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**PARTICIPATORY MONITORING AND EVALUATION PRACTICES  
AND PERFORMANCE OF SELECTED NATIONAL GOVERNMENT  
CONSTITUENCY DEVELOPMENT FUND PROJECTS IN SAMBURU  
COUNTY, KENYA**

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**Abstract**

Inadequate monitoring and evaluation has led to poor project performance. In Kenya, the Constituency Development Fund (CDF) was established in 2003 to channel resources to the constituency level, the grassroots, where they are mostly needed. The fund has transformed marginalized areas albeit with challenges. This study sought to investigate the effect of Participatory Monitoring and Evaluation practices on performance of National Government-CDF projects in Samburu County, Kenya. The objectives were: to find out the effect of M&E planning, resources allocation to M&E, training of M&E staff and participation of community members in M&E on the performance of NG-CDF projects. Descriptive research design was adopted. A target population of 51 completed and ongoing NG-CDF projects, initiated in the start of 2017/2018 financial period in Samburu County, were studied. Stratified random sampling technique was used to pick 30 projects (59%) as a sample. A semi-structured questionnaire was administered to collect primary data from the respondents. Completed questionnaires were collected, organized and analyzed by the use of SPSS computer program to generate valuable information that was interpreted to answer the research questions. Descriptive statistics; frequencies, percentages and standard deviations were estimated. Findings were presented in charts and tables. Multiple regression models were used to establish the relationship between the dependent and independent variables and the study found out that they had a positive and strong relationship; M&E planning and M&E resource allocation were significant. The study, based on the findings, recommends that M&E-planning framework must be supported by NG-CDF; M&E funds to be increased and disclosed to communities. Proper community sensitization/capacity building needs to be done prior to project implementation.

**Keywords:** Participatory M&E, Samburu County, M&E Planning, M&E Resources, Project Performance.

**1.0 INTRODUCTION**

Background of the Study: In the year 2003, the government of Kenya established the Constituency Development Fund (CDF). This was an initiative that sought to enhance the involvement of community in development efforts as well as give them a voice in matters concerning their well-being. Established under the CDF Act 2003, and replaced by 'The National Government Constituency Development Fund Act 30 of 2015', the fund was meant to ensure that constituencies received finances at the lower levels as well as Vision 2030 objectives, SDGs

among other development agendas (CDF Act, 2003; Mutua et al, 2013; NG-CDF Strategic Plan 2016-21; Mapesa & Kibua, 2006). The idea of CDF is similar to a practice where Members of Parliament (MPs) in Philippines are allocated a substantially huge amount of finances each to cater for the development in their political jurisdiction (Zyl (cited in Wambua (2019))). The establishment of this fund brought about the transformation of the marginalized areas of Kenya including jobs creation.

The Government of Kenya has dedicated a minimum of two and half percent (2.5%) of the its share of annual revenue towards projects identified at constituency level by the communities. In the first 13 years of its existence, the government had allocated close to Kshs. 207.18 billion to the fund (NG-CDF Strategic Plan 2016-21). Fifty one percent went to education sector, 9% water sector, while 7% to health sector. A number of studies have been conducted to determine the performance of this fund. Wabwire (cited in Kiura, 2017) observes that implementing the devolved structures has not been easy due to some projects falling below expectations and some committee members being incompetent. There is however a lot of success stories of the CDF projects across Kenya despite the challenges.

**Project Performance:** According to Project Management Institute (2013), a project is a series of activities aimed at bringing about clearly specified objectives within a defined time period and with a defined cost schedule. A project has specific performance, a budget (cost), starting and ending points (time), and range of work to be done (scope). Projects have the ability of making beneficiaries independent (Sugal, 2017).

Project performance on the other hand refers to the accomplishment of a given task, in this case achieving the goals or objectives of a project. In the field of Project Management, project performance has been referred using the terms project success and project failure as well (Williams, 2017). Studies on the evolution of the definition of project success or failure for a long time focussed on the 'iron triangle' or the triple constraints criteria as is the case of Jugdev & Muller (2005); Ika (2009) and Atkinson (cited in Wachaiyu, 2016) with the constraints here being time, cost, and quality. The extent of project completion in regards to the amount of time planned, the estimated cost of it and the standard of the final product determines the success or failure of such a project. The critics of triple constraints criteria have however argued that time and cost of a project are at best only guesses. Scope on the other hand is a phenomenon that is subject to project participants' attitudes and beliefs. But other researchers have focussed on the success factors and elements of customer satisfaction in a bid to explain the concept of project performance. Agarwal & Rathod; Belout & Gauvreau (as cited in Williams, 2017) looked at the degree to which the planned goals were achieved. Projects must meet the specifications given by a client.

Globally project performance is defined as a concept with two levels that encompass efficiency and effectiveness of a project, where performance is judged by the fulfilment of the triple constraints (time, cost and scope) as well as value generated for the project stakeholders. Here we look at the satisfaction derived from the project by the owner and other beneficiaries who stand to benefit from such a project to declare it a success or failure (Lönnefjord & Johansson, 2018).

Mulwa (2008), notes that a major impediment to quality project performance is the ‘near hysterical’ desire among project managers to start a ‘project’ of one kind or another and sooner rather than later. The manager would be battling to win approval by meeting donor expectations for tangible results that would justify the costs, while the sustainability agenda demands that he/she paces up with the target group and ensure local participation and sense of local ownership. PMI (2014) opines that projects which achieve cost, timetable and quality targets are successful. Those that don’t are failures. In a studies conducted in Bureti and Wajir East Constituencies, it was established that training, proper planning, adequate financing, organizational factors, stakeholder participation and effective communication between the stakeholders had significant influence on the implementation of CDF projects (Hassan, 2018; Maritim, 2013). Hassan (2018), in a study conducted in Wajir East Constituency, concluded that poor community participation led to poor choice of projects some of which were not supported by the CDF Act. This is because proper stakeholder participation gives them a sense of ownership, win their confidence and support; without it, they become resistant.

**Monitoring and Evaluation Practices:** Project progress monitoring is an important task in project management. Of late M&E has become a crucial component of projects management that managers use to improve performance and result achievement. Wambua (2019) & Abdi (2018) opine that monitoring is a continuous process of data capture and analysis for the purpose of providing early indicators regarding the performance of a project. Evaluation utilizes the data and information generated by monitoring systems so as to analyse the trends in effects and impacts brought by a project. Askari (2011) likewise states that “monitoring is a continuous management function that aims primarily at providing programme managers and key stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results. It tracks the actual performance against what was planned or expected according to predetermined standards and it generally involves collecting and analysing data on programmes, process and results then recommending corrective measures”. It helps managers to plan for and guide change of the project and keeps track of the progress, results and impacts (Kiura, 2017).

In simple terms, Participatory M&E is the involvement of communities in the design and implementation of observing, systematising and interpreting processes as a basis for joint decisions about improving their joint activities. Each of the interested parties/stakeholders gets actively involved at their own level of operation in collecting and interpreting information in decision making. It is a management tool for managing resources, social relations or managing relations between local people and outside agencies like government services and intervention projects (Bayer and Waters-Bayer, 2002).

A number of studies have shown that M&E, as a whole, is an important component that positively influences project performance. Kiura (2017) attributed the continued existence of Njukiini Water Project largely to the fact that the stakeholders were very involved in Monitoring and Evaluation activities as well as them being documented and known in the project. He concluded that providing support and strengthening the M&E team of the project ensures a well-motivated team which will achieve high performance. The team support here being in terms of

providing adequate funding for activities, engaging a sufficient number of monitoring staff, improving monitoring staffs' skills, establishing information systems and building teamwork among members.

Every project has a life cycle (PLC) which Blackman (2003) describes as an illustration of the most important processes of planning and project management. The stages of a life cycle of a CDF project are four. They are: Identification, Planning, Implementation and Monitoring unlike projects in other organizations that have five stages. Zembane (as cited by Maritim, 2013), in a study conducted in Senegal states that the highest project outcome was attainable through extensive stakeholders' participation. Dayda (also in Maritim, 2013) from Gambia says that mature project management practices that respected decisions of project members and involved them in critical aspects of the project promised attractive results. Jacky (as cited in Maritim, 2013) also indicated that local practices that recognized the need for people involvement in the phases of the project life cycle, delivered satisfactory project outcomes. Designing an appropriate M&E framework for National Development Programmes was commissioned in 2005 (Republic of Kenya, 2005). Elements of M&E tools, though, have not been evidently emphasised in CDF projects (Ndolo, Malala & Njagi, 2015; & Kiura, 2017). It is however important to note that the CDF Kitty allocates 2% of the funds for Monitoring and Evaluating ongoing projects.

Various M&E practices/activities are adopted for implementing M&E plans for a NG-CDF project. While some practices target the monitoring and evaluation process others go into enhancing the M&E component itself. For example training of the M&E team leads to better performance of M&E department. Wachamba (2013) in a study to determine factors that influenced M&E effectiveness found out that 69.15% of the respondents had been trained in M&E. To Wachamba, the training on M&E ensured that the team members had necessary knowledge for the monitoring and evaluation tasks demanded by the project. Mutua et al, (2013) also found out that the use of the tools like Logframes and the work breakdown structure for the M&E depended so much on the technical skills possessed by the M&E staff. Nabris (cited in Kiura, 2017) supports this statement by saying that the selection of an M&E method depends on the needs, information, the users and the cost of the entire process.

Monitoring includes activities such as field visits, stakeholder meetings/participatory approach, documentation of project activities and regular reporting. Baker (cited in Kiura, 2017) on the other hand states that evaluation means objectively assessing ongoing and/or finalized projects. CDF projects use direct observation, project files and on-site assessment when monitoring progress. CDF Project teams also look at: project work plans, activities progress reports, financial and procurement status among others.

Despite the fact that M&E is an important component of CDF projects' management embracing it fully is still a problem. Some of its challenges are: weak M&E culture where budgets are not aligned to projects, weak M&E reporting structures, rarely analysed data and low utilization of information generated. Some CDF projects experience unverifiable expenditures on works done, projects lacking necessary items (bills of quantities, work plans, progress reports, technical evaluation reports, project implementation status reports missing in project files), incomplete projects long after contractors have been paid in full, and beneficiaries not being able to derive

benefits from the projects (Auditor General, 2016; Wambua, 2019). These and many others made a study on M&E practices a valid one in an effort to provide additional recommendations for solutions.

**NG-CDF Projects in Samburu County:** NG-CDF was meant to distribute resources equitably across the country (Sugal, 2017). Through NG-CDF Program development projects have put up and renovated water, security, health, markets and education facilities in Kenya. Even though the NG-CDF Act allows the community to identify projects of their interest, it is the MP who dictates the level of engagement many times. People close to the MP pass projects on behalf of the community (Mungai, 2009). On this same line Baskin (as cited in Kamau & Muturi, 2015), states that controversy has burdened CDF raising questions on government service delivery and the role of legislations in regards to prioritizing projects and meaningful public participation. It is however important to note that CDF projects are all politically-initiated and politically driven development initiatives. Kamau & Muturi (2015) say that influential politicians trade development resources with political loyalty. This can best explain why new MPs often abandoned projects initiated by their predecessors and embark on new ones, even when the old projects are in dire need of the resources available.

It is however important to note that the CDF Act itself provides that the elected member of parliament for every constituency in Kenya shall convene meetings to discuss issues of concern. Development projects commence with the identification of a need or the realization that there is a need (Mwangi (in Kamau & Muturi, 2015). A list of priority projects will then be submitted to the constituency development fund committee (CDFC) which shall deliberate on project proposals from all locations. Projects selected for implementation shall be undertaken by the project management committee (PMC) (TISA Training Guide).

The funding of social security programmes, education bursary schemes, mock examinations and continuous assessment tests are considered as development projects under the CDF Act. Others are dozing of roads, equipping of primary schools dining halls, construction of secondary schools' laboratories, construction of schools' pit latrines, establishment of day secondary schools, sports activities funding, establishment of health facilities, implementation of environmental activities and implementation of water projects (drilling, solar power equipment installation etc).

Out of CDF money disbursed, Samburu County had used a total of about KES 1,387,678,426.00 on projects in various sectors (NG-CDF Board Central Portal, 2019). The feeling of the population was that the NG-CDF had improved the security, education and water infrastructures in Samburu County over the period it had been in existence. Specific NG-CDF projects implemented in Samburu County, for illustration purposes, are mentioned as follows: Lulkuiyiani Primary School Dining Hall Equipping, Wamba Mixed Day School Laboratory Construction, Lodungokwe Mixed Day School Pit Latrines, Lbasilinga-Nalebopo Road Project, Samburu East Constituency Sports Tournament Kits, Samburu East Constituency Environmental Activities, and Ndikir Nanyoike Water Project (NG-CDF Report, 2016).



**Statement of the Problem:** After government's resources had been allocated and spent on NG-CDF projects, a number of them failed to meet the required standards while others failed to offer anticipated benefits to the communities (Auditor General, 2016). This failure ranged from incompleteness of projects to undocumented or unjustified rise in project costs. Embezzled or misused money that was intended for implementation of vital and sensitive development initiatives (Kilonzo, 2018) and inadequate monitoring and evaluation, has largely been blamed for poor CDF project's performance. This presents one research gap to give insights.

Ideally, observing good project management practices leads to successful implementation of projects. Studies have shown that there was a positive relationship between the use of project management practices and the projects outcomes (Williams, 2017). This is because project management knowledge enabled managers to use resources well, implement projects in good time and to avoid cost overruns (Hassan, 2018; Kerzoner, 2013). M&E is one such practice embedded within the project management process. Monitoring and evaluation, nevertheless, has been considered to be a requirement of the donors alone (Shapiro, 2011). In Kenya, monitoring and evaluation M&E frameworks were constituted but they had low rates of adoption. Sugal (2017) in his study states that lack of proper monitoring and evaluation structures is one of the reasons for unsuccessful CDF projects across the country. A deviation in overall costs affects performance; as success is defined by timeliness, completion within budgets, stakeholders' satisfaction and accountabilities (CDF Report, 2016; Ali & Gitonga, 2019; & Hassan, 2018). When monitoring and evaluation is not undertaken correctly it fails to produce satisfactory results that can be used to guide a project towards the desired performance levels. M&E systems, if adopted, can bring accountability and transparency on top of the control functionality.

Literature covering project planning was available in abundance but there was little on M&E planning as a component of one function of project management; another research gap. Also the continued realization of poorly performing CDF projects is a clear indication that there is still need for more research to give insight into this problem. Since M&E provided project managers and key stakeholders with performance indicators, it was a valuable tool to address NG-CDF project performance challenges (Carvalho & Shimizu (as cited in Kilonzo, 2018)). More reference literature could go a long way to guide project managers to achieve desirable performance levels in the future too. This study explored on the practices adopted by constituencies in Samburu County to determine their effects on project performance as well as to give recommendations for further research.

The overall objective was, to investigate the effect of participatory monitoring and evaluation practices on performance of National Government Constituency's Development Fund projects in Samburu County, Kenya.

The study used the following specific objectives are enumerated as to arrive at its conclusions:

- i. To find out the effect of M&E planning on the performance of NG-CDF projects in Samburu County, Kenya.

- ii. To determine the effect of resource allocation to M&E on the performance of NG-CDF projects in Samburu County, Kenya.
- iii. To establish the effect of training M&E staff on the performance of NG-CDF projects in Samburu County, Kenya. And;
- iv. To examine the effect of community members' participation in M&E on the performance of NG-CDF projects in Samburu County, Kenya.

## **2.0 LITERATURE REVIEW**

### **2.1 Theoretical Review**

**Theory of Performance:** People want to be high performers and when they improve their performance, they become empowered to help others learn and grow. In the year 2011 Don Elger, of University of Idaho, published an article Theory of Performance. According to him, performance is the achievement of results after taking action. He stated that there is a difference between an individual's performance and the performance of a group of people collaborating, like a committee or an organization. This definition is similar to that of Sonnentag & Frese (2005) who said that performance is what an organization hires one to do, and do it well. To them it is not just any action but only actions relevant for organizational goals that constitute performance.

Through this theory, Elger (2011) argues that performance is a journey and any level of performance for an individual or an organization can be said to be a characteristic of the effectiveness of performance for them at a given time. For example, a manager with a higher level of performance is capable of organizing people and resources more effectively to produce higher quality results within a very short time. The theory further defines indicators of higher performance in increases of: quality results produced by organizations, outputs, knowledge of team members, and number of goals set and attained. Other indicators of high performance are reduced amount of finances spent and an organization's ability to tackle more challenging projects within a short time. Thus, at high levels of performance costs decrease due to the reduction of wastage and the resources required to produce satisfactory results (Nyanza, Mukulu & Iravo, 2015). This theory is therefore in support of our dependent variable that relies on indicators of timeliness, cost and scope to determine success.

**Resource Dependency Theory:** Pfeffer and Salancik came up with this theory in 1978 through their publication The External Control of Organizations: A Resource Dependence Perspective. Since this theory was developed, it has become one of the most influential theories in organizational theory and strategic management (Hillman, Withers & Collins, 2009). According to this theory organizations use resources to undertake their functions and achieve results. Resource Dependency Theory is concerned with how organizational behaviour is affected by external resources that the organization utilizes such as raw materials. The resources are always in scarce supply and are sourced from an external environment.

How an organization gathers, alter and exploit resources will greatly determine its survival and attainment of goals. This theory clearly explains why organizations take given measures like

mergers, acquisitions or inter-organizational relationships in a bid to either consolidate resources, reduce competition for scarce resources within the environment or to reduce uncertainty and interdependence. This is largely because most organizations are viewed as open systems relying on the external environment. Critics of resource dependency theory argue that there has been tremendous improvement in communication and transport technology which have introduced new levels of environmental dependency between organizations and their competitors. Controlling interdependencies may also produce unintended consequences like new patterns of dependence (Wambua, 2019).

Monitoring and evaluation is a resource intensive process. Gathering and analyzing data to generate useful information requires the allocation and use of human resources, financial resources as well as equipment. These resources can only be sourced from the external environment that is the community, the government or training institutions. Allocation of financial resources to CDF projects fosters positivity in the performance of those projects (Wambua, 2019). This theory is therefore relevant to resource allocation variable.

**Theory of Change:** The method that explains how a given intervention, or set of interventions, are expected to lead to a specific development change by drawing on causal analysis of evidence is referred to as theory of change. It is an on-going process of reflection to explore change and how it happens. The approach developed somewhat organically, beginning in the 1990s with work undertaken by the Aspen Institute Roundtable, who proposed theory of change as an approach to evaluating community development programmes (De Silva, Lee & Ryan, 2014). According to Andrea Anderson, a theory of change (TofC) articulates the assumptions about the process through which change will occur, and specifies the ways in which all of the required early and intermediate outcomes related to achieving the desired long-term change will be brought about and documented as they occur. Anderson further states that a theory of change is essentially an explanation of how a group of stakeholders expects to reach a commonly understood long-term goal.

A Theory of Change helps to identify solutions to effectively address the causes of organization's problems. It has been seen as a way to plausibly demonstrate impact in fragile and conflict-affected regions of the world (Stein & Valters, 2012). In support of the theory, Weiss (1995) describes its functionality using activities and outcomes. Likewise Keystone (2008) states that a theory of change is best presented through a 'pathway to outcomes' diagram. These diagrams help in uncovering and developing the assumptions of a theory of change. Other scholars however argue that the use of these diagrams makes theory of change to become incredibly complex. Duncan Green (2012) thus offers a solution by suggesting that it is better to throw away these diagrams once completed so that they do not scare away those new to TofC.

A TofC can help an organization systematically think through the many underlying and root causes of development challenges and how they influence each other as well as give an explanation of how a group of stakeholders can attain a common goal (Wachaiyu, 2016). De Silva, Lee & Ryan (2014) add that theory of change can support the development of interventions, bringing together key stakeholders within the planning phase to scrutinize and address proposed approaches to achieving impacts. Based on this explanation it is in order first to



say that this theory supports our dependent variable here. Secondly, theory of change is relevant to our independent variables as they directly relate to the overall project performance resulting from the success of M&E system adopted.

**Expectancy Theory:** This theory was developed by Victor H. Vroom in the year 1964. Expectancy theory postulates that an individual's efforts are influenced by the expected outcomes of such efforts. This means that an individual is motivated to choose certain decisions over others due to the expected results out of such choices made. Maina (2018) states that the desirability of the results of the behaviour and actions of an individual will determine the motivation for the individual to make certain choices. Individuals will make efforts and commit substantial resources in their actions if they anticipate outcomes that are in line with their goals and needs.

According to Vroom (1964) there are three main components of motivation in the theory of expectancy. They are valence, expectancy and instrumentality. Expectancy relates to the belief that once an individual exerts a given amount of effort in some work he will achieve some level of desired performance. Instrumentality on the other hand is the belief that upon achieving the desired performance an individual will earn a reward. And valence stands for the degree of value that a person attaches to the reward earned. This means that without interest or if an individual does not value the outcome of an intervention, they will not make effort to engage in it (Wambua, 2019). But in a divergent argument, it is not true that people always work expecting some sorts of rewards. Different people derived satisfaction from their engagement in given activities without necessarily being awarded or promised any rewards.

This theory is relevant to this study on community participation. Commitment of resources to implement NG-CDF projects is expected to result in beneficial projects aimed at alleviating the poverty levels of communities. Total participation of community members will lead to the success of NG-CDF projects and this will then be a direct benefit to the community. Equally, performing projects will give satisfaction to the constituents.

## **2.2 Empirical Literature Review**

**M&E Planning and Project Performance:** There are no short cuts in project planning unless a project manager wants to fail. The initiation phase is critical to the success of the project because it establishes its core foundations and it is also considered as the most critical stage where the right decisions that are imperative for the project to succeed are made (Mulwa, 2008). At this stage the project goals, project objectives, project progress indicators and monitoring and evaluation purposes are developed and documented. Reviews of the works of different authors, touching on M&E planning, are presented below.

Wachaiyu (2016) conducted a study in Starehe Sub-County covering factors that influenced success of development projects. To guide this research project teams' strength, budgetary allocation, techniques used and plans made were used in the descriptive survey. It found out that project completion factors varied across various projects. The study indicated that a strengthened team achieved better performance, added value to the organization and project budgets had a

great influence on a project's success. On M&E plan, this research found out that an M&E plan contributed to project success. An effective M&E plan enabled faster deployment of resources, easy staffing, scheduling of tasks, it impacted on stakeholder's understanding of project timelines and it made it possible to specify data collection methods to use. This study however focussed on four factors of project success although there are more other factors depending on the environment in which a project is implemented. Giving the M&E team the best and relevant training e.g. on scheduling, can influence its performance better than increasing the number of M&E staff.

Mkutano (2018) likewise carried out another investigative study on NGOs in Nairobi City. How communication, planning, stakeholder involvement and monitoring affected project performance formed the basis of its objectives. It used descriptive survey design with 201 NGOs working in Nairobi City. The study found that there was increased and improved performance in NGOs projects when effective project management practices were adopted. Specifically, it concluded that project planning ensured employees and stakeholders worked towards a common goal and M&E provided information that helped the management in decision-making as well as resource allocation. In this study Mkutano looked at NGO projects in Nairobi although the situation might not be the same with projects in other sectors like the business, government or county governments. Studying the effects of planning the overall project may also not generate the same results as a study on effects of planning the monitoring activities.

Wambua (2018), in his study was interested on performance of education projects in Makueni County. Training of staff, involving stakeholders, planning, and how baseline survey affected education project's performance guided the research. Descriptive survey research was used. It concluded that planning weakly influenced performance. A budget for M&E implementation was planned for and M&E received support from the authority. Stakeholders strongly influenced performance and trained personnel are most likely to provide accurate feedback to aid in decision-making. There are however several other factors that can influence performance of education projects like leadership styles, resource allocations among others.

**M&E Resources Allocation and Project Performance:** Undertaking any form of activity requires utilization of resources since the availability of sufficient resources or lack of adequate resources determines the success of the activity being implemented (Hernandez (cited in Mackay, 2007).

Askari (2011) sought to investigate the factors that influenced effective implementation of M&E practices in donor funded projects. The objectives of his research were: to find out the extent to which staff competencies, resource adequacy, technology adoption and donor policies influenced donor-funded projects in Turkana District. It adopted descriptive research design on seven projects. All the factors considered, influenced the effective implementation of M&E practices. Relevant technology ensures that an organization's M&E systems were effective in delivering goals expected and insufficient financing was a major factor in poor maintenance leading to project failure. This study however was conducted in Turkana District, a place with its own environmental challenges that might not be same in many other places in Kenya. The researcher

considered donor policies also and failed to look at other policies or guidelines set by other relevant institutions like the government to arrive at conclusions.

Mutua (2013) likewise conducted a study to examine the factors that affected M&E of CDF projects, with specific reference to projects within the Education sector in Changamwe Constituency. Objectively, training level of CDF committee members, budgetary allocation, stakeholder participation and politics effects on effective M&E were studied. With 29 CDF projects within Changamwe a descriptive survey was designed and found the following: committees were clueless on M&E budgetary allocation for their project. Due to the low levels of education majority of the beneficiaries only participated during the project formulation stage. Lastly, the research found that politics played a big role on how projects were distributed and managed. Moreover, the study found that secondary school head teachers were sidelined during the implementation of projects and project coordinators had no training on project management despite the magnitude of their mandate. This finding points to a danger facing the practice of projects management, lack of skilled and sufficient M&E personnel. This study looked at educational projects although a look into other sectors such as health, water and security might have provided a different scenario.

Kilonzo (2018) examined how organizational capacity in government agencies affected monitoring and evaluation institutionalization. The study had three objectives: to examine the influences of resources, organizational culture and ethics and governance on monitoring and evaluation institutionalization in the ministry of health in Kenya. He used descriptive research design to examine organizational capacity and the institutionalization of M&E in three agencies (KEMRI, KEMSA and NHIF). Generally the study found out that the capacity of an organization had a great influence on the institutionalization of M&E. specifically, resources allocation goes a long way to aid in institutionalization of M&E. These resources can be in terms of finances, M&E competency and skills. The study also found that organizational culture negatively influenced institutionalization of M&E in government. This study focussed on agencies of the ministry of health within Nairobi. A consideration of other ministries or subjects of the same ministry outside of Nairobi or the institutions under a county government might give different findings.

Wambua (2019) in his study, examined the influence of monitoring and evaluation on the performance of CDF projects. Objectively; stakeholder participation, technical capacity of M&E committee members, budgetary allocation for M&E and training of staff were covered to establish their effects on project performance. The study targeted 156 projects and utilized descriptive design to get the following findings: all variables (stakeholder participation, technical capacity, budgetary allocation and staff training) had effect on performance. How qualified a team member was, had a positive effect on the project performance and also budgetary allocation for M&E incentivized the staff and committee to foster better performance. This study used four variables to give its conclusions. There are a number of other variables that may also play a greater role to influence the performance of CDF projects. These can be planning of the M&E process and resources allocation to M&E (Human, equipment etc) unlike the case here where only budgetary allocation was used.

**M&E Staff Training and Project Performance:** Ouma (2010) analyzed the influencing factors of effective M&E. The researcher looked at the effects of project management training of key project officers, effects of original project design on the subsequent M&E exercise, specific M&E practices that are implemented in SME projects and the role of project stakeholders. All registered SMEs in Rachuonyo District, 150 in number, were used in a descriptive research. It established that although only 38% of the respondents had internal evaluation officers in their organizations, they all acknowledged that these officers must have considerable experience, knowledge of current trends, knowledge of M&E frameworks and ability to construct evaluation indicators to be effective in M&E. Formal training was also perceived to be an important factor. The stakeholders' help and contributions as well as initial project design strongly influenced the ease with which M&E is implemented in the project. The study focused on the effects an already trained project officer, being absorbed into the project, would have on effectiveness of the M&E exercise. Training officers after joining the project team might have an impact on monitoring and evaluation.

Maritim (2013) in Bureti Constituency looked at CDF funded projects implementation. This study had five objectives: to investigate the extent to which training, stakeholder participation, resources, accessibility to information and governance influenced implementation. Using a descriptive survey the researcher involved 2,326 PMC members. It was found that only 6% of the respondents had formal training in project management while the vast majority (78%) did not have substantial training to enable them effectively implement projects. The research attributed this to politically affiliated CDF projects rarely emphasising knowledge building. The projects utilized resources from the CDF for implementation. Lastly, the research indicated that there was ineffective governance characterized by officials clinging to power, fewer leadership positions, elections of officials being done after a long period and a small number of people being involved in decision making. It is important however to note that this research only took the training of PMC as a factor influencing implementation of CDF projects and left out the CDF committee and M&E staff members who have a crucial role to play in the process.

Wachamba (2013) carried out a similar study to find out the determinants of effective monitoring and evaluation within Nairobi City. Techniques selection, managements' effect, training in monitoring and evaluation and the staff's technical expertise formed the backbone of the objectives. The methodology was descriptive research design and it involved 8,503 NGOs that operated within Nairobi County. It found out that the selection of tools and techniques contributed to the difficulties experienced when using the M&E system. The study realized that M&E training was an important contributor to M&E systems effectiveness and it held the future of M&E systems improvement. The research pointed out that training had positive impact on capacity building of personnel and it also increased the technical expertise of staff. The role of management and technical expertise on effectiveness of M&E system was found to be adequate although to a given degree it contributed to the difficulties faced during the application of M&E system. One of the factors that can influence the effectiveness of an M&E system is training M&E staff frequently. This was not covered by this research and perhaps it would have influence to tools and techniques selected among others, to yield different findings.

Sugal (2017) assessed the factors influencing the effective implementation of the CDF projects that were conducted in Balambala Constituency. In his endeavour, the researcher sought if stakeholder involvement, monitoring and evaluation, training of management and project planning affected effective implementation. Using the descriptive design he found that: lack of stakeholder involvement was seen to have led to several cases of failed projects and irrelevant projects too. M&E is important in projects implementation. Training of management was found to have value in enhancing the skills of the managers and making them more dynamic and better problem solvers. This research was carried out in Balambala Constituency and there is a possibility that conducting a similar study in another constituency with similar demographics can either concur or disagree with the findings.

**Community Participation and Project Performance:** Since 1970s stakeholders involvement in determining the success or failure of a project in achieving its goals, has been gaining momentum.

Abdi (2018) purposed to establish the performance of constituency development fund in Garissa County. Technical expertise, stakeholder participation, approach/design of M&E, and feedback mechanisms were assessed to determine their effects on performance. Through a descriptive survey, 68 projects approved by the CDF Board for 2016/2017 financial year were assessed. This study indicated that the technical ability of an organization to accomplish valuable results, and involvement of participants in policy making had a great influence on the projects performance. It was also found that stakeholders' contribution was critical to the implementation of M&E and their involvement enhanced project performance. Properly formulated and implemented M&E design ensured effective and sustainable projects. Finally the study indicated that the CDF projects had a continuous process for monitoring feedback whose reports were shared with all stakeholders. There were regular site visits of the projects and the received feedback was used. This study was conducted in one constituency and its findings generalized to represent the entire county of Garissa. Repeating the same study in the other Constituencies might provide a different picture of the whole county.

Maina (2018) in Nyeri County of Kenya looked at an Open-Air market project. The research endeavoured to assess the influence of stakeholder's needs and expectation identification in order to investigate the role of conflict management. After the cross-sectional survey research the respondents indicated that their needs and expectations were identified but were not adequately taken care of. Stakeholder satisfaction is a crucial element when it comes to the complexity of managing such projects. They however said that the number and the frequency of meetings held to update them were not satisfactory. On conflict management the study indicated that conflicts and disagreements were not solved amicably. These disagreements affected the performance of the project. Lastly, majority of the stakeholders actively participated in implementation from project selection, provision of labour, maintenance and enjoying the benefits. This study was conducted in Nyeri County and used respondents who were players in the open air market project (Vendors). There is likelihood that an assessment of stakeholders in another county or a project in which the stakeholders are not direct players can give different findings.



Mbui & Wanjohi (2018) embarked on an investigative research on community water projects in Ruiru Area, Meru County. The role of community in financial management, governance, operation, management and M&E was assessed. With a target population of 400 households that benefitted directly from Ruiru-Thau Water project, 11 management committee members and 2 project sponsors, it found the following: projects became more efficient and effective when members actively scrutinized and approved financial transactions and reports. When community members elected leaders, attended meetings to discuss accountability and transparency and participated in decision-making enhanced performance was realized. But the reality on the project level was that elections were used as formalities to maintain status quo and members rarely attended meetings. The project beneficiaries were found to be active in contributing labour, fees and materials for the project. But the operations and management of the project required technical experts. Community members did not visit project site, failed to attend meetings to discuss the performance and did not request to scrutinize the performance and progress reports. Since this study was conducted in Meru County, in order to adopt its findings as a true representation of the influence of stakeholders' participation a similar study needs to be conducted elsewhere or done with a government sponsored project.

Ali & Gitonga (2019) conducted another research in Wajir West Constituency purposely on stakeholder roles and performance of CDF projects. It relied on identification, planning, implementation and M&E of projects to assess their impact on performance. Identification of projects was a vital phase especially through feasibility studies, documentation, problem analysis, and the project planning (especially financial planning and project time scheduling). Through M&E there was feedback, stakeholders visited sites, project errors were corrected and reporting was done. This study considered the planning of the overall project; however there is a possibility that an investigation on planning of M&E alone would have altered these findings.

### **2.3 Methodology Used**

A descriptive research design was used in this study. By adopting this research design the researcher aimed at asking individuals about their perceptions, attitudes, behaviours or values towards the study variables (Mugenda & Mugenda, 1999). The target was 51 NG-CDF projects in Samburu County, both completed and ongoing, which were initiated as from the beginning of 2017/2018 financial period up to the study date. The 51 projects were categorized into three sectors that received the bulk of the NG-CDF monies during the period in review: Primary Schools sector, Secondary school sector and Security sector. Stratified random sampling technique was applied on the population to get a suitable sample to use. According to Cooper and Schindler (2003) a sample size of 30% or more should always be preferred because it is sufficient enough to represent the entire population. A sample size of 59% (30 projects) of the target population was studied where 100 respondents (5 CDFC members, 90 PMC members and 5 M&E Staff members) were used. The projects were stratified in 3 strata based on the sectors.

**Data Collection Instruments:** Questionnaires with both open and closed ended questions were used. Questionnaires had a sense of confidentiality as they offered a sense of security to the respondent (Orodho, 2003) or rather they could be completed in anonymity, and are easy to compare and analyze. The questionnaire used a 5-point likert scale to measure the perception of

the respondents (Strongly Agree:SA=1 and Strongly Disagree:SD=5). Likert scales are have been suggested in educational study because they are easy to read and complete, could produce highly reliable scales and could dig deep into finding out what people thought (Askari, 2011; Wachamba, 2013; Wachaiyu, 2016; Kiura, 2017 & Kilonzo, 2018).

**Validity & Reliability:** To ascertain the content validity and reliability, the researcher sought for the assistance of the supervisor in cross checking the design of the questionnaire. Kothari (2004) suggests that an instrument's validity could be determined by a panel of persons who would judge how well it met the standards. Therefore, the researcher issued the questionnaire to a group of knowledgeable peers and requested them to give their opinions on whether it was appropriate to be used. The more consistent the results produced by repeated measurements are, the higher the reliability of measurement procedure (Mugenda & Mugenda, 1999). The questionnaire was pilot tested and it yielded a Cronbach Alpha Coefficient of 0.960. Relevant adjustments were made and necessary letters (permits) and clearances were obtained from the Graduate School-Kenyatta University and the National Commission for Science, Technology & Innovation (NACOSTI) before embarking on data collection.

**Data Analysis and Presentation:** The data collected was first cleaned, coded then analyzed using computer software SPSS program. Descriptive statistics such as frequencies, percentages, mean, and standard deviations were computed. The data was presented in charts, and tables. Inferential statistics; correlation and multiple regression analysis were used to establish the relationship among the variables with the following regression model being adopted.

$$Y = (\beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon)$$

Whereby: Y= Project Performance  
 $\beta_0, \beta_1, \beta_2, \beta_3$  and  $\beta_4$  are constants  
 $\epsilon$  = error term,  
X1= Planning,  
X2= Resources,  
X3= Staff Training,  
X4= Community Member Participation.

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### **3.0 DISCUSSION OF FINDINGS**

Out of the sample size of 100 respondents only 72 filled their questionnaires properly. This represents 72%, which is adequate enough according to the 50% rule suggested by Mugenda & Mugenda (2003).

#### **3.1 Descriptive Statistics**

##### **Monitoring and evaluation Planning**

**Table 3.1 Monitoring and evaluation planning**

VARIABLE: M&E PLANNING								
STATEMENTS	N	RESPONSES ( % )					MEAN	Std Dev
		S.A.	A	Neutral	D	S.D.		
Adequate budget generated	72	31.9	34.7	22.2	5.6	5.6	2.18	1.117
M&E receives support	72	31.9	50	12.5	5.6	0	1.88	0.838
Progress indicators identified	72	16.7	65.3	18.1	0	0	1.97	0.627
Data collection tools identified	72	15.3	62.5	18.1	4.2	0	2.07	0.738
M&E plan helps resource issue	72	29.2	30.6	36.1	2.8	1.4	2.12	0.963
M&E plan helps timelines	72	23.6	45.8	29.2	1.4	0	2.04	0.795
M&E plan helps goals and objectives	72	34.7	47.2	8.3	8.3	1.4	1.90	0.966
<b>AVERAGE</b>		<b>2.023</b>						<b>0.863</b>

Source: Research data, (2020).

The respondents in this study agreed that during the planning stage an adequate budget for monitoring and evaluation is generated in NG-CDF as shown by a mean of 2.18 and standard deviation of 1.117: this was also shown by the 34.7% respondents agreeing and 31.9% who strongly agreed on table 3.1. They also agreed, strongly, that project progress indicators are identified during planning and that NG-CDF management supports M&E of projects with means of 1.97 and 1.88 and standard deviations of 0.627 and 0.838 respectively. This resulted from the great number of respondents who agreed or strongly agreed with the indicators: 50% agreed and 31.9% strongly agreed that progress indicators are identified while 65.3% agreed and 16.7% strongly agreed that NG-CDF supports M&E of projects.

During planning also data collection methods are designed, mean 2.07 and standard deviation of 0.738 (62.5% agree and 15.3% strongly agree). The respondents were in agreement that the M&E plan can aid in speedy deployment of resources, and ensuring that stakeholders understand the project timelines as shown by the means of 2.12 and 2.04, with standard deviations of 0.963 and 0.795 respectively. Our respondents strongly agree that the M&E plan can help all the participants understand the project goals and objectives with a mean of 1.90 and standard deviation of 0.966.

Generally the variable had a mean score of 2.023 (agree) and a standard deviation of 0.863. Thus respondents agree that M&E planning is important for NG-CDF projects. Only ‘adequate budget for M&E generated in planning’ indicator had a great mean of 2.18 (1.117) unlike the other statements. Moreover, 22.2% respondents remained neutral here.

### Monitoring and Evaluation Resources Allocation

On allocation of resources to monitoring and evaluation the respondent strongly said that NG-CDF budgets contained clear disbursement schedules and that there were capacity building plans to improve the human resources aspects of NG-CDF. This was par the means of 1.86 and 1.97 with standard deviations of 0.827 and 0.934 respectively: specifically, 51.4% agreed and 31.9% strongly agreed on budgets having clear schedules while 45.8% agreed and 30.6% strongly agreed that capacity building plans are there. The respondents also were in agreement that their

M&E staffs were adequately competent for the job indicated by the mean of 2.18 and standard deviation of 0.793; here, 55.6% agreed and 13.9% strongly agreed.

Our respondents believed that M&E staffs are adequately facilitated; mean 2.25 and standard deviation 0.946. They said there are information systems in place that are capable of generating valuable information as well as having sufficient M&E staff as shown by the mean of 2.39 and 2.83 with standard deviations of 0.848 and 1.021 respectively. Finally, the respondent stated that budgetary allocations for M&E are disclosed to all stakeholders and community members involved in the NG-CDF projects by a mean of 2.90 and standard deviation of 1.302. This great standard deviation indicates disparity in the responses which reinforces the big mean that tends to lean towards neutrality with 40.3% disagreeing, 15.3% neutral and just 20.8% on agree.

The average score for this variable was 2.340 with a standard deviation of 0.953. This shows that the respondents generally agreed to the indicators to signify the importance of allocating resources to M&E in NG-CDF.

### **Monitoring and Evaluation Staff Training**

As far as the training of M&E staff members was concerned the respondents strongly agreed with five of the statements put to them. First they said that a staff training's content must be relevant to M&E and that capacity building of staff can motivate them with the means of 1.74, 1.78 and standard deviations of 0.839 and 0.982 respectively: here, 48.6% agreed while 37.5% strongly agreed that content must be relevant, forty three percent strongly agreed while about thirty six percent agreed that capacity building can motivate M&E staff. Likewise, the respondents strongly stated that training of M&E staff can facilitate the induction of local experts with a mean of 1.81 and standard deviation of 0.944. They also said training enables M&E staff to understand the operations of NG-CDF as per the mean of 1.82 and standard deviation of 0.861, with 47.2% agreeing and 33.3% strongly agreeing on the indicator.

On the other hand the study found that training of M&E staff can lead to increased quality and technical expertise of the M&E human resource of NG-CDF with a mean of 1.86 and a standard deviation of 0.939; where 45.8% agreed and 33.3% strongly agreed so. On a different scale the respondents agreed with the indicators that M&E teams are trained regularly and that training expenses can hinder frequent training of M&E teams. These two indicators scored means of 2.00 and 2.04 with standard deviations of 0.949 and 1.156 respectively.

The aggregate score for the variable was 1.864 (strongly agree) and a standard deviation of 0.953. This can be interpreted as showing that the respondents strongly feel that training the monitoring and evaluation staff is an important activity in NG-CDF operations. In support of this findings Ouma (2010) and Sugal (2017) state that training leads to effective M&E systems, it makes managers more dynamic and better problem solvers.

### **Community Members' Participation in M&E**

The study found that the respondents strongly agreed with all the statements used in this variable. They strongly felt that it is always important to identify and invite all community members who can be beneficial to the project's M&E for training; here, 62.5% were strongly in agreement while 33.3% agreed. Secondly the respondents strongly stated that involving community members in M&E can motivate them to provide input and support the NG-CDF projects. These

two indicators had mean scores of 1.40 and 1.53 with standard deviations of 0.664 and 0.712 respectively.

Additionally, the respondents said that, if embraced, community members can offer protection to projects against vandalism with a mean of 1.60 and standard deviation of 0.899. On this indicator 56.9% of the respondents strongly agreed and 27.8% were in agreement. They also said that sharing M&E goals may encourage community members to own projects and capacity building of any volunteering community members can bring on board additional benefits to the project's M&E with a mean of 1.74 and 1.75, standard deviation of 0.964 and 0.666 respectively.

The overall mean was 1.604 (strongly agree) with a standard deviation of 0.781. The respondents strongly agreed that community members' participation in M&E is of great importance. Akin to these findings, Maina (2018), Abdi (2018) and UNW-DPAC (2014) found that involvement of stakeholders can enhance project performance as well as creating a sense of project ownership and their absence can lead to sustainability challenges.

### **Project Performance**

When asked about the performance of NG-CDF projects based on the 5 stated indicators, the respondents said that the projects were implemented according to the original designs/plans and that the projects were completed on time or ahead of schedule. This was shown by the means of 2.22 and 2.24 with standard deviations of 0.982 and 1.120 respectively.

The respondents also believe the NG-CDF projects served the intended community needs with a mean of 2.26 and standard deviation of 0.993. On the other hand they said that the projects were implemented within the cost constraints and delivered the targeted objectives as shown by the means of 2.33 and 2.44 with standard deviations of 0.769 and 1.019 respectively.

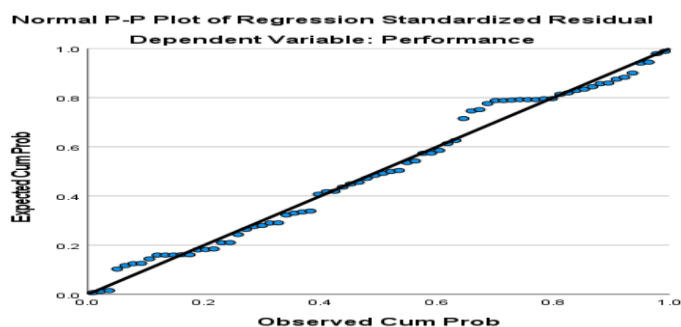
In general project performance had a mean of 2.298 (agree) and a standard deviation of 0.977 which is an indication that the respondents agreed that NG-CDF projects met the targeted performance standards.

### **3.2 Inferential Statistics**

After collecting the data the study used correlation analysis as well as regression analysis to establish the relationship that existed among the variables. The following sections contain the findings.

**Normality Tests:** The normality of data distribution for this study was tested by the use of histograms and Normal P-P Plots of standardized residuals. The curve plotted on the histogram depicted a bell-shaped distribution which is a good indication that the data was normally distributed.





**Figure 4. 1 Normal P-P Plot**  
**Source: Research (2020)**

Even though the data points did not perfectly fall on the diagonal reference line on the Normal P-P Plot, it was observed that they fell not far off the line with the trend pointing towards normality, thus we can assume that the data was normally distributed for the study.

**Multicollinearity Tests:** To test for multicollinearity the study calculated the variance inflation factor (VIF) values by use of the tolerance levels of the independent variables. The criterion, based on the VIF values was: VIF less than 5=Low multicollinearity, VIF between 5 and 10= medium multicollinearity and VIF greater than 10= high multicollinearity. The results presented in the table 3.9 shows that the four variables had VIF values less than 5, therefore there is little or no evidence of multicollinearity among the variables. This means our model is sufficient to represent the relationship between the variables.

### Correlation Analysis

To test the strength of the relationship between the dependent and independent variables (Planning, Resources, Training and Participation) Pearson Correlation Analysis was conducted on the variables. The interpretation of the Pearson coefficient ( $r$ ) is as follows: 0-0.19=very weak correlation, 0.2-0.39=weak, 0.40-0.59=moderate, 0.60-0.79=strong and 0.80-1=very strong.

The correlation analysis results showed that all the variables had positive relationships. All the relationships were significant statistically at 0.05 levels; specifically, the Performance-Planning relationship and Performance-Resources relationship were strong as per the Pearson coefficients of 0.681 and 0.639 respectively. The Performance-Training relationship was found to be moderate (0.491) but the Performance-Community relationship was found to be a weak relationship (0.388). A positive correlation means that an increase in one variable will be accompanied by an increase in the other variable.

### 3.3 Regression Statistics

Table 3.2 Regression Analysis

Model Summary <sup>b</sup>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.724 <sup>a</sup>	.524	.496	.54716	.524	18.456	4	67	.000
<b>a. Predictors: (Constant), Community, Resources, Training, Planning</b>									
<b>b. Dependent Variable: Performance</b>									

Source: Research data (2020)

From the model summary in table 3.2 the correlation coefficient (R) is 0.724 which is an indication that there is a strong relationship between Participatory M&E practices and Project Performance. A regression coefficient (R<sup>2</sup>) of 0.524 was used to represent the predictive power of the model, thus **52.4%** change in NG-CDF performance can be attributed to the effects of the independent variable adopted by this study (Participatory Monitoring and Evaluation Practices). From this analysis other factors, not covered by this research, might explain the remaining 47.6% change in NG-CDF performance.

A look at the ANOVA Table indicated that the model used above was statistically significant, at 0.05 levels, in predicting how NG-CDF projects' performance was affected by participatory monitoring and evaluation practices because of the F-Significance value (F=18.456, **p-value**=0.0000<0.05).

The regression coefficient results displayed on table 3.3 indicate that we would still realize a positive change in NG-CDF project performance of 0.121, even if all the variables of participatory monitoring and evaluation practices were zero (0). This result gives us the following regression model:  $Y = 0.121 + 0.458X_1 + 0.391X_2 + 0.026X_3 + 0.180X_4 + \varepsilon$

### Effects of M&E Planning on Project Performance

The coefficient for monitoring and evaluation planning was found to be positive. This means that monitoring and evaluation planning had a positive effect on the performance of NG-CDF projects. In other words an increase in M&E planning would cause the performance in NG-CDF projects to rise by 0.458, (**p-value**=0.010<0.05). In support of this finding Wachaiyu (2016) found that M&E plans contributed to a project's success as well as enabling resources deployment. Mkutano (2018) found that planning made employees and stakeholders to team up to achieve a common goal of successful project performance.

### Effects of M&E Resource Allocations on Project Performance

The coefficient for monitoring and evaluation resource allocations had a positive value of 0.391 which was also found to be statistically significant (**p-value**=0.011<0.05). The interpretation of this is that an increase in M&E resources alone will have a 0.391 rise in NG-CDF performance. To echo this finding Wambua (2019) found that budgetary allocation for monitoring and evaluation, in Kuria West CDF projects, was a good incentive to staff and committee members to achieve better results in terms of project performance.

### **Effects of Training M&E Staff on Project Performance**

The regression result indicates that the M&E staff training coefficient was positive although not statistically significant at 0.05 levels: **p-value**=0.857>0.05. In this case staff training did not influence the dependent variable outcome.

### **Effects of Community Participation on Project Performance**

Community participation in M&E had a positive coefficient. It was however insignificant at 0.05 levels: **p-value**=0.200>0.05.

Generally, only two variables had significant effect in our regression model while two other variables were not significant in this study. Additionally the regression coefficient of the model was low (**R<sup>2</sup>=0.524**). This condition might have been caused by the small number of respondents who successfully filled their questionnaires or by likelihood that some respondents misunderstood some of the questions in those two insignificant variables (M&E Staff Training and Community Participation in M&E). It is however important to mention here that past studies have shown that these two variables have had significant effects on performance of other projects. For example, Ali & Gitonga (2019) and Abdi (2018) found that when stakeholders participated in M&E errors in projects were corrected in good time, reporting of activities done promptly and overall project performance was enhanced.

## **4.0 CONCLUSION**

In regards to our the general objective, this study concludes that: first, there is a strong relationship between Participatory Monitoring and Evaluation Practices and NG-CDF project performance. When NG-CDF projects performance increases, value for the funds used would definitely be realized. This would translate to the achievement of the goal(s) for which the fund was established, which in the long run adds up to the realization of vision 2030. Additionally, embracing M&E practices fully in NG-CDF will be a great step towards inculcating the culture of professionally managing projects and thus reaping the benefits associated with monitoring and evaluation.

Secondly, this study concludes that monitoring and evaluation planning affects NG-CDF project performance. Establishing an M&E plan with an adequate M&E budget that is supported by the management would have a positive and significant effect on NG-CDF project performance.

Lastly, the study concludes that allocating resources to monitoring and evaluation resource allocation affects NG-CDF projects performance. Setting aside funds for M&E, having adequate, competent M&E staff and establishing capable M&E information systems had a positive and significant effect on NG-CDF performance.

In regards to our third and fourth objectives, this study concludes that the two last independent variables (staff training and community participation) had no effect on our dependent variable.

## **5.0 CONTRIBUTION TO KNOWLEDGE**

Inadequate monitoring and evaluation has led to continued realization of poorly performing of NG-CDF projects. These projects receive a lot of resources from the government and when

they fail to meet the required standards they result in huge losses. Ideally, observing good project management practices (M&E being one of them) leads to successful implementation of projects. M&E, with its ability to provide managers and stakeholders with early indicators of progress, is the best/valuable tool to address performance challenges.

Literature covering project planning is available in abundance, but there was little on M&E planning as a component of one function of project management. This has limited the amount of information available on project management, particularly in regards to management of NG-CDF projects in Samburu County. The contribution from an additional study, to NG-CDF players, policy makers and NG-CDF stakeholders, can never be underestimated.

Lastly, Rresearch has also indicated that community's participation in M&E as well as the training of M&E staff members can have significant influence on project performance, thus this study recommends further research to either confirm or alter its findings on the third and fourth objectives.

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