to have more accurate and reliable

information based on their previous experiences, bolstering the findings. The results are shown in Table 4.3.

Table 4.3. Distribution of Respondents by Duration which they have served in the committees which manage water projects

Duration in the group	Frequency	Percentage
Under 1 year old	12	6.5
1-2 years old	4	2.1
2-3 years old	11	5.9
3-4 years old	18	9.7
4-5 years old	14	7.5
5 years old and up	127	68.3
	186	100

According to Table 4.3, the majority respondents were in committee for 5 years or more, 18(9.7%) for 3-4 years, 12(6.5%) for 1 year or less, 14(7.5%) for 4-5 years, 11(5.9%) for 2-3 years, and just 4 (2.1%) for 1 year or less. This is an implication that the majority of the responders had been members of the committee for a long time.

4.4. County Water Projects Performance

Performance of water development projects was considered as the dependent variable for this study. The following indicators were considered as suitable in measuring the dependent variable: M&E planning, M&E training, Stakeholders' involvement in M&E and Utilization of M&E Findings. To measure the Performance of water development projects, a self-administered questionnaire with eight items based on the above indicators were subjected to the sampled respondents.

Table 4.4. Performance of water development projects

Parameter	S.A F %	A F %	N F %	D F %	S.D F %	M	S.D
Project meeting community needs							
7a The project has shortened distance to nearest water source	7 (3.8)	108 (58.1)	25 (13.4)	13 (6.9)	33 (17.8)	4.37	0.841
7b The project economically improved the beneficiaries' lives	9 (4.8)	116 (62.4)	16 (8.6)	18 (9.7)	27 (14.5)	4.07	0.997

Community ownership								
7c	The community donated land for the project	42 (22.6)	76 (40.9)	23 (12.4)	9 (4.8)	36 (19.4)	4.50	0.841
7d	The community fully owns the project	71 (38.2)	42 (22.6)	5 (2.7)	31 (16.7)	38 (20.4)	4.24	1.037
Project completion								
7e	The project was completed in time	0	9 (4.8)	0	141 (75.8)	36 (19.4)	3.42	1.374
7f	The project was adequately funded by the County government	40 (21.5)	103 (55.3)	0	36 (19.4)	7 (3.8)	2.291	3.97
Community satisfaction								
7g	The project was implemented as per the bill of quantities	31 (16.7)	45 (24.2)	5 (2.7)	49 (26.3)	56 (30.1)	3.291	1.154
7h	Project management committees are fully involved in project implementation	16 (8.6)	117 (62.9)	22 (11.9)	25 (13.4)	6 (3.2)	4.26	0.901
Total Scores							4.04	0.626
N = 186								
Composite Mean = 4.04								
Standard Deviation = 0.626								

As table 4.4 depicts, a higher number of the respondents 108(58.1%) agreed that the project has shortened distance to nearest water source, 116(62.4%) the project economically improved the beneficiaries' lives, 76(40.9) the community donated land for the project, 71(38.2%) the community fully owns the project; 103(55.3%) the project was adequately funded by the County government with; and 117(62.9%) project management committees are fully involved in project implementation with a weight of 4.37, 4.07, 4.50, 4.24, 2.291 and 4. With a mean of 3.42, 141 (75.7%) of respondents disagreed that the project was finished on time, and 56 (30.1%) vehemently disagree that the project was implemented according to the bill of quantities, with a mean of 3.291.

4.5.1 Monitoring and Evaluation Training and Performance of water development projects
The following factors were investigated to determine the impact of monitoring and evaluation training on the performance of water development projects: technical skill in M&E, The amount of officers trained in M&E and the number of trainings available are all factors to consider.

Respondents were given a questionnaire with six items on which they were asked to rate how much they agreed with the assertions.

Table 4.5: Monitoring & Evaluation Training

Parameter	S.A F %	A F %	N F %	D F %	S.D F %	M	S.D
Training in M&E							
8a Me trainings are conducted every time new M&E system is being developed	78 (41.9)	89 (47.9)	9 (4.8)	5 (2.7)	5 (2.7)	4.28	0.873
8b Refresher trainings are conducted periodically	51 (27.4)	114 (61.3)	7 (3.8)	15 (8.1)	0	4.31	0.609
8c Trainings are based on identified training needs relevant to M&E	72 (38.7)	101 (54.3)	7 (3.8)	2 (1.1)	4 (2.2)	4.37	0.582
8d Training needs are identified in a participatory manner for relevance purposes	74 (39.7)	12 (6.5)	93 (50.0)	7 (3.8)	0	4.46	0.636
8e Teams are given opportunity to apply knowledge gained in designing and implementing M&E systems	4 (2.1)	4 (2.1)	103 (55.5)	4 (2.1)	71 (38.2)	4.58	0.512
8f Teams are given chance to support stakeholders in setting up their M&E systems	12 (6.5)	85 (45.7)	89 (47.8)	0	0	4.48	0.566
Total Scores						4.42	0.620
N = 186							
Composite Mean = 4.42							
Standard Deviation = 0.620							

In Table 4.5, the respondents agreed that ME trainings are conducted every time and new M&E system is being developed, that Refresher trainings are conducted periodically and that Trainings are based on identified training needs relevant to M& with 89, 114 and 101 respondents translating to 47.9%, 61.3% and 54.3 having a mean of 4.28, 4.31 and 4.37 and with a standard deviation of

0.873, 0.069 and 0.582 respectively. The mean of weights (4.46, 4.58 and 4.48) were neutral to that statements that Trainings are based on identified training needs relevant to M&E, Training needs are identified in a participatory manner for relevance purposes, Teams are given opportunity to apply knowledge gained in designing and implementing M&E systems and Teams are given chance to support stakeholders in setting up their M&E systems respectively.

4.5.2 Stakeholders' engagement in M&E and Performance of water development Projects

To determine the effect of stakeholders' involvement in M&E and performance of water development projects, the following indicators were examined; advocacy to promote M&E, stakeholder identification, stakeholder analysis and collaborations. Questionnaires with six items were given to respondents requiring them to indicate to what extent they agree/disagree with the statements.

Table 4.6 Stakeholder Participation and performance of water development projects

Parameter	S.A F %	A F %	N F %	D F %	S.D F %	M	S.D
Stakeholder Participation and performance of water development projects							
9a Stakeholders are involved in design process of M&E system	23 (12.4)	54 (29)	18 (9.7)	85 (45.7)	6 (3.2)	3.62	0.834
9b Stakeholders' ideas are taken into consideration in M&E system	38 (20.4)	38 (20.4)	4 (2.2)	99 (53.2)	7 (3.8)	3.97	0.703
9c Stakeholders Participate in M&E activities	67 (36)	13 (7)	5 (2.7)	92 (49.5)	9 (4.8)	4.23	0.759
9d Stakeholders are aware about ME activities	27 (14.5)	66 (35.5)	13 (7)	69 (37.1)	11 (5.9)	3.33	1.143
9e Stakeholders support the implementation of me system	52 (28)	20 (10.8)	15 (8.1)	94 (50.4)	5 (2.7)	4.03	0.880
9f Stakeholder understands the resources requires in implementation of ME system	31 (16.7)	64 (34.4)	23 (12.4)	66 (35.4)	2 (1.1)	3.33	1.143
Total Scores						3.63	0.983

N = 186

Composite Mean = 3.63

Standard Deviation = 0.983

The study also observed that with a composite mean of 3.63 and a standard deviation of 0.983, all the respondents showed disagreement that stakeholders are involved in design process of M&E system, Stakeholder's ideas are taken into consideration in M&E system, Stakeholders Participate in M&E, Stakeholders are aware about ME activities, Stakeholders support the implementation of me system and Stakeholder understands the resources requires in implementation of ME system activities as shown in table 4.6.

4.5.3 M&E Planning and Performance of County Funded Projects

To measure the influence of M&E planning and performance of county funded projects, the following indicators were examined, resource allocation for M&E, resource, M&E frameworks and M&E procedure plans. Participants were provided six-item questionnaires on which they were asked to rate how much they agreed with the assertions.

Table 4.7 M&E Planning

Parameter	S.A	A	N	D	S.D	M	S.D
	F	F	F	F	F		
	%	%	%	%	%		
M&E Planning							
10a	There is resource mobilization strategies in raising M&E budget	5 (2.7)	27 (14.5)	42 (22.6)	81 (43.5)	31 (16.7)	4.43 0.544
10b	Resource allocation is done in a participatory manner	16 (8.6)	7 (3.8)	7 (3.8)	99 (53.2)	57 (30.6)	4.60 0.582
10c	There is M&E frameworks	0	0	36 (19.3)	121 (65.1)	29 (15.6)	4.34 0.625
10d	There is M&E procedure plans	0	22 (11.8)	0	144 (77.4)	20 (10.8)	4.50 0.686
10e	Funds allocation is always timely	0	18 (9.6)	0	119 (64)	49 (26.4)	2.14 0.686
10f	Funds disbursement is efficient	29 (15.6)	29 (15.6)	11 (5.9)	83 (44.6)	34 (18.3)	2.46 1.343
Total Scores						3.91	0.772
N = 186							
Composite Mean = 3.91							
Standard Deviation = 0.772							

Table 4.7 shows that the average weight for all the constructs (3.91) revealed that they have disagreed with the statements that there is resource mobilization strategies in raising M&E budget, resource allocation is done in a participatory manner, there is M&E frameworks, funds allocation is always timely and funds disbursement is efficient. These findings contrast with those of Kawonga, Blaauw, and Fonn (2012), who found that money for M&E is frequently overlooked in the execution of many projects. One out of every four countries with a national M&E plan does not have a fiscal need.

4.5.4 Utilization of M&E Findings

To measure the effect of utilization of M&E findings and performance of county funded projects, below indicators were examined; decision making, periodic reports, policy making mechanisms and provision of performance feedback. Participants were given a questionnaire with six items on which they were required to rate how much they agreed with the assertions. Table 4.8 summarizes the findings.

Table 4.8 Utilization of M&E Findings

Parameter	S.A F %	A F %	N F %	D F %	S.D F %	M	S.D
Utilization of M&E Findings							
11a M&E findings are utilized in decision making	0	60 (32.2)	101 (54.4)	25 (13.4)	0	4.20	0.403
11b M&E findings are used in give periodic reports	83 (44.6)	36 (19.4)	7 (3.8)	60 (32.2)	0	4.09	0.830
11c M&E findings are used in policy making mechanisms	36 (19.4)	40 (21.5)	27 (14.5)	23 (12.4)	60 (32.2)	3.70	1.081
11d There is provision for performance feedback in M&E findings	0	47 (25.3)	20 (10.8)	103 (55.4)	16 (8.6)	4.13	0.414
Total scores						3.86	0.762
N = 186							
Composite Mean = 3.86							
Standard deviation = 0.762							

Regarding utilization of M&E findings, table 4.8 represents the following observations

Item 11a sought to investigate if M&E findings are utilized in decision making. Majority of the respondents 101 (54.4%) were neutral with a mean of 4.20 and standard deviation of 0.403. On Item 11b whether M&E findings are used in give periodic reports, the respondents 83(44.6%) strongly agreed that M&E findings are used in give periodic reports with a mean of 4.09 and a standard deviation of 0.830.

Item 11c results shows that M&E findings are not used in policy making mechanisms in which this statement was met with substantial opposition from responses 60(32.2%).

The Item 11d intended to establish whether there is provision for performance feedback in M&E findings. 103(55.4%) disagreed with the statement that there is provision for performance feedback in M&E findings.

4.6 Regression Analysis

The impact of monitoring and evaluation techniques on the installation of water development projects performed by the county government was investigated using regression analysis.

Table 4.9: Summary of the Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.904	0.818	0.808	1.232

Table 4.9 depicts how the model fits the data that was gathered and analysed, as well as how the data fits into the formula. The adjusted R² indicates the model's predictive value, implying that it can be used to anticipate 80.8 percent differences in waterfront development performance in Tharaka Nithi County. Changes in M&E planning, M&E training, stakeholder participation, and M&E findings usage can justify this difference.

Table 4.10: Variance analysis

Model	Sum of Squares	Df	Mean Square	F	Sign.
Regression	408.032	3	136.011	86.635	.000
Residual	91.056	58	1.570		
Total	499.088	61			

The model proved effective at forecasting the ways in which M&E planning, M&E training, stakeholder involvement, and M&E findings could be employed, with a p-value of 0.000. The

computed F is 86.635, which is more than the crucial value (2.764) so at 5% significant level, shows that the model is meaningful.

Table 4.11: Regression Coefficient

	Unstandardized		Standardized	T	Sig
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	0.864	0.112		7.714	.000
M&E planning	0.895	0.393	0.921	2.277	.028
M&E Training	0.675	0.239	0.718	2.824	.007
Stakeholder involvement in M&E	0.579	0.178	0.629	3.253	.002
Utilization of M&E findings	0.589	0.163	0.618	3.242	.002

The regression model for the figures is: -

$$Y = 0.864 + 0.895X_1 + 0.675X_2 + 0.579X_3 + 0.589X_4$$

These findings show that if the independent variable is set to zero, the efficacy of water development projects in Tharaka Nithi County is 0.864. A positive coefficient in M&E planning also would lead to an increase of 0.895 (89.5%) in the performance of water development projects. The parameter was relevant because $p=0.028$ was less than 0.05; thus, the null hypothesis that there was no meaningful M&E planning and performance of Tharaka Nithi County's water development project was rejected.

Implies that an increase in M&E Training would result in a 0.675 (67.5%) increase in water development project success. The variable was significant because $p=0.007$ was less than 0.05; thus, the null hypothesis that there was no substantial relationship between M&E Training and Performance of Tharaka Nithi County's water development project was rejected.

The productivity of water development projects would improve by 0.579 (57.9%) for every increment in stakeholder engagement in M&E. The variable was meaningful because $p=0.002$ was less than 0.05; thus, the null hypothesis that there was no meaningful association between community engagement in M&E and the performance of Tharaka Nithi County's water development project was rejected.

A 0.589 (58.9%) improvement in the performance of water development initiatives would result from an unit change in the use of M&E findings. The parameter was significant because $p=0.002$ was less than 0.05; thus, the null hypothesis that there was no strong correlation between the use of M&E findings and the performance of Tharaka Nithi County's water development project was rejected.

CHAPTER FIVE SUMMARY OF THE FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter outlines outcomes, research conclusions, and suggestions. It is summarization of the data analysis' results. The study was based on how M&E approaches influenced the efficiency of water development initiatives carried out by Kenya's Tharaka Nithi County administration.

5.2 Findings Synopsis

The study's major goal was to look into the impact of monitoring and evaluation techniques on the performance of water development projects undertaken by Kenya's Tharaka Nithi county government. This section contains a summary of the research results.

5.2.1 Involvement of stakeholders and project outcomes in water development

On how stakeholder participation influences performance of water development projects implemented by Tharaka Nithi County, Kenya. Majority of the respondents disagreed that stakeholders are involved in design process of M&E system, Stakeholder's ideas are taken into consideration in M&E system, Stakeholders Participate in M&E, Stakeholders are aware about ME activities, Stakeholder's aid in the execution of M&E system and Stakeholder understands the assets requires in implementation of ME system activities by a composite mean of 3.63 and a standard deviation of 0.983.

5.2.3 M&E Training and effectiveness of Water development projects

On training in M&E, the respondents agreed that M&E training are conducted every time and new M&E system is being developed, that Refresher trainings are conducted periodically and that Trainings are based on identified training needs relevant to M& with 89, 114 and 101 respondents translating to 47.9%, 61.3% and 54.3 having a mean of 4.28, 4.31 and 4.37. The mean of weights (4.46, 4.58 and 4.48) were neutral to that statements that Trainings are based on identified training needs relevant to M&E, Training needs are identified in a participatory manner for relevance purposes, Teams are given opportunity to apply knowledge gained in designing and implementing M&E systems and Teams are given chance to support stakeholders in setting up their M&E systems respectively.

5.2.4 M&E Planning and outcome of County Funded Projects

In the statement of M&E planning and performance of County Funded Projects, the average weight for all the constructs (3.91) revealed that they have disagreed with the statements that there is resource mobilization strategies in raising M&E budget, resource allocation is done in a participatory manner, there is M&E frameworks, funds allocation is always timely and funds disbursement is efficient. These findings contrast with those of Kawonga, Blaauw, & Fonn (2012), who found that money for M&E is frequently overlooked in the execution of many projects.

5.2.5 Utilization of M&E Findings and the End result of County Funded Projects

From the study, on item utilization of M&E in decision making majority of the respondents 101 (54.4%) were neutral having a mean score of 4.20 and standard deviation of 0.403. On Item 11b whether M&E findings are used in give periodic reports, the respondents 83(44.6%) strongly agreed that M&E findings are used in give periodic reports with a mean of 4.09 and a standard deviation of 0.830. Item 11c results shows that M&E findings are not used in policy making mechanisms in which 60(32.2%) of the respondents strongly disagreed with this statement. The Item 11d intended to establish whether there is provision for performance feedback in M&E findings. 103(55.4%) disagreed with the statement that there is provision for performance feedback in M&E findings.

5.3 Discussion of the Findings

The evaluation procedures on the performance of water development projects performed by Tharaka Nithi county administration in Kenya was explored in this research. The section entails discussion on the findings of the study explained by literature on the variables of the study.

5.3.1 Monitoring and Evaluation Training and Performance of water development projects

Findings on M&E Training and Water Development Project Performance reveal that there is a substantial association between M&E training and project performance. These findings are in accordance with Kiruja's (2015) discoveries that the firm's responsiveness, combined with heightened expectations as a result of the opportunity will lead to prophesy of additional production workforce. The research project also agrees with Vanessa & Gala (2017) that a firm's technical capacity for conducting evaluation, the significance and involvement of its workforce in the policy-formulation stage. This study is also consistent with Alcock's (2019) findings, which state that effective workers coaching on different aspects of project monitoring and analysis impacts the success of government-funded community development outcomes.

5.3.2 M&E Planning and Performance of County Funded Projects

The findings on M&E planning and water development project performance reveal that there is a considerable association. However, these findings are contrary to the average weight for all the constructs (3.91) which showed that the participants did not agree with the assertions that there are resource mobilization strategies in raising M&E budget, resource allocation is done in a participatory manner, there is M&E frameworks, funds allocation is always timely and funds disbursement is efficient. These findings differ with other findings by Kawonga, Blaauw & Fonn, (2012) who found that money for M&E is frequently overlooked in the execution of many projects.

5.3.3 Utilization of M&E Findings & outcome of Projects funded by County government

Research results regarding use of M&E discoveries and the effectiveness of water development projects show that there is a strong connection between the use of M&E results and the performance of water development project. M&E officials should weigh in on how to use M&E results during the designing stage of the project so that monies are set aside. This is in line with (Abrahams, 2015), who stated that a key purpose of M&E planning is to calculate the costs as well as other resources required for M&E to be successful. Furthermore, this finding agrees with Zapico-Goi (2017) that non-operational costs such as stationery, conferences, and allowances for primary stakeholders and project implementers, gatherings, and allowances for main shareholders and project executers, are very important in the performance of monitoring and evaluation process.

5.3.4 Stakeholders involvement in M&E and Performance of water development Projects

Results on stakeholder participation in M&E and project performance in the water sector demonstrate that there is a link between the participation of stakeholders and the success of water development initiatives. This finding seems consistent with (Sulemana, Musah, & Simon, 2018), who stated that stakeholder participation is crucial in development initiatives. Simple judgments and exceptional circumstances are inappropriate for stakeholder engagement, but a complex scenario with far-reaching repercussions necessitates stakeholder participation, which, when done in advance rather than reactively, helps to avert future difficulties.

5.4 Conclusion of the research

Below are the generated conclusions based on the research objectives and study findings. M&E methods may be good due to its considerable effect on the performance on a water development project, according to the study. It is also concluded that participation can be on decision making, Participation in M&E activities as well as Participation in Resource mobilization. The research

also concluded that Training about M&E will result to a remarkable influence on how water developments perform. Further, this is manifested in the Frequency of trainings, technical expertise in M&E, number of officers trained and knowledge and skill on M&E. concerning the use of results of M&E, the study concludes that this has important impact on performance of water development projects. The study concluded that key aspects of M&E planning are important that includes resource allocation, resource mobilization, M&E frameworks, and M&E procedure plans. Lastly, the study concludes that the use of M&E findings in decision making is very vital and that there is need to have periodic reports, policy making mechanisms and provision of performance feedback since they have a is critical in the performance of water development projects.

5.5 Recommendations

Relying on the findings of this investigation, it is suggested that:

- i. County governments need to ensure that adequate stakeholders' participation is enhanced. This will be useful in making monitoring and evaluation practices for projects implemented by the counties to be able to perform well in ensuring authentic M&E. Without the involvement of stakeholders, the project will not give the best results that satisfies stakeholders and also serves the purpose to which they were intended to serve
- ii. There is need to do proper M&E planning which includes allocation of adequate resources especially budgets to monitoring and evaluation activities. This will ensure that projects implemented by county governments are kept on check throughout the project cycle management. Therefore, the Government and management needs to focus on this aspect.
- iii. Adequate training on M&E should be enhanced in county governments so that they can participate adequately in developing monitoring and evaluation plans and setting up monitoring and evaluation systems and performance appraisals.

5.6 Suggestions for future research

A study of the effectiveness of monitoring and evaluation techniques in county government initiatives. This study will give a wider focus on other M&E Practices not included in the current study as the current study emphasized on influence of M&E only. Similar research on monitoring and evaluation to be conducted within other higher level of governance in Kenya to help in triangulating the findings of this study

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DALMAS EKILEJO ONJOLE

THARAKA NITHI

Dear Sir/Madam,

RE: Introductory letter

Dear respondent, I am writing this letter to make a request for your information to enable me conclude a study as per the questionnaire attached. I am studying a degree leading to the award of Master of Arts in project planning and management of the University of Nairobi. My study is titled: "**Influence of monitoring and evaluation practices on performance of water development projects executed by Tharaka Nithi County government in Kenya**"

Please fill the attached questionnaire with outmost sincerity. This information will strictly be confidential and will be used in compiling research project in the above mentioned area only.

Thanks a lot for your time and openness in giving information.

Yours Sincerely,

Dalmas Ekilejo Onjole

APPENDIX II: WATER COMMITTEES QUESTIONNAIRE

This questionnaire is aimed at collecting information on the relationship between monitoring and evaluation practices drivers (Monitoring & E planning, M & E Training, Stakeholders’ Involvement in water development projects implemented by Tharaka Nithi County government, Kenya. Answer to all items in each part by ticking the proper option or supplying the necessary information

SECTION A: PERSONAL INFORMATION

This section contains items on personal profile of water committees members. Kindly tick appropriately on the provided space.

1. Please indicate your WardSub ward Village.....
2. Name(Optional) Contact(Optional)
3. Please tick your highest level of education

(a) Diploma	()	(d) Masters	()
(b) Post graduate dip	()	(e) PHD	()
(c) Bachelor’s degree	()	(e) None	()
4. How many years have you stayed in Tharaka Nithi County?

(a) Below 1 yr.	()	(d) 3 to 4 yrs.	()
(b) 1 to 2 yrs.	()	(e) 4 to 5 yrs.	()
(c) 2 to 3 yrs.	()	(e) Above 5 yrs.	()
5. Please indicate the number of years which you have served in water committee

(a) 1 year and below	()	(d) 3 to 4 yrs.	()
(b) 1 to 2 yrs.	()	(e) 4 to 5 yrs.	()
(c) 2 to 3yrs	()	(e) Above 5 yrs.	()

SECTION B: County Water Projects Performance

This section contains items on Performance of County water projects. Please rate the following sentences by using scale in the table based on your personal interpretation and or perception.

	PARAMETERS	Strongly agree	Agree	Neutral	Disagree	Strongly disagree

		1	2	3	4	5
	Project meeting community needs					
10a	The project has shortened distance to nearest water source					
10b	The project economically improved the beneficiaries' lives					
	Community ownership					
10c	The community donated land for the project					
10d	The community fully owns the project					
	Project completion					
10e	The project was completed in time					
10f	The project was adequately funded by the County government					
	Community satisfaction					
10g	The project was implemented as per the bill of quantities					
10h	Project management committees are fully involved in project implementation					
	TOTAL					

Section C: Human Capital

1. Please tick based on your personal interpretation and or perception.

	PARAMETERS	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
		5	4	3	2	1
	Education level					
11a	Committee members have good level of education					
11b	Committee members are able to read to understand and write clearly					
11c	Committee members are committed to increase their level of education					
	Technical orientation					
11d	Committee members possess the required water management skills					

11e	Technical skills is externally sourced to support the water committees					
11f	Committee members embrace technical capacity building					
	M&E skills					
11g	Water committee members are trained on M&E practices					
11h	M&E results inform decision making by the water committee					
	TOTAL					

Section D: Social Capital

2. Please ticks based on your personal interpretation and or perception.

	PARAMETER	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
		5	4	3	2	1
	Social networks					
12a	Committees upholds working with others with similar mindset					
12b	Committees encourage constructive feedback and criticism					
12c	Committee support other community development initiatives					
	Shared norms and values					
12d	Common values guide interaction among committee members					
12e	There is respect and decorum among committee members					
12f	Committee operation is strengthened by profound team work					
	Social perceptions					
12g	There is trust and ownership among committee members					
12h	High sense of integrity defines the committee's operations					
12i	Members are motivated to belong and participate in the committee's activities					
	TOTAL					

PART E: Project management committee leadership style and water projects’ performance

3. Please indicate by rating the following sentences by using the scale in the table based on your personal interpretation and or perception.

	PARAMETER	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
		5	4	3	2	1
	Transformational Leadership Style					
13a	PMC leaders appreciate differing perceptions when resolving problems					
13b	PMC leaders offer alternative best ways of working					
13c	PMC leaders provides a convincing vision for the projects future					
	Transactional Leadership Style					
13d	PMC leaders appreciates when good work is accomplished					
13e	PMC leaders sets performance standards and focus on achievement					
13f	PMCs focus is on delivery of high quality products					
	Autocratic leadership style					
13g	PMC leaders makes decision without consultation					
13h	PMC leaders delegate responsibility to others					

13i	PMC leaders control over other members and rarely consider their suggestions					
	TOTAL					

APPENDIX 3: GUIDE FOR FOCUSED GROUP DISCUSSION

Below is a guide for focused group which will help us get more information from project beneficiaries on the implication of M&E on water development projects implemented by Tharaka Nithi County government, Kenya.

APPENDIX 3: Guidelines for Focused Group

Has this project shortened distance to the nearest water source?-----

1. Has this project economically improved lives of people around?
2. What ways has the community showed ownership of the projects
3. Was the project completed in time?
4. Was the project adequately funded by the County Government?
5. Did the project management committee fully participate in the project implementation?
6. Do PMC members have good level of education?
7. Does the PMC possess the required water management skills?
8. Was the PMC trained on basic monitoring and evaluation skills?
9. Does the committee encourage positive criticisms?
10. Do the committee members possess a high sense of integrity?
11. Is the PMC Leadership visionary?
12. Are the PMC members’ problem solvers?

13. Does the PMC leadership regularly consult?
14. In your opinion what should be a PMCs role?
15. What challenges do PMCs face during project implementation?
16. How can PMCs be strengthened?

APPENDIX 4: INTERVIEW GUIDE

This manual is designed to collect information from relevant officials in government and non-governmental organizations about the impact of evaluation and monitoring procedures on the success of Tharaka Nithi County government's water development projects in Kenya. What is the performance rate of county funded water projects in Tharaka Nithi South Sub County?

1. How have water projects transformed lives of people around project areas?
2. Have water projects been done to the community satisfaction?
3. What is your role in project implementation and performance?
4. How gender is mainstreamed in the project management committees?
5. What major challenges do PMCs face?
6. What are some of the PMC shortcomings?
7. What factors should be considered in selecting PMC Members?
8. How can PMCs be strengthened?
9. In your opinion, are PMC well trained for the management task?



REPUBLIC OF KENYA

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This is to Certify that Mr., DALMAS EKILEJO ONJOLE of University of Nairobi, has been licensed to conduct research in Tharaka-Nithi on the topic: INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON PERFORMANCE OF WATER DEVELOPMENT PROJECTS IMPLEMENTED BY THARAKA NITHI COUNTY GOVERNMENT; KENYA. for the period ending : 04/August/2022.

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