

# Influence of Monitoring and Evaluation Systems on Performance of Infrastructural Projects in Kenya: A Case of Bomet County, Kenya

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**Abstract:** Monitoring and evaluation (M&E) techniques helps address the issue of measuring performance and achievement of projects. M&E has become imperative in all county programs and projects. No county pursuing development initiatives would proceed at all without M&E framework in place. This study purposed to find out the influence of M&E systems on performance of infrastructural projects in Kenyan county governments: a case of Bomet county. In this study monitoring and evaluation was defined by its activities: budgetary allocation, baseline surveys, performance reviews, and capacity building while project performance of building and construction was taken to be the extent to which goals were achieved. The study objectives included: to establish how budgetary allocation on monitoring and evaluation influence performance of building and construction projects, to determine how baseline surveys influence performance of building and construction projects, to establish the influence of performance reviews on performance of building and construction projects, and to assess the influence of capacity building in M&E on performance of building and construction projects. The study utilized Mugenda and Mugenda assertion to arrive at a sample size of 100 respondents and stratified sampling was used to sample devolved functions from Bomet County. This study used primary data collected via a questionnaire and secondary data collected via published reports and other documents. Correlation and multiple regression analysis were also done to show the relationship between the study variables. The study concludes that there are budgets set to carry out M&E among infrastructural projects in Bomet County government and that various activities included in M&E budget were scope of major M&E events and functions, key stakeholder informational needs and expectations, and M&E requirements. It was also concluded that baseline survey helps in understanding project expectation and that baseline surveys enhances the project performance of infrastructural projects in Bomet County to a large extent. The study concludes that performance reviews enhances the project performance of building and construction in Bomet County to a large extent. The study recommends that the relevant government bodies, the NGOs, World Bank and other donors, the contractors and all the bodies handling these projects must have a specific well defined source of financing the M&E exercise. It also recommends that monitoring personnel should be well trained so as to achieve the target of M&E.

## I. INTRODUCTION

### 1.1 Background of the Study

Monitoring is a continuous process of collecting information on-going projects or programmes concerning the nature and level of their performance (Nyonje, Ndunge & Mulwa, 2012). Mulwa (2008) describes monitoring as a process of collecting and managing project data that provides feedback as pertains to the progress of a project. Mulwa (2008) adds that the process involves measuring, assessing, recording and analyzing the project information on a continuous basis and communicating the same to those concerned.

Project evaluation is a process that involves systematic collection, analysis and interpretation of project related data that can be used to understand how the project is functioning in relation to its objectives (Nyonje, Ndunge, Mulwa, 2012). Monitoring and evaluation (M&E) need to be designed as an intertwined participatory exercise where all stakeholders are involved (Shirley, 1999). M&E ensures that project resources and inputs are put into the intended use and that the project addresses what it initially intended to do. It also makes sure that the project renders its services to the targeted population. The lack of M&E has caused many youth projects to collapse soon after establishment.

According to Nyonje, Ndunge and Mulwa (2012), project M&E is important to different people for various reasons. M&E is important to project managers and their stakeholders (including donors/government) because they need to know the extent to which their projects are meeting the set objectives and attaining the desired effects. M&E upholds greater transparency and accountability in the use of project resources, which is particularly required by funders or development partners (Nyonje, Ndunge & Mulwa, 2012). Third, information developed through the M&E process is vital for improving decision-making. M&E strengthens project implementation, improve quality of project interventions and enhance learning.

Monitoring and Evaluation should be integral components of the management cycle including project planning and design. Passia,(2004); Gyorkos, (2003) notes that project planners should include a clearly delineated monitoring and evaluation plan as an integral part of the overall project plan that include monitoring and evaluation activities, persons to carry out the activities, frequency of activities , sufficient budget for

activities and specification of the use of monitoring and evaluation findings.

Evaluation is the tool for proving knowledge for continued implementation. Ex-post evaluation may be used for impact assessment (Michelson, 1995). Jody and Ray (2004) identify the complementary roles of the two functions. Information from monitoring feeds into evaluation in order to understand and capture any lessons in the middle or at the end of the implementation with regard to what went right or wrong from learning purposes. This could lead to redesigning the project.

### 1.2 Statement of the Problem

M&E is an important activity in projects because it determines project success (Meredith and Mantel, 2011). All stakeholders are regularly informed, in good time and accurately, the actual status of a project at a given time compared to the original objectives, i.e. with regard to deadlines and budgets. Both Monitoring and evaluation are usually seen as the same activity since both are project management functions that are related and occur in successively. Organizational growth and development are both determined by the degree to which projects succeed. It is not possible to achieve the set objectives without M&E. "Project managers are required to undertake more rigorous monitoring and evaluation of the projects and develop frameworks and guidelines for measuring impact" (Kahilu, 2010). By so doing they will achieve greater value creation for the organization through project success.

As part of its response to the demands of Kenya's Vision 2030 and increasing demand for good infrastructure, the county government of Bomet decided to construct roads in the five sub counties. The 2017/2018 had Ksh. 708,435,259 being targeted for Roads and Public Works. Construction works in the five sub counties of Konoin, Chepalungu, Bomet central, Bomet East and Sotik was expected to be an inspiring attractive showcase started in 2014 and was projected to be complete in January 2018, but the work is still ongoing. These among others portray time lost and this could be expensive to the County government of Bomet. It could also portray an absence of effective M&E of the projects which at the end results to projects delays. As a result of the delays, the county government of Bomet is faced with lack of efficiency and effectiveness in utilization of public resources. It is against this background therefore that this study sought to fill the gap by conducting a study to establish the influence of monitoring and evaluation on performance of infrastructural projects in Bomet County.

### 1.3 Objectives of the Study

This study was guided by the following objectives:

- i. To establish how budgetary allocation influence performance of infrastructural projects in Bomet county.
- ii. To determine how baseline surveys influence performance of infrastructural projects in Bomet

County.

- iii. To establish the influence of performance reviews on performance of infrastructural projects in Bomet county.
- iv. To assess the influence of capacity building in M&E on performance of infrastructural projects in Bomet county.

### 1.4 Hypotheses of the study

1. *H0*: There is no significant relationship between budgetary allocation and performance of infrastructural projects in Bomet County?  
*H1*: There is significant relationship between budgetary allocation and performance of infrastructural projects in Bomet County?
2. *H0*: There is no significant relationship between baseline surveys and performance of infrastructural projects in Bomet County?  
*H1*: There is significant relationship between baseline surveys and performance of infrastructural projects in Bomet County?
3. *H0*: There is no significant relationship between performance review and performance of infrastructural projects in Bomet County?  
*H1*: There is significant relationship between performance review and performance of infrastructural projects in Bomet County?
4. *H0*: There is no significant relationship between capacity building and performance of infrastructural projects in Bomet County.  
*H1*: There is significant relationship between capacity building and performance of infrastructural projects in Bomet County.

## II. LITERATURE REVIEW

### 2.1 Concept of Project Performance

Project performance is defined as the total quality of a project in terms of whether it has impacted the beneficiaries and whether the interventions are sustainable (Chandes et al., 2010). Project performance is different from Industrial or manufacturing sector performance owing to the unique structural nature of the projects. However, like the operations of other sectors, project construction performance can be achieved through evaluation against suitable criteria, monitoring and evaluation or benchmarking against set standards or previous performance of similar projects (Warmode, 2002). Key criteria against which the project performance can be evaluated against includes; whether it is relevant, efficient, effective, whether it has impacted the beneficiaries and whether the interventions are sustainable (Hill, 2005).

Relevance relates to whether the project activities are in line with the priorities of the target group, recipient and donor or sponsor. Key questions that are asked in assessing relevance are whether the goals of the project responds to the needs of the recipients and whether the activities and outputs of the project are in line with those goals. Effectiveness measures whether a certain project is able to realize its goals. Impact

examines positive and negative changes as a result of the project. Efficiency assesses inputs against outputs to find out whether the project uses optimum resources possible to achieve the desired results. Sustainability assesses the ability of the project benefits to continue when the project closes (Chandes et al., 2010)

Project performance is behavior that can be evaluated with regard to whether it adds value or it makes the organization more effective (Onukwube, Iyabga and Fajana, 2010). Illriegel, Jackson and Slocum (2009) approaches performance as each person's work achievement after through exerting effort. From the above definitions, project performance touches on how the ability of workers to finish the jobs they are responsible for and how those jobs help in achieving the goals of the organization.

## *2.2 Monitoring and evaluation budgetary allocation and performance of infrastructural projects*

Financial resources that will be needed to carry out M&E should be planned for and set aside before the project starts being implemented (UNDP, 2009). The availability of finances will determine what can be achieved as far as implementation, strengthening and sustainability of monitoring and evaluation system is concerned (UNAIDS, 2008a). A key aim of planning for M&E is to approximate the costs of hiring staff and for making available resources required for M&E work. It is crucial for monitoring and evaluation professionals to assess the monitoring and evaluation budget needs when designing the project in order to allocate funds to the implementation of key monitoring and evaluation tasks (Chaplowe, 2008). The managers of a program need to know the percentage of the total budget that should go to monitoring and evaluation. No formula has been proposed although 3 to 10 percent is considered appropriate by the various donors (IFAD, 2002). In practice caution should be exercised so that the M&E budget is not too little as to give results that are not accurate and credible, or so big that it interferes with the program (Zaltsman, 2014).

The project budget must always clearly identify and put aside money for M&E. In monitoring this should as well be separated from the other project's funds so that M&E is recognized for its important role in project management (McCoy, 2005; Gyorkos, (2003). The budget should account for about 5 to 10 percent of the actual budget (AIDS Alliance, 2006; Kelly and Magongo, 2004; IFRC, 2001). The Program Evaluation Standards James (2011) also indicates that, evaluation planning budget could certainly be more carefully estimated and actual expenditure on the evaluation more carefully monitored. The problem of cost overruns during evaluation has been raised up by several evaluators. Smith and Chircop (2010) say that quality systematic learning carries a cost implication. Financial resources will always be required to compensate people for the time they spend, for the support of systems for supporting information, training, transport and so forth. It should also include labour cost, focused labour

input, training and study tours for raising the level of knowledge on M&E and non-operational costs like stationery, meetings, allowances for primary stakeholders and project implementers. In the recent past donors have put emphasis on ensuring that monitoring and evaluation is budgeted for before approving any proposals for funding. In contrast, implementing agencies put little or no emphasis at all towards M&E and most of them try to resist having structures that can support M&E in their organizations.

If less resources are applied to an activity, there shall be slowed growth while too many resources will result in redundancy and therefore less productivity. Resources therefore should just be enough (Lee et al., 2007). Substandard M&E is usually the result of lack of adequate resources. Therefore, such resources must be factored in the total cost of the project at the time of planning, and not as additional cost. (UNDP, 2012).

This is in line with Mugo (2014) findings on a study of Monitoring and Evaluation of Development Projects and Economic Growth in Kenya. The study revealed that the amount of budgetary allocation for monitoring and evaluation was also found to be a positively significant determinant of M&E system implementation in development projects. An additional amount of budgetary allocation on monitoring and evaluation in development project is likely to increase the probability of M&E system implementation significantly by 13.13% holding other factors constant. This implies that an extra amount of money allocated for project M&E leads to an increase in the likelihood of M&E system implementation in development projects. Although evaluation and monitoring is done together due to its interrelatedness, the financial allocation for each should be done separately i.e. there should be different lines of budget for each and this should be agreed with partners at the inception stage. This will be helpful to UNDP and other partners in creating a realistic budget, thus eliminating the risk of inadequate funds for M&E at the close of the project (Kusek and Rist, 2012)

M&E costs for projects can easily be identified and factored in the budget. Looking for and getting monetary resources for M&E of results is sometimes challenging, since no project can directly absorb such costs (UNDP, 2012). According to the UNDP handbook for monitoring and evaluation the most common way of raising finances for M&E is to identify similar projects and raise funds from them. Other ways include creating an independent M&E fund that will attract resources from all the participating projects through contribution to this kitty. This kitty could be part of the same entity that takes care of the program. Another way is to send requests for funding directly from partners. Another alternative is to put aside funds each year, dedicated to the M&E activity.

## *2.3 Baseline Survey and performance of infrastructural projects*

A baseline survey is a study that involves analyzing the

prevailing situation in order to discover where to start a project. It is recommended that implementers carry out this survey before kicking off a project since this acts as a reference tool for use in all future activities. This tool could be used by those managing the project while making future decisions. They assist in identifying the more important areas in a project which is important especially in a project with a number of goals. The outcomes of such a study can indicate the areas where more emphasis is needed and where little emphasis is required (Del Pico, 2013).

As a rule, a baseline study must be conducted before project implementation, since doing so when a project is already ongoing would not give a true status of it since an ongoing project will have an impact even if it be little (Hogger et al, 2011). This will give the managers a benchmark against which to tell whether the project was successful or not. In case a project is still a long way, and there was no baseline, the implementers may conduct one. Nevertheless, if there was no baseline study and the project has come to completion there will be only a few options for evaluating the success of the program (Marks, 2012).

A well conducted M&E planning at the inception of a project provides one with data (Hogger et al, 2011). A baseline survey, is conducted during the inception of a program to identify the prevailing circumstances, (Estrella and Gaventa, 2010). In such a survey, the performance indicators are also defined. This becomes the basic unit against which program progress is measured (Frankel and Gage, 2007). It acts as a benchmark for assessing the subsequent activity efficiency and attainment of desired outcome (Armstrong and Baron, 2013), a very big contribution to influencing project performance.

Krzysztof et al (2011) argues that without a baseline, it is not possible to assess the impact of a project. A baseline study informs decision makers on the project's impact has had on the target beneficiaries. These writers further argue that the M&E tools used during a baseline study are the same tools used during evaluation in order to ensure that you compare "apples to apples".Krzysztof et al (2011) argues that conducting a baseline minimizes time and other resources for designing evaluation tools. Donors also require that a baseline survey be conducted to form part of the implementation process (Abeyrama, Tilakasena, Weber, and Karl, 2008). This enables the donor in future, to monitor the outcomes of the project as it continues. For some organizations however, this requirement is the only motivation for M&E and therefore they miss on its importance (Nyonje et al, 2012)

In their Paper "Monitoring and Evaluating Urban Development Programs, A Handbook for Program Managers and Researchers", Bamberger et al (2008) state that a baseline study must be conducted before project implementation. Doing so when a project is already ongoing would not give a true status of it since an ongoing project will have an impact even if it be little. This will give the managers a benchmark

against which to tell whether the project was successful or not. In keeping with best practices, a baseline study must be conducted before project implementation (Bamberger, 2008). Mid-term reviews, project completion reports and other evaluations are the actual benchmarks against which comparisons are made with regard to the information provided by the Baseline Study (IFAD 2010).

An M&E system provides an important tool for the allocation of all the necessary resources in and guides in the best way of achieving results. The main reason for collecting baseline information is to scale up the quality of implementation and improve development results. It should also address the concerns of all stakeholders. When this fails to be the case, then it becomes purposeless or there could have been something wrong with the methodology. When it satisfies the demands of only a single stakeholder, there is need to widen the scope of the study in order to make it more useful and relevant (USAID 2012). It is also necessary that prior to the baseline survey, measurable indicators for gauging what has been done be identified (UNDP, 2012). They are important during the design of the questionnaire and preparation of the evaluation tool. One other consideration to be made is the target population (Gosling, Lousia, and Edwards, 2009). Like for any other activity in project implementation, for one to carry out a baseline survey, funds are needed. Researchers agree that funds are required for conducting a baseline survey. Funding dictates the scope of the baseline study (Armonia et al, 2006).

Feedback received from the local staff as the project is still ongoing affords a chance for those benefitting from the project to have a say in project activities thereby contributing to the quality of monitoring information (Hunter, 2009).A study on the influence of monitoring and evaluation on project's performance found that if you implement a project without a baseline study, you will face serious issues while tracking its progress (Rogito, 2010). According to Rogito, in the best practice a baseline should be planned and done a year prior to the main project in order to obtain real time information. This seems not to have been done according to the study findings. He concludes that the projects for the youth did not perform well as they lacked baseline surveys and therefore it was difficult to attain their objectives.

#### *2.4 Performance Reviews and performance of infrastructural projects*

Whether performance measures are effective or not is always as a result of their integration into the how well they are integrated into the defined system of appraisal. Such a system requires horizontal and vertical integration. In other words, there is need to strike a balance if you need to get an accurate evaluation of a project and to combine this across projects to get a picture of the performance of the program and across programs in order to realize whether there has been an impact on the departmental level policies and procedures (Hatry, 2009). Performance is continuous but implementers need to

have a defined process of evaluation at a defined interval to evaluate an individual's performance against the agreed upon targets set at project's initiation (Butteris, 2010). Transparent, pre-agreed measurements must be used when judging performance.

After a project has been initiated, appraisal should be carried out at defined intervals Taylor (2009). Appraisals should be used to gather information on possible deviations from the original project goals. They should also address any emerging concerns of the project as envisaged by the manager. Based on these corrective measures should be collectively identified and applied where necessary. What has been achieved is also supposed to feature as this motivates those involved in this achievement. This is usually a key driver of achievement. This review points out alterations to organizational processes which ought to inform the strategic, business and project planning processes to scale up results. This activity takes care of the actions necessary for reviewing and evaluating project's results in order to produce a completion report (PMI, 2014).

To avoid potential project risks that one is not prepared for, near term risks must be assessed and appropriate responses prepared and implemented. Even though one may have a ready risk response, if it is applied too late it will not be helpful. You should therefore engage the one that is most immediate (Hatry, 2009). The first major milestone is always to recognize exceptional performers. Many times a lot of focus is directed to solving problems thereby ignoring the exceptional performers. Also, those who perform slowly and lag behind should be encouraged. They should not be belittled during status review meetings. This may call for close monitoring and mentoring by the person in charge or a team member who is high performing. This will earn loyalty for the person in charge (Ukion, 2008)

Performance Reviews helps in giving the management an accurate picture of the project progress. Stakeholder briefings are meant for updates so that all are always aware of the current state of the project. Briefs can be done at different stages of the project, Project briefs done at kick-off ensure that all stakeholders read from the same page with regard to responsibilities and expectations. As the project progresses, briefs keep stakeholders aware of the current state of affairs and it keeps the project team on top of project tasks. In conclusion, the use of Performance reviews enhances Project Delivery Capability.

### *2.5 Capacity Building and project performance of infrastructural projects*

Human capital, with proper training and experience is vital for the production of M&E results. There is need to have an effective M&E human resource capacity in terms of quantity and quality, hence M&E human resource management is required in order to maintain and retain a stable M&E staff (World Bank, 2011). This is because competent employees are also a major constraint in selecting M&E systems (Koffi-Tessio, 2012). M&E being a new professional field, it faces

challenges in effective delivery of outcomes. There is therefore a great demand for skilled professionals, capacity building of M&E systems, and harmonization of training courses as well as technical advice (Gorgens and Kusek, 2009).

The technical capacity of the organization can greatly determine how to produce evaluation's lessons (Vanessa and Gala, 2011). Creating enough supply of human resource capacity is crucial in order to achieve sustainability of the M&E system and should be done progressively. This call for recognizing that "growing" evaluators needs technically oriented M&E training and development, though this can be achieved through workshops. Both formal training coupled with on-the-job experience are work together in creating capacity for evaluators (Gladys, Katia, Lycia and Helena, 2010).

Human capital ought to be matched with clear job description; if there is a gap, then skills improvement should be planned for. Those who are engaged in projects out in the field, managers need to provide effective support (Ramesh, 2012). Organizations must always strive to make better their staff in order to produce results. This support to the field officers together with the increased expectations and opportunity may prompt the officer to enhance his output (Pearce and Robinson, 2014).

An important factor that influences the success of a project is staffing. (Acevedo, et al, 2010). He posits that in order for a project to succeed, the implementers of a project must be committed to it and they must empathize with the project beneficiaries. If the staff have the requisite training and are reasonably remunerated and are working in decent conditions, the project is likely to succeed. Also, staffing is a concern for M&E since it calls for specialized skills in project management.

In development INGOs, there are a number of challenges when implementing or managing M&E activities. There is insufficient M&E capacity where staffs are engaged by several projects at a time. They also take on the M&E work of too many individual projects which overextends their M&E capacity resulting in rapid burnout. This adversely affects their capacity for M&E development (White, 2013). Creating enough supply of human resource capacity is crucial in order to achieve sustainability of the M&E system and should be done progressively. This call for recognizing that "growing" evaluators needs technically oriented M&E training and development, though this can be achieved through workshops. Both formal training coupled with on-the-job experience are work together in creating capacity for evaluators (Acevedo et al., 2010).

### *2.6 Theoretical framework*

There are different theories on monitoring and evaluation, each identifying own paradigm and concept on M&E. Kothari (2004) defines theory as a set of properly argued ideas

intended to explain a phenomenon by specifying variables of the laws that relate the variables to each other. Since projects are change agents, this study was guided by the theory of change and realistic evaluation theory

### 2.6.1 *Theory of Change*

This was propounded by Carol Weiss in 1995, and is a theory of how and why an initiative works. It generates knowledge about whether a project is effective and also explains how and what methods it employs to be efficient (Cox, 2009). It provides direction which the project should take and the goals it wants to attain. M&E tests and refines the road map while communications helps in reaching the destination by helping to bring about change. Further, this theory gives one the foundation for making a case for the project with regard to whether it brings about change (Msila and Setlhako, 2013). It further posits that when the implementer is concrete about the goals of a project, the evaluators will manage to track and assess the intended outcomes and make a comparison with the original theory of change (Alcock, 2009). This theory emerged in the 1990's as a reaction to the program theory to address the shortcomings of evaluation theory (Stein and Valters, 2012). It is used to address complex problems that affect the society. It thus gives guidance of how a project ought to work, through a method that is testable and refinable through M&E (CARE, 2013).

### 2.6.2 *Realistic Evaluation Theory*

The realistic evaluation theory, propounded by Pawson in 1997, gives a model to be used in explaining the results which come from interventions through projects, how they are produced, and identifying the significance of the conditions surrounding the interventions (Pawson and Tilley, 2004). Realistic evaluation addresses 'what works for whom in what circumstances and in what respects, and how?' (Pawson and Tilley, 2004). The model the person evaluating to identify the areas of an intervention that make it effective or ineffective and the necessary contexts for replicating the intervention elsewhere. This helps the implementer to identify valuable lessons (Cohen, Manion, and Morison, 2008). This theory therefore will in a big way influence the concept of predicting the outcome of a project although it is not exhaustive on what may affect the performance of a program.

## III. RESEARCH METHODOLOGY

### 3.1 *Research Design*

This study was premised on descriptive survey research design to ascertain and make assertions on how, budgetary allocation, baseline survey, performance reviews and capacity building influence performance of infrastructural projects. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or of a group and ascertain whether variables are associated (Kothari, 2004). Survey research seeks to obtain information that describes existing phenomena by asking individuals about their perceptions, attitude, behaviour or

values (Mugenda & Mugenda, 1999). The descriptive survey method was used by the researcher as the appropriate method for the research at hand because it is the most appropriate in collecting data about the characteristics of a large population in terms of being cost effective and within the constraints of time available. Moreover, the questionnaire was employed as the main tool for data collection. Descriptive data are typically collected through a questionnaire survey, interview or by observation (Mugenda & Mugenda, 1999).

### 3.2 *Target Population*

A population can be defined as the complete set of subjects that can be studied: people, objects, animals, plants, organizations etc from which a sample may be obtained (Shao, 1999). The target population for this study will consist of all the project management heads charged with monitoring and evaluating the devolved public projects within Bomet County. Self-administered questionnaire was purposively given to the in charge person who has information, these include: Directors, Departmental heads and Fund Accounts Manager. This population was proposed on the basis of their mandate to monitor and evaluate projects undertaken under government Development Funds.

### 3.3 *Sample size and Sampling Procedure*

#### 3.3.1 *Sample size*

According to Kothari (2008) when selecting the sample, the sample size should be kept manageable. Kerlinger (2004) says that the ideal sample should be between 10% and 30% of the target population depending on the data to be gathered and analyzed. A representative sample constituting 30% was drawn from the total target population of 297 in the five sub counties of Bomet County, giving a sample size of 100.

#### 3.3.2 *Sampling procedure*

Kothari (1990) defines sampling as the selection of part of an aggregate or totality on the basis of which a judgment of inference about the aggregate or totality is made. It is the process of drawing samples that would be a representative of the population of the study. Its objective is to secure a sample which subject to limitations of size and produces the characteristics of the population as closely as possible.

Stratified random sampling procedure was used. The strata's was based on ten devolved functions that are currently implementing projects in Bomet County. Further stratification entailed use of the 5 sub counties to enable collection of a wide array of data.

### 3.4 *Data Collection instruments*

This study used both primary and secondary data. Primary data was collected using a questionnaire while secondary data was collected from published reports and other documents. The questionnaire had both close-ended and open-ended questions. The open-ended questions enabled the collection of qualitative data. The questionnaire designed in this study

comprised of six sections. Section A of the questionnaire gathered general information about the respondents. Section B collected information about the influence of M & E budgetary allocation and project performance of building and construction. Section C of the interview guide gathered information on the baseline survey; section D gathered information on performance reviews. Section E covered the information on capacity building, while section F covered project performance of building and construction.

#### IV. DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

##### 4.1 Questionnaire Return Rate

The research was conducted on a sample of 100 respondents from Bomet county M&E staffs to whom questionnaires were administered. The statistics analyzed were used to show the relationships between variables. Out of the 100 questionnaires, 94 questionnaires were duly filled and this represented a response rate of 94%. This response rate was considered satisfactory for analysis to make conclusions for the study (Mugenda and Mugenda, 2003).

Table 4.1: Questionnaire Return Rate

No. of questionnaires Returned	Target	No. of respondents Response Rate (%)
94	100	94%

The researcher personally administered the questionnaire, thus there was a high response rate (94%) as shown on Table 4.1. The researcher also got a chance to clarify the respondents' queries at the point of data collection; although care was taken not to influence the outcome. This also reduced the effects of language barrier, hence, ensuring a high instrument response and scoring rate.

##### 4.2 Demographic Information

This section discusses the demographic characteristics of the respondents in the study. These include, distribution of respondents by their gender, age, level of education and the results are presented in terms of the study objectives.

##### 4.2.1 Distribution of respondents by gender

In this section the researcher sought to establish the gender of the respondents. Their responses are shown in Table 4.2

Table 4.2: Distribution of respondents by gender

	Frequency	Percent
Male	42	44.7
Female	52	55.3
Total	94	100.0

The respondents were required to indicate their gender; the results show that 52 (55.3%) of the respondents were females while 42 (44.7%) of the respondents were males. This implies that there were more female respondents than males who took

part in M & E of building and construction projects in Bomet County.

##### 4.2.2 Distribution of Respondents by their Age bracket

The researcher sought to establish the age group of the respondents, the findings is as shown in Table 4.3

Table 4.3: Distribution of Respondents by their Age bracket

	Frequency	Percent
31-40 Years	13	13.8
41-50 Years	51	54.3
Above 50 Years	30	31.9
Total	94	100

The majority, those of the age above 50 years with 30 (26%), and those with ages between 31-40 years were 13 (13.8%). This implies that majority of the respondents were between 41-50 years of age.

##### 4.3 Number of years in current position

A combined question sought to know the work experience in a predetermined range of intervals scale between the M & E officers and project supervisors, and contractors' personnel to establish the knowledge held about M & E and projects implementation by Bomet linked workers. The respondents gave the following range of experience when asked

Table 4.4: Number of years in current position

	Frequency	Percent
6-11Years	13	13.8
12-17Years	21	22.3
18-23Years	43	45.7
24 years and above	17	18.1
Total	94	100

The findings reveals that majority of the respondents (45.7%) were of between 18-23 years of experience, 22.3% went for between 12-17 years, 18.1% were of 24 years and above of experience while the remaining 13 who represented 13.8% had 6-11 years of experience. From the Table 4.4, 53 (54.3%) of the respondents were between 41-50 years of age were Level of Education of the Respondent

##### 4.4 Involvement in conducting monitoring and evaluation

The research sought to find out if respondents have been involved in conducting monitoring and evaluation of any development project in Kenya and responses given in Table 4.6:

Table 4.5: Involvement in conducting monitoring and evaluation

	Frequency	Percent
Yes	87	92.6
No	7	7.4
Total	94	100

From the responses, 92.6% of the respondents argued that they have been involved in conducting monitoring and evaluation of any development project in Kenya while the remaining 7.4% have not been involved in conducting monitoring and evaluation of any development project in Kenya.

#### 4.5 Project Involved in conducting monitoring and evaluation

Among the respondents who indicated they have been involved in conducting monitoring and evaluation of any development project in Kenya were further probed to indicate their project/ Programme of involvement. The findings are as shown in Table 4.7

Table 4.6: Project Involved in conducting monitoring and evaluation

	Frequency	Percent
Education	73	77.7
Roads	1	1.1
Youth	3	3.2
Health	11	11.7
Total	88	93.6

Based on the Table 4.7, majority of the respondents 73 (77.7%) indicated that the project/ programme they have been involved in was education, 11 representing 11.7% indicated health project, 3 respondents, representing 3.2% indicated youth project, while only 1 respondent representing 1.1% of the respondents who indicated that they were involved in roads projects.

#### 4.7 Budgetary Allocation and Project Performance

The study sought to establish if budgetary allocation as a monitoring and evaluation tool influence project performance of building and construction projects. The study findings are as shown in subsequent headings

##### 4.7.1 Budgets set to carry out M&E among construction projects

The study sought to identify whether there are budgets set to carry out M&E among construction projects in Bomet County. Results were analyzed as in Table 4.8

Table 4.7: Budgets set to carry out M&amp;E among construction projects

	Frequency	Percent
Yes	88	93.6
No	6	6.4
Total	94	100

From Table 4.8, 88(93.6%) of the respondents indicated that there are budgets set to carry out M&E among construction projects in Bomet county while 6 (6%) of the respondents indicated that there are no budgets set to carry out M&E among construction projects in Bomet county. This implies that there are budgets set to carry out M&E among construction projects in Bomet County.

#### 4.8 Various activities included in M&E budget

Among the respondents who indicated that there are budgets set to carry out M&E among construction projects in Bomet County were further asked to explain various activities included in M&E budget. The study established that various activities included in M&E budget were scope of major M&E events and functions, key stakeholder informational needs and expectations, and M&E requirements.

Table 4.8: Adequacy for the Budgeting allocation

	Frequency	Percent
Small extent	16	17
Moderate extent	63	67
Large extent	15	16
Total	94	100

From Table 4.9, 63 (67%) of the respondents felt that the money allocated for M&E is adequate to a moderate extent, while 16 (17%) of the respondents felt that the money allocated for M&E is adequate to a small extent. A few 15 (16%) of the respondents felt that the money allocated for M&E is adequate to a large extent. This implies that the money allocated for M&E for construction projects in Bomet County is not adequate.

Table 4.9: Proportion of the Total Budget that is allocated to M&amp;E

	Frequency	Percent
Yes	69	73.4
No	25	26.6
Total	94	100

In Table 4.10, 69 out of the total 94 respondents which represent 73.4% indicated YES, which means that they knew the total budgets for the construction and building projects within that current financial year in the county. On the other hand, 25 (28.8%) of the total respondents indicated a NO which showed that they are not aware of the total budgets for the construction and building projects within that current financial year in the county. In line with findings, Chaplowe, (2008) opined that a key aim of planning for M&E is to approximate the costs of hiring staff and for making available resources required for M&E work. It is crucial for monitoring and evaluation professionals to assess the monitoring and evaluation budget needs when designing the project in order to allocate funds to the implementation of key monitoring and evaluation tasks.



#### 4.9 M&E budget allocation and project performance

Respondents' were requested to give their own opinion, regarding how M&E budget allocation affects project performance of building and construction. Respondents' indicated that M&E budget allocation leads to adequate resources leading to good quality monitoring and evaluation. Similar to the findings, Kusek&Rist, (2012) notes that resources that are not adequate often brings about low quality M&E. Therefore, such resources must be factored in the total cost of the project at the time of planning, and not as additional cost.

#### 4.10 Baseline surveys and Project Performance

The study sought to establish whether baseline survey as a monitoring and evaluation tool influence project performance of building and construction projects. The study findings are as shown in subsequent headings

#### 4.11 Participation in the baseline survey

The study sought to establish whether respondents participated in the baseline survey. The findings are as shown in Table 4.12

Table 4.10: Participation in the baseline survey

	Frequency	Percent
Yes	66	70.21
No	28	29.79
Total	94	100

From the findings, respondents indicated that they have participated in the baseline survey as indicated by majority of the respondents 66(70.21), while 29.79%indicated that they have not participated in the baseline survey. This infers that respondents have participated in the baseline survey

#### 4.12 Respondents Role in the base line survey

The study further sought to establish from the respondents who indicated that they have participated in the baseline survey to indicate their role in the baseline survey. The findings are as shown in Table 4.13

Table 4.11: Respondents Role in the baseline survey

	Frequency	Percent
Designing research tools	10	10.6
Data collection	18	19.1
Participated as respondent	8	8.5
Data capturing	27	28.7
Database design	3	3.2
Total	66	70.2

Majority of the respondents 27 (28.7%) indicated that their role was data capturing, 18 (19.1%) indicated data collection, 10(10.6%) indicated designing research tools, 8(8.5%)

indicated that they participated as respondent while the remaining 3 (3.2%) indicated that their role was Database design. This indicates that majority of the respondents' role in baseline surveys was data capturing

#### 4.13 Performance Reviews and Project Performance

The study sought to establish whether performance reviews as a monitoring and evaluation tool influence project performance of building and construction projects. The study findings are as shown in subsequent headings

#### 4.13.1 Performance Reviews and the Project Performance

The study sought to establish the extent to which performance reviews enhances the project performance of building and construction in Bomet County. The study findings are as shown in Table 4.17.

Table 4.12: Performance Reviews and the Project Performance

	Frequency	Percent
Not at all	3	3.2
Little extent	4	4.3
Large extent	79	84
Very large extent	8	8.5
Total	94	100

Majority of the respondents 79 (84%) indicated that the performance reviews enhances the project performance of building and construction in Bomet county to a large extent, 8 (8.5%) to a very large extent, 4 (4.3%) indicated to a little extent, while only 3 (3.2%) were on the opinion that performance reviews does not enhance the project performance of building and construction in Bomet county. This indicates that the effective performance reviews enhances the project performance of building and construction in Bomet County to a large extent. Ukion (2008) states that performance reviews are made for the purpose of checking the status of activities with regard to the plan. Reviews must be done at defined intervals as previously defined to confirm whether the remaining plan is still valid and relevant. Adjustments may be made with regard to performance, prevailing conditions and new information but the project must always stick to its objectives.

#### 4.13; 2 Influence of performance reviews on project performance

The researcher sought to establish how performance reviews enhances the project performance of building and construction in Bomet County. The study revealed that the main reason for conducting project status reviews is to find out whether the plan significantly deviates from the plan and take corrective measures. This is usually important in the evaluation of the project performance in relation to established criteria for success coupled with other indicators identified during project design. In support to the findings, PMI (2014) notes that

review points out alterations to organizational processes which ought to inform the strategic, business and project planning processes to scale up results. This activity takes care of the actions necessary for reviewing and evaluating project’s results in order to produce a completion report.

4.14 Capacity building and Project Performance

The study sought to establish whether capacity building as a monitoring and evaluation tool influence project performance of building and construction projects. The study findings are as shown in subsequent headings

4.14.1 Training on Monitoring and Evaluation

The researcher sought to investigate whether the respondents have been trained on Monitoring and Evaluation. The study findings are as shown in Table 4.19

Table 4.13: Training on Monitoring and Evaluation

	Frequency	Percent
Yes	88	93.6
No	6	6.4
Total	94	100

From the responses, 93.6% of the respondents indicated that they have been trained on Monitoring and Evaluation, while only 6.4% were on contrary opinion. This implies that monitoring and evaluation teams in Bomet County have been trained on Monitoring and Evaluation and thus effective M&E human resource capacity. In line with these findings, World Bank, (2011) opines that there is need to have an effective M&E human resource capacity in terms of quantity and quality, hence M&E human resource management is required in order to maintain and retain a stable M&E staff. This is because competent employees are also a major constraint in selecting M&E systems (Koffi-Tessio, 2012). M&E being a new professional field, it faces challenges in effective delivery of results. There is therefore a great demand for skilled professionals, capacity building of M&E systems, and harmonization of training courses as well as technical advice

4.14.2 Training areas required

Among the respondents who indicated that they have been trained on Monitoring and Evaluation were further asked to indicate where they have been trained in. The study findings are as shown in Table 4.20

Table 4.14: Trained area		
	Frequency	Percent
Work place training	49	52.1
Personal initiative	29	30.9
Gained in the process of working	10	10.6
Total	88	93.6

The study revealed that majority of the respondents 49 (52.1%) indicated that they have been trained in work place training, 29 (30.9%) indicated personal initiative, while 10 (10.6%) indicated that they gained training in the process of working. This implies that majority of the monitoring and evaluation team in Bomet County have been trained in work place training

4.14.3 Assess the M&E skills of the staff conducting M&E

The respondents were asked to indicate how they would assess the M&E skills of the staff conducting M&E in their institution. The study findings are as shown in Table 4.21

Table 4.15 Assess the M&E skills of the staff conducting M&E

	Frequency	Percent
Good	64	68.09
Fair	24	25.53
Poor	6	6.38
Total	94	100.00

Majority 64 (68.09%) of the respondents rated M&E skills of the staff conducting M&E to be good, 24 (25.53%) rated M&E skills of the staff conducting M&E to be fair, while 6 (6.38%) rated M&E skills of the staff conducting M&E to be poor. This indicates that an M&E skill of the staff conducting M&E of construction and building projects in the County is good. Similarly, Gladys, Katia, Lycia & Helena, (2010) opine that creating enough supply of human resource capacity is crucial in order to achieve sustainability of the M&E system and should be done progressively. This call for recognizing that “growing” evaluators needs technically oriented M&E training and development, though this can be achieved through workshops. Both formal training coupled with on-the-job experience are work together in creating capacity for evaluators.

4.14.4 Capacity building and the project performance

The study sought to establish the extent to which the capacity building enhances the project performance of building and construction in Bomet County. The study findings are as shown in Table 4.22

Table 4.16: Capacity building and the project performance

	Frequency	Percent
Not at all	3	3.2
Very little extent	2	2.1
Little extent	2	2.1
Large extent	79	84
Very large extent	8	8.5
Total	94	100

Based on the study, majority of the respondents 79 (84%)

indicated that capacity building enhances the project performance of building and construction in the County to a large extent, 8 (8.5%) indicated to a very large extent, 3 (3.2%) indicated that capacity building does not enhance the project performance of building and construction in the County of Bomet, while only 2 (2.1%) indicated to a little extent and very little extent respectively. This implies that capacity building enhances the project performance of building and construction in the County to a large extent. In relation to the findings, Acevedo, et al, (2010) posits that in order for a project to succeed, the implementers of a project must be committed to it and they must empathize with the project beneficiaries. If the staff has the requisite training and is reasonably remunerated and is working in decent conditions, the project is likely to succeed. Also, staffing is a concern for M&E since it calls for specialized skills in project management.

4.14.5 Capacity building and project Performance

The study sought to establish the extent of agreement with various statements relating to the capacity building and project performance of building and construction. The status of this variable was rated on a 5-point Likert scale ranging from; SA-strongly agree (5), Agree (4), N-neutral (3), D-disagree (2), SD-strongly disagree (1). The study findings are depicted in Table 4.23.

	Mean	Std. Deviation
Human capital, with proper training and experience is vital for the production of M&E results	4.266	0.44421
The technical capacity of the organization can greatly determine how to produce evaluation's lessons	4.1915	0.39558
Creating enough stock of workforce is an important step towards a sustainable M&E system	4.2872	0.47795
Staff commitment contribute to the more successful projects	4.2979	0.45978
Monitoring and Evaluation system cannot function without skilled people	4.2979	0.45978

Based on the study findings, the respondents strongly agreed that monitoring and Evaluation system cannot function without skilled people and staff commitment contribute to the more successful projects (mean=4.2979) and that creating enough stock of workforce is an important step towards a sustainable M&E system (mean=4.2872). In addition, respondents agreed that human capital with proper training and experience is vital for the production of M&E results (mean=4.266), and that the technical capacity of the organization can greatly determine how to produce

evaluation's lessons (mean=4.1915). This implies that M&E system cannot function without skilled people and staff commitment contribute to the more successful projects and that creating enough stock of workforce is an important step towards a sustainable M&E system. In support with the findings Gosling and Edwards, (2003) opined that creating enough stock of workforce is an important step towards a sustainable M&E system.

The respondents were asked to indicate whether their skills in M&E enhance performance of projects. The study findings are as shown in Table4.18

Table 4.18: Skills in M&E and performance of projects

	Frequency	Percent
Yes	89	94.7
No	5	5.3
Total	94	100

In Table 4.18 the respondents were then asked whether their skills in M&E enhance performance of projects. The respondents who responded in the negative (yes) were 89 (94.7%) which formed the majority. Only 5(5.3%) disagreed that their skills in M&E enhance performance of projects. This implies that skills in M&E enhance performance of projects. Similarly, Davidson, (2004) noted that to improve project performance staff require training in collecting descriptive information about a project, product, or any other entity and also on using values to discern what information to collect and to explicitly draw inferences from the data.

V. SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The study established that majority of the respondents 88(93.6%) indicated that there are budgets set to carry out M&E among construction projects in Bomet county. In addition, the study also established that that various activities included in M&E budget were scope of major M&E events and functions, key stakeholder informational needs and expectations, and M&E requirements. Further, 63 (67%) of the respondents felt that the money allocated for M&E is adequate to a moderate extent, while 69 out of the total 94 respondents which represent 73.4% indicated that they knew the total budgets for the construction and building projects within that current financial year in the county. It was further revealed that the major challenge faced by M&E department is looking for and getting monetary resources for M&E of results (mean=3.9787) and that a realistic estimation for monitoring and evaluation is usually undertaken when planning for projects (mean=3.8936). It was also revealed that M&E budget allocation leads to adequate resources leading to good quality monitoring and evaluation and that realistic estimation for monitoring and evaluation is usually undertaken when planning for projects.

The study established that respondents have participated in the baseline survey as indicated by majority of the respondents 66(70.21%) and indicated their role as data capturing. In addition, majority of the respondents 84 (89.4%) indicated that the baseline survey helps in understanding project expectation. Based on the findings, 75 (79.8%) of the respondents indicated that baseline surveys enhances the project performance of building and construction in the county to a large extent. In addition, respondents strongly agreed that, a baseline study informs decision makers on the project's impact (mean=4.0957), baseline surveys makes sure that every possible impact of a project is captured at evaluation (mean=4.0638), without a baseline, you cannot measure the project's impact (mean=4.0319). This rings true where a certain project wants to achieve several objectives.

The study established that majority of the respondents 79 (84%) indicated that the performance reviews enhances the project performance of building and construction in Bomet county to a large extent. Also, the respondents strongly agreed that, performance reviews help in giving the management an accurate picture of the project progress (mean=4.117), and that performance reviews are intended to check the progress of activities against the plan (mean=4.1064). The study further revealed that the main reason for conducting project status reviews is to find out whether the plan significantly deviates from the plan and take corrective measures. 93.6% of the respondents indicated that they have been trained on Monitoring and Evaluation. Also, majority of the respondents 49 (52.1%) indicated that they had received training in work place training. Further, majority 64 (68.09%) of the respondents rated M&E skills of the staff conducting M&E to be good. It can also be summarized that majority of the respondents 79 (84%) indicated that capacity building enhances the project performance of building and construction in the County to a large extent. Further the respondents strongly agreed that monitoring and Evaluation system cannot function without skilled people and staff commitment contribute to the more successful projects (mean=4.2979) and that creating enough supply of human resource capacity is crucial in order to achieve sustainability of the M&E system (mean=4.2872). The respondents also concurred that skills in M&E enhance performance of projects as majority respondents indicated 89 (94.7%)

### 5.2 Conclusions

The study concludes that various activities included in M&E budget were scope of major M&E events and functions, key stakeholder informational needs and expectations, and M&E requirements. In addition, the study concludes that the money allocated for M&E for construction projects in Bomet County is not adequate. The study also concludes that the major challenge faced by this department is sourcing and securing financial resources for monitoring and evaluation of outcomes and that a realistic estimation for monitoring and evaluation is usually undertaken when planning for projects.

It was also concluded that baseline survey helps in understanding project expectation and that baseline surveys enhances the project performance of building and construction in the county to a large extent. Also, the study concludes baseline study informs decision makers on the project's impact, baseline surveys makes sure that every possible impact of a project is captured at evaluation, and that without a baseline, you cannot measure the project's impact. In addition, the study concludes that timing of baseline survey timing of baseline survey is the benchmark against which all future activities are checked with regard to management decisions. They further indicated that Baseline studies are important in establishing priority areas for a project for example where a project has several objectives. The study concludes that performance reviews enhances the project performance of building and construction in the county of Bomet to a large extent and that performance reviews help in giving the management an accurate picture of the project progress and that performance reviews are intended to check the progress of activities against the plan. Also, the main reason for conducting reviews is to find out whether the plan significantly deviates from the plan and take corrective measures. The study concludes that monitoring and evaluation teams in the county of Bomet have been trained on Monitoring and Evaluation and thus effective M&E human resource capacity. The study also concludes that M&E skills of the staff conducting M&E of construction and building projects in the county of Bomet is good and that capacity building enhances the project performance of building and construction in the Bomet County to a large extent

### 5.3 Recommendations

Based on the findings of the study that has come from the respondents in the field and the literature review, the researcher recommends that the relevant government bodies, the NGOs, World Bank and other donors, the contractors and all the bodies handling these projects must have a specific well defined source of financing the M&E exercise. Also, enough financial resources should be allocated and the budget allocation process should be effective so as to have the funds availed at the right time and be in the right hands in order to have the M&E processes a success.

The researcher recommends that monitoring personnel should be well trained so as to achieve the target of M&E. There should also be periodic refresher courses for the staff to keep them updated in their fields. In the course of the study, it was established that training has a significant influence on the project performance. This will enhance efficiency and productivity of the M&E team. The study recommends that firms should consider institutionalizing M&E, create an M&E Unit and hire an officer responsible for the Unit. This will enhance project performance.

### 5.4 Suggestions for Further Research

There is need to study the Monitoring & Evaluation tools and techniques in use on other types of projects outside the

education sector, for example, manufacturing. This would give useful comparisons and insight about the different M&E systems and techniques in use in different industries. There is need to study the other systems and techniques used in the other parts of the Project Life Cycle in project performance interventions. M&E is only one part of the Project Life Cycle, and the shortcomings in the M&E department may actually have been carried forward from a previous project stage.

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7. APPENDICES

APPENDIX II QUESTIONNAIRE

**Section A: Background Information**

1. What is your gender?  
Male { } Female { }
2. What age bracket do you belong?  
Below 30 Years [ ] 31 – 40 Years [ ]  
41 – 50 Years [ ] Above 50 Years [ ]
3. Number of years in current position Below 1 year { }  
1-5 years { } 6-11years { }  
12-17 Years { } 18-23 years { }  
24 ears and above { }
4. Have you been involved in conducting monitoring and evaluation of any development project in Kenya?  
Yes { }  
No { }

If yes which project/Program

Education { } Roads { } Youth { } Water { } Health { } other please specify \_\_\_\_\_

**Section B: Budgetary Allocation for building and construction projects**

5. Are there budgets set to carry out M&E among projects in your institution?  
Yes { }  
No { }  
If yes please explain various activities included in M&E budget  
.....
6. To what extent do you feel the money allocated for M&E is adequate?  
Small extent { } Moderate extent { } Large extent { }
  - i. Are you aware of the proportion of the total budget that is allocated to M&E?  
Yes { }  
No { }
7. The following are statements on M&E indicate your feeling in each by SA- strongly agree (5), Agree (4), N-neutral (3), D-disagree (2), SD-strongly disagree (1).

Statement	SA	A	N	D	SD
The budget of projects undertaken usually provide a clear and adequate provision for monitoring and evaluation activities					
Money for M&E are usually channeled to the right purpose					
A realistic estimation for monitoring and evaluation is usually undertaken when planning for projects.					
This department has two separate budget lines for its monitoring and Evaluation					
The major challenge faced by this team is Sourcing and securing financial resources for monitoring and evaluation of outcomes					

8. In your own opinion, kindly indicate how does M&E budget allocation affect project performance of building and construction?  
 .....

**Section C: Baseline surveys for building and construction projects**

9. Did you participate in the baseline survey? Yes { } No ( )

i. If so, what is your role?

Designing research tools

Data collection

Participated as respondent

Data capturing

Database design

1. Others(specify)\_\_\_\_\_

10. Did the baseline survey help in understanding project expectations? Yes { } NO ( )

11. What extent does the effective baseline surveys enhance the project performance of building and construction in your institution?

Very large extent

Large extent

Little extent

Very little extent

Not at all

12. Using the scale provided, indicate extent to which you agree with the following statement as relating to baseline surveys and project Performance of building and construction. 5 Strongly agree 4. Agree 3. Disagree 2. Strongly Disagree 1. Not at all

Statements	5	4	3	2	1
without a baseline, it is not possible to know the impact of a project					
A baseline study serves the purpose of informing decision makers what impact the project					
conducting a baseline means that time and other resources for designing evaluation tools are minimized					
baseline surveys should be carried out at the very beginning of a project					
baseline surveys ensure that any possible impact of a project is captured at evaluation					

In your own opinion how does the timing of baseline survey determines the quality of project information?  
 .....

**Section D: Performance Reviews for building and construction projects**

i. What extent does the effective performance reviews enhances the project performance of building and construction in your institution?

Very large extent {}

Large extent {}

Little extent {}

Very little extent {}

Not at all {}

- ii. Using the scale provided, indicate extent to which you agree with the following statement as relating to performance reviews and project Performance of building and construction. 5 Strongly agree 4. Agree 3. Disagree 2. Strongly Disagree 1. Not a tall

Statements	5	4	3	2	1
review of performance is an ongoing process					
performance reviews are intended to check the progress of activities against the plan					
The main reason for conducting project status reviews is to identify significant variances from the project management plan and to ensure that corrective actions are taken to get back on track.					
Performance Reviews help in giving the management an accurate picture of the project progress.					

- iii. n your own opinion, does effective performance reviews enhances the project performance of building and construction in your institution. Kindly explain

.....  
 .....

**Section E: Capacity building in building and construction projects**

- iv. Have you been trained on Monitoring and Evaluation? Yes No

- v. If yes, where were you trained?

Work place training {}  
 School {}  
 Personal initiative {}  
 Gained in the process of working {}

- vi. How would you assess the M&E skills of the staff conducting M&E in your institution?

Good { }  
 Fair { }  
 Poor { }

- vii. What extent does the effective capacity building enhance the project performance of building and construction in your institution?

Very large extent {}  
 Large extent {}  
 Little extent {}  
 Very little extent {}  
 Not at all {}



- viii. Using the scale provided, indicate extent to which you agree with the following statement as relating to capacity building and project Performance of building and construction. 5 Strongly agree 4. Agree 3. Disagree 2.Strongly Disagree 1. Not at all

Statements	5	4	3	2	1
Human capital, with proper training and experience is vital for the production of M&E results					
The technical capacity of the organization can be huge determinants of how the evaluation's lessons are produced					
Building an adequate supply of human resource capacity is critical for the sustainability of the M&E system					
Staff commitment contribute to the more successful projects					
Monitoring and Evaluation system cannot function without skilled people					

- ix. Do you feel your skills in M&E enhance effective performance of projects Yes { }

No { }

Explain your Answer above

.....

.....

.....

.....

**Section : Project Performance of building and construction**

- x. Using the scale provided, indicate extent to which you agree with the following statement as relating to project Performance of building and construction. 5 Strongly agree 4. Agree 3. Disagree 2. Strongly Disagree 1. Not at all

	5	4	3	2	1
Timeliness of project delivery					
Number of project deliverables					
Number of activities implemented					
Cost of project					
General level of satisfaction of project performance of building and construction					

**APPENDIX III**

**KEY INFORMANTS INTERVIEW GUIDE**

**Section A: Background Information**

Gender

..... Age in years

..... Number of years in current position

.....

**Section B: Budgetary Allocation**

Are there budgets set to carry out M&E among projects in your institution? If yes, please explain various activities included in M&E budget

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How does M&E budget allocation affect project performance of building and construction?

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**Section C: Baseline surveys**

Does your organization conduct baseline surveys? If yes to when do you conduct baseline surveys?

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How would you rate the use of baseline information during project implementation?

.....

How does use of baseline information improves the quality of project information?

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**Section D: Performance Reviews**

To what extent are performances reviews used on projects your institution?

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In your own opinion, explain how do performance reviews influence construction and building projects performance in your institution?

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**Section E: Capacity building**

Have you (manager) or your staff attended any M&E training sessions/ workshops in the past 1 years? If yes, specify type of training received or workshop attended?

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What type of training do you think you and/ or your staff need for M&E?

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Do Monitoring and Evaluation team equipped with necessary facilities?

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**LIST OF ACRONYMS AND ABBREVIATIONS**

- APR Annual Progress Report**
- CIDP County Integrated Development Plan**
- CPPMU Central Project Planning and Monitoring Unit**
- DAMER District Annual Monitoring and Evaluation Report**
- DFRD District Focus for Rural Development**
- ERSWEC Economic Recovery Strategy for Wealth and Employment Creation**
- GoK Government of Kenya**
- GPRA Government Performance and Results Act**
- IFMIS Integrated Financial Management Information System**
- IP-ERS Implementation Plan for the Economic Recovery Strategy**
- MAMER Ministerial Annual Monitoring and Evaluation Report**
- MED Monitoring and Evaluation Directorate**
- MDAs Ministries, Departments and Agencies**
- M&E Monitoring and Evaluation**
- MTP Medium Term Plan**
- NIMES National Integrated Monitoring and Evaluation System**
- UNICEF United Nations Children’s Fund**
- UDP United development program**