

Effect of Monitoring and Evaluation Factors on Project Performance of Prequalified Contractors at Rift Valley Water and Services Board, Nakuru County, Kenya

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ABSTRACT: Monitoring and Evaluation has in the recent past become a key determinant of projects success. This is evident with the ever increasing demands for monitoring and evaluation experts and request for expression of interest for monitoring and evaluation officers in the local dailies. In the developing countries, Kenya included, the water sector is faced with several challenges like inadequate resources as well as inadequate communication and information management systems within the sector and the rapidly growing demand for water for multi-sectoral uses and diminution of natural storage capacity and lack of development of artificial storage capacity to meet demand. This study examines the effect of monitoring and evaluation on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya. The general objective of the study was to find out the effect of monitoring and evaluation on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya. Specifically, the study sought to determine the effect of stakeholder involvement, monitoring and evaluation cost, timeliness of monitoring and utilization of monitoring and evaluation results on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya. The study was guided by the Theory of Change, the Realistic Evaluation Theory and Utilitarian Theory. This study adopted descriptive research design. This design involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data. Descriptive studies portray the variables by answering who, what, and how questions. The target population of this study was 123 employees whom included project managers and monitoring and evaluation officers who were the employees of the five prequalified contractors by Rift Valley Water and Services Board. Pre-tested questionnaires were used for data collection. Both descriptive and inferential statistics were used for analysis. The findings revealed that with regards to project identification, the respondents largely agreed (mean = 3.82; Std. dev = 1.130) that there was a thorough need assessment during project initiation phase based on community priority when identifying the projects. The study indicated that, a significant majority of the respondents agreed (mean = 3.94; Std. dev = .992) that the tenders were awarded to the local community suppliers. Similarly, the local community supplied labor needed for the projects. The study recommended that the prequalified contractors should ensure that there is fairness in selection of committee members. Also, the committee should include local community members. The contractors should also have a thorough need assessment during project initiation phase based on community priority when identifying the projects. The study further recommends that, the tenders be awarded to the local community suppliers..Secondly, this study also recommends that M&E staff wages should be paid promptly. The study also recommends full payment to the suppliers of materials for the project. In the same breadth, it is recommended that, M&E budget should be about 5 to 10 percent of the entire budget. Thirdly, it is recommended that, the projects should be started immediately as per the schedule. Moreover, the projects were completed within the stipulated time period. The prequalified contractors should not delay project activities. Lastly, the study recommended that recommendations were made the local community should be able to freely access the projects. The contractors should also have in place baseline information to help in improving the performance of projects.

I. INTRODUCTION

1.1 Background of the Study

Project management as a discipline that reinforces much activities in the economy. Projects drive businesses both in the industries and other economic sectors. Project management implies laying emphasis on the process of making decisions and operationalization of certain strategies and schemes to ensure project success (Parker, 2017). He further affirms that an organization needs to understand the project critical success factors in order to enhance project success, analyze these factors in a quantitative manner and systematically with great anticipation of the possible effects and finally getting the appropriate methods in handling them. This will ensure success of the project.

Projects implementation is usually preceded by a well-defined project plan meant to guide during the implementation stage. However, variations usually arise as activities progress (Gray and Larson, 2013). According to Jugdev and Muller (2015), since implementation of project is a complex process, it is usually good to have collective and broad attention capturing a wider aspects of various variables like budgetary allocation, human factor and technical aspects.

More often each project has a unique set of success factors critical to it and paying attention to these factors and addressing those increases the chances of successful project implementation. The business environment in today's economy has great uncertainties. This is similar to implementation of projects which is susceptible to all kinds of external and internal influencing factors like unexpected occurrences, ever ballooning requirements, mutable constraints and decreasing resource flows clearly indicating that undertaking a project without taking keen interest to manage these factors efficiently and effectively, results in a high likelihood of project failure (Jugdev and Muller, 2015).

1.1.1 Global Perspective of Monitoring and Evaluation and Project Performance

When governments choose to undertake things in the right way which result into achievement of results that were intended, then there is need to provide this information to policy makers to effectively help in the policy making process. An established monitoring and evaluation systems offers a way of putting up together and integrating the information into a policy cycle thereby aiding the basis of comprehensive and rigorous governance and responsible public policies (World Bank, 2017).

Monitoring and Evaluation in Latin America and Caribbean (L.A.C) was recognized by World Bank and International American Development Bank (I.D.B) in their program of promoting and strengthening the use of monitoring and evaluation, set up the network of Monitoring and Evaluation within LAC. There has been promotion of knowledge and discussion meetings for practitioners on critical issues about institutionalizing the Monitoring and Evaluation systems especially both at the sub-national and national level over the network for monitoring and evaluation platform. (World Bank, 2017).

According to World Bank (2017), immense demand and supply for standardized monitoring and evaluation has been on the rise. The demand has been necessitated by the increased need for transparency and effectiveness in the public sector, rising information background and system needs for program quality improvement while supply has been necessitated by increased accessibility of Monitoring and Evaluation technologies with other instruments for monitoring and evaluation. Top agencies for monitoring and evaluation have been created by most countries with supported regulatory and legal structure that ensures monitoring and evaluation on regular basis to give information and also allow for the embrace of new innovative tools for Monitoring and Evaluation that supports the planning exercise and budgeting process (World Bank, 2017).

Tools in benchmarking have been used in Brazil for proper planning and monitoring of development projects and plans. A list of options for evaluations has also been used in other parts of the world as Mexico. This comprises seven distinct breeds in evaluation ranging from process, policy, indicators, strategic, consistency, results and impacts and this has enabled greater utilization of information from Monitoring and Evaluation especially by the presidency, finance ministry and congress (Gray, 2016)

1.1.2 Regional Perspective of Monitoring and Evaluation and Project Performance

A study by Robinson, (2013), observed that Ethiopia government on its part wanted donors to commit funds directly to the budget support without M&E sustainable development and poverty reduction program (SDPRP). The aim of the project was to build local capacity such that models can be built and updated in the future. These projects were formally guided by high level national advisory committee composed of key stakeholders and potential consumers and beneficiaries of the project in the hope of achieving expected impact. It was subject to country wide view of stakeholders and beneficiaries.

The project was further subjected to internal project evaluation and review schemes of both Ethiopia Development Research Institute (EDRU) and Institute of Development Studies (IDS) with aim of identifying indicators and milestones of achievements as project overall success. In this particular case emphasis was put on role of stakeholders be it at national regional or community level. However stakeholders were considered separately from other tools of M&E. In line with the view, MDGs emphasize this as a very important step. One of the MDG's is environmental sustainability and a global partnership to development this can only be achieved by utilization of M&E tools in projects implementation and sustainability. Consequently, most nations have formulated their strategies to attain sustainability in their operations.

1.1.3 Local Perspective of Monitoring and Evaluation and Project Performance

The overall efficiency in the planning, implementation and management of projects can be enhanced through effective Monitoring and Evaluation. This is due to the fact that many projects do derive their existence from the socio-economic and political needs of a particular community. It is therefore the role of the monitoring function to establish the extent to which the project plan is being observed and how nonconformities are identified and dealt with on time (PMI, 2016). According to Ogolla & Moronge (2016), unbiased and logical valuation for unfinished and finished projects, policies and programs in their design, operationalization and

outcomes can only be achieved through effective evaluation. Many organizations in the charitable and development growth sector have given primacy to Monitoring and Evaluation of their activities. This has led to innovative dimensions in M & E, set targets and indicators for M& E, monitoring for performances and management of results/impacts which has enhanced sufficient and excellent evaluation of project progress and impact on a country's development (Ogolla & Moronge, 2016).

Monitoring and Evaluation has emerged as a key economic policy development and performance management tool which is aimed at reducing economic risks and uncertainties. Economic policy makers need the information generated from M&E to improve their economic policies while donors and stakeholders need M&E results to ensure accountability of resources while at the same time improving the overall effectiveness of their policies (Mackay, 2017; UNICEF, 2016)

According to Kagiri and Wainaina (2016), prior to commencing the project implementation process, organizations and project team needs to perform an in depth planning to encompass project work environment, timelines, resources to be put in, before actual implementation of the project starts, project organizations should undertake detailed implementation planning which should cover the project physical work, time plan, input resources, organizational and management systems, output generation, cost planning and monitoring and evaluation.

According to Waithera and Wanyoike (2015) stakeholders' participation is critical to the effective operationalization of the M & E plan. Also Echoed by Njuki et al (2013) who found out that participatory monitoring and evaluation strengthens learning and change at both community and institutional level and that this enhances the success of M&E activities by promoting negotiation of outcomes that different stakeholders expect from the project. Stakeholders' participation in M&E also facilitates the assessment of project from multiple perspectives (Njuki et al, 2013)

1.1.4 Rift Valley Water and Services Board

On the institutional and social arrangements the Kenya Government enacted the water Act 2017 creating separate institutions and bringing all the stakeholders on board for efficient service delivery. Rift Valley Water Services Board (RVWSB) was created together with other boards through this Act to provide water services in its respective region (Ministry of Water and Irrigation, 2012). Under the Water Act 2017, Rift Valley Water Services Board is legally responsible for the provision of Water and Sanitation services through a license issued by the Water Services Regulatory Board. The Law does not however allow RVWSB to supply water and sanitation services directly, but should do so through the appointment of agents referred to as Water Service providers (WSPs). RVWSB appoints WSPs through a Service Provision Agreement (SPA).

The responsibility of RVWSB is to hold, develop and manage all the water assets in its area of jurisdiction. The Board undertakes investment programs and rehabilitation of the existing pipelines and other infrastructures. RVWSB then hands over through a lease agreement called deed of hand over, these assets to the contracted water service providers in the respective area for operation. The Water Services Providers pay an agreed lease / agency fees to RVWSB to cover financing costs of the assets and also contribute to operational costs of the Board. The water service providers are required to pay 1% of their collected revenue to the Water Services Regulatory Board to meet its operational costs (Ministry of Water and Irrigation, 2012). The Water Act 2017 however prohibited the Boards to provide the services directly to the consumers but required the Boards to appoint agents called water service providers which were registered under Companies Act Cap 486. Current estimates of the Kenyan water supply situation indicate that about 64 per cent and 40 per cent of the country's urban and rural populations respectively have access to safe drinking water.

In Rift valley the current estimate indicate that 43% of the population gets water but less than 3% have access to sanitation facilities. Rift Valley Water Services Board (RVWSB) was established through Kenya Gazette Notice NO.1715 of 12th March, 2016. In line with the Water Act 2017, RVWSB has the legal responsibility of ensuring cost effective and sustainable provision of water and sanitation services in its area of jurisdiction (Ministry of Water and Irrigation, 2017). The Board is one of the eight boards in the country that have been mandated to fulfill the governments mandate in providing water and sanitation services in the country. Rift Valley Water Services Board is required to provide water to 50% of its residents through its agents the WSPs by the year 2015.

1.2 Statement of the Problem

Monitoring and Evaluation has in the recent become a key determinant of projects success. This is evident with the ever increasing demands for M&E experts and request for expression of interest for M&E officers in the local dailies. In the developing countries, Kenya included, the water sector is faced with several challenges like inadequate resources as well as inadequate communication and information management systems within the sector and the rapidly growing demand for water for multi-sectoral uses and diminution of natural storage capacity and lack of development of artificial storage capacity to meet demand. The Kenya social protection sector review (2017) revealed that the monitoring and evaluation of social programs in Kenya is weak. More confounding is the fact that where M&E activities are carried out, the findings are never made public. A study conducted by the Ministry of Water and Irrigation on the National Water Services Strategy (NWSS) between

2015 and 2017 revealed that the institutional framework to adequately carry out the water sector reforms was not properly functional. In addition, the study found out that adequate strategies were lacking and funds to expand water to all underserved areas in the republic were insufficient and misappropriated. The Water sector lacks the resources and capacities required to adequately carry out water sector reforms. The same weaknesses revealed at the national level on water and sanitation programs are very much present at the county level. The lack of adherence to water policies and regulations has denied the people of Nakuru County access to sufficient water supply. The implementation of policies has been slow with water service provision grappling with various challenges in terms of infrastructure and funding. This study therefore sought to find out what effect does monitoring and evaluation have on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.

1.3 Research Objectives

The study sought to achieve the following objectives:

1.3.1 General Objective

The general objective of the study was to establish the effect of monitoring and evaluation on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.

1.3.2 Specific Objectives

- i. To determine the effect of stakeholder involvement in monitoring on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.
- ii. To establish the effect of monitoring and evaluation cost on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.
- iii. To find out the effect of timeliness of monitoring and evaluation on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.
- iv. To examine the effect of utilization of monitoring and evaluation results on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.

1.4 Research Hypotheses

H_{01} : Stakeholder involvement in monitoring and evaluation has no significant effect on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.

H_{02} : Monitoring and evaluation cost has no significant effect on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.

H_{03} : Timeliness of monitoring and evaluation has no significant effect on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.

H_{04} : Utilization of monitoring and evaluation results has no significant effect on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.

1.5 Significance of the Study

The water Sector in any country plays key role in economic development and effective implementation of water projects contribute significantly to the economy. The outcome of this research study will be expected to contribute immensely and positively to the water sector and in general the economic development of the county and country at large as it will assist project managers and implementers in addressing the issues that negatively influence effective implementation of water Projects. If this is done, then the high number of stalled projects, experiences of cost overruns and extended project periods beyond the original completion dates will cease in this very important sector thereby saving the country from unnecessary loss and wastage of much needed resources which are in scarce supply. The research findings will seek to extend knowledge in the world of academics in the same area of the study; it will be useful as literature in the study area.

1.6 Scope of the Study

The focus of this research study was to establish the Effect of monitoring and evaluation on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya. A descriptive study was conducted in order to establish the correlation between stakeholder involvement, monitoring and evaluation cost, timeliness of monitoring and utilization of monitoring and evaluation results on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya. The target population of this study was 123 respondents whom included forty one project managers that is one project manager selected from each company and eighty two monitoring and evaluation officers that is two monitoring and evaluation officers selected from each company. The study was carried out between August 2018 and December 2018 at a cost of Kshs. 87,818.50

1.7 Limitations of the Study

The limitation of the study was lack of information coming from the various prequalified contractor's staff for fear of information confidentiality not being honored by the researcher as well as victimization was delimited by the researcher obtaining permission from the management of the firms before proceeding to collect data as well as assuring the respondents of their confidentiality by asking them not to indicate their names on the questionnaires. The researcher also obtained a letter of introduction from Jomo Kenyatta University of

Agriculture and Technology. This aided in assuring the respondents that the information obtained was purely for academic research purposes and would be treated with utmost confidentiality.

II. LITERATURE REVIEW

2.1 Introduction

This chapter covers a review of theories that relate to monitoring and evaluation and project performance. The conceptual framework of the study variables is also outlined. In addition, it covers a review of past empirical studies on the aforementioned areas. A summary of the reviewed literature is also shown and lastly research gaps arising from a critique of the reviewed empirical studies are identified

2.2 Theoretical Framework

A discussion of the theories that were used to guide the study subject follows in this section. The theories under review are; Theory of Change and the Realistic Evaluation Theory and Utilitarian Theory

2.2.1 Theory of Change

The theory of change, first published by Carol Weiss in 1995, is defined simply as a theory of how and why an initiative works. It focused not just on generating knowledge about whether a project is effective, but also on explaining how and what methods it uses to be effective (Cox, 2016). The theory of change provides a model of how a project is supposed to work. In other words, it provides a road map of where the project is trying to reach. Monitoring and evaluation tests and refines the road map while communications aids in reaching the destination by assisting to bring about change. Further, the theory of change provides the basis for arguing that the intervention is making a difference (Msila & Setlhako, 2013). This theory suggests that by understanding, what the project is trying to achieve, how and why, project staff and evaluators will be able to monitor and measure the desired results and compare them against the original theory of change (Alcock, 2016).

However, this theory falls short since project success is much more complex (Babbie & Mouton, 2006). It is important to understand success beyond just knowing “what works”. Experience has revealed that blindly copying or scaling an intervention hardly ever works (Mackay, 2007). An important task for monitoring and evaluation is to gather enough knowledge and understanding in order to predict – with some degree of confidence – how a project and set of activities might work in a different situation, or how it needs to be adjusted to get similar or better results, hence influencing project performance (Jones, 2015).

Theory of change is significant in this study as it can be used to support different project cycle activities, such as stakeholder involvement, implementation decision-making and adaptation; to clarify the drivers, internal and external, around an existing initiative; monitor progress and assess the impact projects. A theory of social change is one small contribution to a larger body of theorizing, it can be regarded as an observational map to help practitioners, whether field practitioners or donor or even beneficiaries to read and thus navigate processes of social change. There is need to recognize how change processes shape the situation and adjust practice appropriately (Reeler, 2007).

The theory of change was anchored to the objective that sought to establish the effect of monitoring and evaluation cost on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya. As the theory provides a model of how a project is supposed to work. In other words, it provides a road map of where the project is trying to reach. Monitoring and evaluation tests and refines the road map while communications aids in reaching the destination by assisting to bring about change.

2.2.2 Realistic Evaluation Theory

The realistic evaluation theory, first published by Pawson in 1997, provides a model centered on finding out what outcomes are produced from project interventions, how they are produced, and what is significant about the varying conditions in which the interventions take place (Pawson & Tilley, 2015). Realistic evaluation deals with „what works for whom in what circumstances and in what respects, and how (Pawson & Tilley, 2015). The model allows the evaluator to understand what aspects of an intervention make it effective or ineffective and what contextual factors are needed to replicate the intervention in other areas (Cohen, Manion & Morison, 2008). Realistic evaluation seeks to find the contextual conditions that make interventions effective therefore developing lessons about how they produce outcomes (Fukuda-Parr, Lopes & Malik, 2017). This theory can greatly aid in understanding how project deliverables are produced, however it falls short, as it is not explicitly about that influences project performance – the concern of this study.

The realistic evaluation theory is significant in this study as the researcher will use it to anchor the objective; to establish the effect of monitoring and evaluation cost on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya as it tries to explain the cost implication of projects in terms of „what works for whom in what circumstances and in what respects, and how.

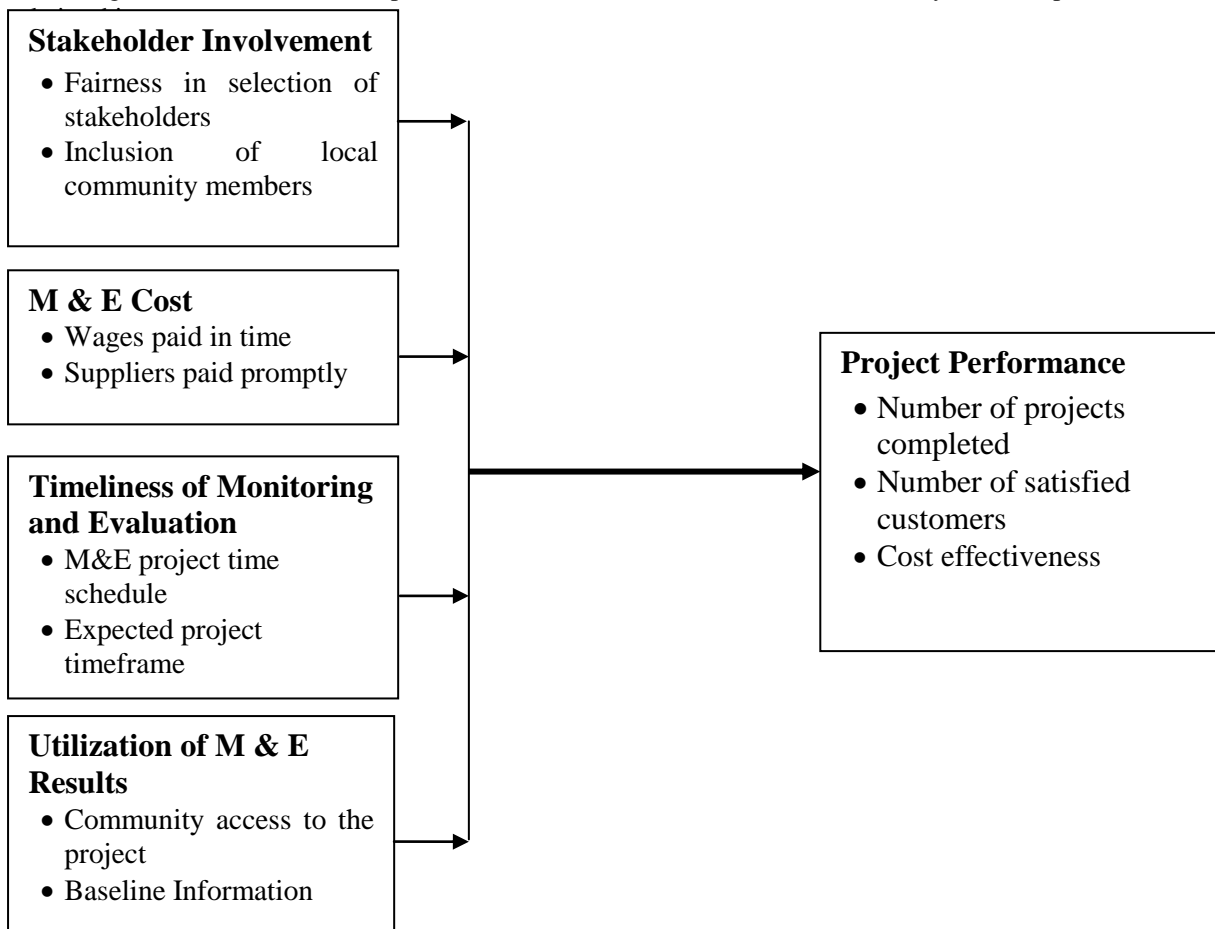
2.2.3 Utilitarian Theory

The greater good in line with the utilitarian theory should suffice. In the Anglo Saxon world, the philosophies of utilitarianism has been one of the most commonly accepted theories. It's genesis is linked to the names of the British philosophers and economists Jeremy (1748-1832) and John (1806-1873) and has been influential in

modern economics, in general, it's basic principle can be defined as follows, an action is right if it results in greater amount of good for the greatest number of people affected by its action although this raises ethical issues. According to Crane and Matten (2007) Utilitarianism puts at the center of its decision a variable which is very commonly used in economics as a parameter which measures the value of actions: utility. In analyzing two possible actions in a single business decision, a certain utility can be assigned to each consequence and each person involved, and the action with the highest aggregate utility can be determined to be correct though not always ethical. In M&E an analysis of costs and benefits is important since it enhances us to understand the viability of a project and enhances surveillance and this is also very relevant when it comes to data demand and use particularly making sure data collection is relevant sound and cost effective Wholey et al (2017). The utilitarian theory is significant in this study as the utility derived from every successfully completed project is the interest of every stakeholder. Measured in terms of utility on the basis the number of satisfied customers based on the project performance.

2.3 Conceptual Framework

According to Orodho (2013), conceptual framework covers the main features of a study and their presumed



Independent variables

Dependent variable

Figure 2. 1: Conceptual Framework

2.4 Review of Literature on Variables

2.4.1 Stakeholder Involvement in Monitoring and Evaluation

One of the main reasons projects fail is because the deliverables were not what the customer wanted or they did not meet the customer's needs. To ensure project success, it helps that you know all of the key stakeholders on your project, how they prefer to communicate, what their needs are, and what the acceptable end results are. There are two types of stakeholders; internal and external. Engaging stakeholders during and especially at the beginning of your project will help reduce and uncover risks and increase their "buy-in." When stakeholders are adequately engaged, their influence spreads far and wide.

Participation by project stakeholders means sharing a common understanding and involvement in the decision-making process of the project. Participation by stakeholders leads to empowerment and to joint ownership of the project. To increase participation, the project should start with a consultation process that moves to negotiations and ends with joint decisions. Participation by project stakeholders has many benefits and advantages such as

ensuring that the project plans are a reflection of the real needs and priorities, developing an environment of trusts by allowing the voices of the stakeholders be heard and their issues be known, making the project accountable to the stakeholders, enabling the voices of the stakeholders to be heard and by doing that the level of trust in the relationships increases as well as promoting transparency in the actions of the project and ensures that the project is held accountable for its actions. (Lori Schoenhard, PMP, CSM, CSPO–Software Development Manager at Proficient Learning, LLC, 2019)

2.4.2 Monitoring and Evaluation Cost

Monitoring and evaluation for cost-effectiveness can be seen as continuing and intensifying the emphasis on outcome-based assessment. It adds a comparative dimension, as judgments of cost-effectiveness imply a comparative perspective and can be supported by actual or implicit comparisons with similar projects. Consistently with the trend, it aims to strengthen the focus on impacts in project plans, and it favors tightly constructed, outcome-oriented monitoring systems. Monitoring and evaluation for cost-effectiveness has the additional ambition, however, to place economic cost-benefit analysis and other approaches to outcome-based planning and evaluation (such as the logical framework) under a unified framework.

The motivating idea is that project managers and other management stakeholders are in a better position to make resource allocation decisions when they have a model of the project and its likely impacts in their minds. Also, they will be better able to orient management decisions to cost-effectiveness when their mental map of the project is oriented in this way. A credible estimate of likely project impacts requires an analysis of the project design, the changes it expects to bring about in beneficiary behavior, the relevant features of the environment, and the conditions that must be maintained for the anticipated improvements in beneficiary conditions to be realized. (Paul Clements, 2018).

2.4.3 Timeliness of Monitoring and Evaluation

Projects should be monitored and evaluated as planned and scheduled frequently. This allows for sufficient and informed decision making processes. This also reduces wastage of resources and time since corrective measures can be applied to where there are hitches in project implementation. Project time is the absolute time that is calculated as the number of days/weeks from start on site to practical completion of the project. Speed of project implementation is the relative time. An M & E system should be regarded as a long-term effort, as opposed to an episodic effort for a short period or for the duration of a specific project, program, or policy. Monitoring provides information on where a policy, program, or project is at any given time (and over time) relative to respective targets and outcomes. Evaluation gives evidence of why targets and outcomes are or are not being achieved. It seeks to address issues of causality.

2.4.4 Utilization of Monitoring and Evaluation Results

The utilization of M&E results is central to the performance and sustainability of a project (Mackay, 2007). UNDP (2017) reports that there has been increasing demand for development effectiveness to improve people's lives. This demands for effective utilization of monitoring and evaluation results for continuous improvement and quality of performance in projects. Monitoring and evaluation results can be used in ways such as involvement in decision making of the project, redesigning of the project, strengthening/ improvement, advocacy for additional resources, program intervention of the project and project control.

2.4.5 Project Performance

The definition of performance describes the concept in terms of achievement and fulfillment arising from an operation in relation to set goals. It consists of number of projects completed, number of satisfied customers and cost effectiveness of the project (Acharya, Kumar, Satyamurti & Tandon, 2006). Monitoring and evaluation can help identify problems and their causes and suggest possible solutions to problems (Shapiro, 2017) thus improving overall efficiency. In this way, M&E can have influence on project performance much as there is inadequate information on this (Singh & Nyandemo, 2015). If each part of the activity of a project is monitored effectively and instances of poor workmanship and improper usage of resources – be it material, labor or plant and machinery – are reported promptly, it aids in achieving the desired project quality level.

2.5 Empirical Review

2.5.1 Stakeholder Involvement and Project Performance

All Stakeholders' have a stake in knowing how projects activities are being implemented. Stakeholders' involvement is paramount in development projects. Although, minor decisions and emergency situations are generally not appropriate for stakeholder participation, a complex situation with far-reaching impacts warrant stakeholder involvement and when done proactively, rather than in response to a problem, helps to avoid problems in the future. The focus of stakeholder participation is usually to share information with, and gather input from members of the community who may have an interest in a project. The Constitution of Kenya 2017 gives citizen the right to take part in activities that have a direct bearing on their lives Mbaabu, (2015). This has impact in project performance.

When stakeholders participate in monitoring and evaluation, it means that they have participated in providing management information and contributed to decision making. The decisions from this are more likely to be acceptable and relevant to the majority of the population. This makes human and resource mobilization for

project implementation easier. Involving stakeholders in discussions about the what, how, and why, of project activities is often empowering for them and it promotes inclusions and facilitates meaningful participation by diverse stakeholder groups (Donaldson, 2013). Stakeholder participation means empowering development beneficiaries in terms of resources and needs identification, planning on the use of resources and the actual implementation of development initiatives (Chambers, 2016; Chitere, 2016). Best practice example demonstrates that a central factor facilitating update of evaluations is stakeholder involvement. This involvement must be brought in at the early stages of the Evaluation process, include the support of high profile champions and attract political agents interested in learning or using instruments to demonstrates effectiveness (Jones, 2015).

A study by proud lock (2016) opined that impact evaluation process particularly the analysis and interpretation of results can be improved by the participation of intended beneficiaries, who are the primary stakeholders in their own development and the best judges of their own situation. However, stakeholder involvement needs to be managed with care since too much stakeholders involvement could lead to undue influence on the evaluation, and too little could lead to evaluators dominating the process (Patton, 2018).

2.5.2 Monitoring and Evaluation Cost and Project Performance

Project Performance monitoring in government has been characterized by a silo approach. This has led to a situation where planning, budgeting, and monitoring and evaluation functions are performed by different sections in institutions in isolation of each other. This has resulted to plans not aligned and synchronized with the cost of the project. It also results to lack of accountability, particularly for monitoring and reporting on performance information, unrealistic target setting and poor quality of performance information (Bruijn, 2017). Monitoring and evaluation cost analysis is done so as to strengthen fiscal responsibility therefore project managers should be able to report what results have been achieved at what costs in a given time period as this is a necessary input for results-based management. It's also done so as to prioritize limited resources thus cost information helps in project design and in allocating resources to get the most benefit. Monitoring and evaluation cost helps to convince decision-makers. More sophisticated approaches to cost analysis that allow comparison of different programs can be powerful in convincing national decision-makers and funders to pursue a given project.

The overall project budget should provide an adequate and clear provision for monitoring and evaluation activities. Monitoring and evaluation cost can be delineated within the overall project budget to give the monitoring and evaluation function due recognition it plays in project implementation, (Gyorkos, 2015; McCoy, 2005). Monitoring and evaluation allocation should be about 5 to 10 percent of the entire project budget, (Kelly & Magongo, 2016; IFRC, 2013; AIDS Alliance, 2016). It is important to note that only 2% of the project cost may be allocated for Monitoring and Evaluation of ongoing projects and capacity building activities while 5% is kept aside as an emergency reserve to be made available for emergencies that may occur.

2.5.3 Timeliness of Monitoring and Evaluation and Project Performance

Projects should be monitored and evaluated as planned and scheduled frequently. This allows for sufficient and informed decision making processes. This also reduces wastage of resources and time since corrective measures can be applied to where there are hitches in project implementation. Project firms with mature time management practices produce successful projects than those with less mature time management practices. Project time is the absolute time that is calculated as the number of days/weeks from start on site to practical completion of the project. Speed of project implementation is the relative time. Peterson and Fisher (2016) established that construction firms are usually interested in monitoring project time variance and verifying contractor progress payments requests.

A study by Kariungi (2016) expressed that energy sector projects were completed on time due to factors such as efficient procurement procedures, favorable climatic factors, and timely availability of funds and proper utilization of project planning tools. Project completion within scope is considered as one of the success factor. The project charter or statement of work requires the implementers to develop a scope of work that was achievable in a specified period and that contained achievable objectives and milestones (Bredillet, 2017). Monitoring provides information on where a policy, program, or project is at any given time (and over time) relative to respective targets and outcomes. Evaluation gives evidence of why targets and outcomes are or are not being achieved. It seeks to address issues of causality. Of particular emphasis here is the expansion of the traditional M&E function to focus explicitly on outcomes and impacts.

Evaluation is a complement to monitoring in that when a monitoring system sends signals that the efforts are going off track (for example, that the target population is not making use of the services, that costs are accelerating, that there is real resistance to adopting an innovation, and so forth), then good evaluative information can help clarify the realities and trends noted with the monitoring system. There is need for good evaluative information throughout the project life cycle. An M & E system should be regarded as a long-term effort, as opposed to an episodic effort for a short period or for the duration of a specific project, program, or policy.

2.5.4 Utilization of Monitoring and Evaluation Results and Project Performance

The utilization of M&E results is central to the performance and sustainability of a project (Mackay, 2007). UNDP (2017) reports that there has been an increasing demand for development effectiveness to improve people's lives. This demands for effective utilization of monitoring and evaluation results for continuous improvement and quality of performance in projects. Utility requires that evaluators undertake the evaluation with the intention to use its results; that they carry out evaluation at a time when the results can meaningfully inform decision making processes; and that evaluations be accessible (Rist, Boily & Martin, 2015). Monitoring and evaluation results can be used in ways such as involvement in decision making of the project, redesigning of the project, strengthening/ improvement, advocacy for additional resources, program intervention of the project and project control. Incentives need to be introduced to encourage the use of performance information meaning that success needs to be acknowledged and rewarded, problems need to be addressed, messengers must not be punished, organizational learning is valued, and budget savings are shared (Kusek & Rist, 2015).

A USAID (2015) report indicates that feedback during project implementation from local project staff and the opportunity for beneficiaries to influence appropriate revisions to project activities contributed to the quality of monitoring information in projects. Moreover, to improve performance information good baseline data combined with ongoing consultation with beneficiaries provides a firm basis upon which to make judgements about appropriate and timely interventions, and later about the achievement of major development objectives. Baseline data and needs assessments provide the information you need against which to assess improvements caused by project implementation over time thus in order to evaluate the impact the project has on the lives of beneficiaries, you have to be familiar with the situation of the beneficiaries before project implementation (Hunter, 2016).

A baseline study is necessary for most activities as it is important to find out what information is already available. If baseline information will not be used (or subsequently replicated) to improve the quality of activity implementation or to measure development results, then the reason for collecting the data should be seriously questioned (USAID, 2017). Baseline data should provide only the minimum information required to assess the key aspects of quality of the activity delivery and measure the development results (including the eventual impacts). Anything more than this is likely to be a waste time, effort and resources and risks making the baseline study not replicable (UNDP, 2017).

According to Rogito (2017) study on the influence of monitoring and evaluation on projects performance found that a project implemented without the baseline study encountered serious challenges on tracking its progress effectively on indicators. According to Rogito, baseline needs to be planned and done a year earlier to get full information on the project to undertake which was not done from the study findings. He concludes that youth projects were poorly performing as baseline survey study was minimally done hence it was hard to achieve project goals. He recommended that baseline study need to be properly timed before project implementation and the findings kept properly and used to monitor progress of project

2.5.5 Project Performance

Monitoring and evaluation can help identify problems and their causes and suggest possible solutions to problems (Shapiro, 2017) thus improving overall efficiency. In this way, M&E can have influence on project performance much as there is inadequate information on this (Singh & Nyandemo, 2016). If each part of the activity of a project is monitored effectively and instances of poor workmanship and improper usage of resources – be it material, labor or plant and machinery – are reported promptly, it aids in achieving the desired project quality level.

Monitoring documents and tracks resources used during the implementation of the project, (Uitto, 2015). Evaluation assesses project effectiveness in achieving its goals and in determining sustainability and relevance of an ongoing project. It links the project impact with what was set to be achieved in the project plan (Shapiro, 2016). Lawal and Onohaebi (2015) opined that monitoring of projects by relevant bodies is essential and of great benefit because of the improved insight they provide concerning project completion status. The best-laid project can go awry if not diligently monitored. Through proper monitoring, delays can be identified through periodic reports that are prepared. Therefore monitoring is very crucial function in project management that should be executed by qualified personnel. According to UNDP (2016), conducting monitoring and evaluation involves a number of complementary activities of which the most important is to conduct a baseline survey, which guide the rest of the exercise. In this study the M&E activities being looked into are: involvement by stakeholders, costs, timeliness and utilization of M&E results. Shapiro (2015) adds that monitoring and evaluation should be part of the project planning process and that there is need to begin gathering information about project performance in relation to targets right from the start.

2.6 Critique of Existing Literature Relevant to the Study

A study by Kariungi (2016) expressed that energy sector projects were completed on time due to factors such as efficient procurement procedures, favorable climatic factors, and timely availability of funds and proper utilization of project planning tools. Project completion within scope is considered as one of the success factor. The project charter or statement of work requires the implementers to develop a scope of work that was

achievable in a specified period and that contained achievable objectives and milestones (Bredillet, 2016). Monitoring provides information on where a policy, program, or project is at any given time (and over time) relative to respective targets and outcomes. Evaluation gives evidence of why targets and outcomes are or are not being achieved. It seeks to address issues of causality. Of particular emphasis here is the expansion of the traditional M&E function to focus explicitly on outcomes and impacts.

A study by Nabulu (2015) while studying factors influencing performance of monitoring and evaluation of Government Projects in Kenya case of CDF projects in Narok East sub-county, found that the level of training; cost management, strength of monitoring team and time management influence performance of projects. Indeed, there is a lot of literature on the influence of monitoring and evaluation on project performance in Kenya in context of emerging economy, extant review of the literature suggest that there is lack of rigorous theoretical examination to establish the underlying characteristics of the numerous factor identified in the literature. Literature reviewed in this chapter reveals that majority of the researchers have focused their study on cost management, strength of monitoring team and time management inclusion of other forms of monitoring and evaluation in a study would give a more comprehensive approach of project performance.

2.7 Research Gaps

According to the critique of existing literature in this chapter, there is a lot of literature on the effect of monitoring and evaluation on project performance in Kenya in context of emerging economy, extant review of the literature suggest that there is lack of rigorous theoretical examination to establish the underlying characteristics of the numerous factors identified in the literature. This study will be a step in the right direction since it will try to give an insight of how monitoring and evaluation affects project performance of prequalified contractors of Rift Valley Water and Services Board, Nakuru County, Kenya. This has posed a knowledge gap which this study seeks to fill.

2.8 Summary of Reviewed Literature

This chapter has presented a review of literature. It consist of several sections. In the section on M&E in project performance however, M&E remains a strategy and tool for the promotion of project management, and the results generated need to be applied through a management hierarchy. The section presenting how M&E activities influence project performance brings out a number issue: i) how involvements of stakeholders promote achievement of targeted result in a project. ii) How cost of M&E influences performance of the project. (iii) How timeliness of M&E influences performance of projects and lastly how does utilization of M&E results contribute to effectiveness of project goals.

III. RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methods and tools that were used in collecting the available data in order to meet the objectives. It includes the research philosophy, population, sampling frame, sample size, sampling technique, data collection method and instruments, data collection procedure, pilot test and data processing and analysis techniques. Each of these sections is discussed in relation to research specific objectives and hypotheses being tested.

3.2 Research Philosophy and Design

3.2.1 Research Philosophy

The research paradigm is predominantly positivist because positivism follows a logical process to verify claims about knowledge or epistemology. Epistemology is the branch of philosophy concerned with determination of the nature of knowledge and the extent of human knowledge and attempts to address the distinction of adequate and inadequate knowledge.

Paradigms represent alternative philosophical orientations to knowledge and its justification.

Two major schools of thought exist with respect to research paradigms representing two distinct paradigms; positivism and interpretivism based on assumptions regarding knowledge (epistemology) and truth or reality (ontology).

Positivists argue that using scientific method and language to investigate and write about human experience is supposed to keep the research free of the values, passions, politics and ideology of the researcher. To achieve the objectives of the study; hypotheses was deduced operationalized, tested and inferences drawn from the data analysis results which formed a basis for generalization.

3.2.2 Research Design

Research design refers to the method used to carry out a research. This study adopted descriptive research design. This design involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data. Descriptive studies portray the variables by answering who, what, and how questions. According to Mugenda and Mugenda (2015), descriptive design is a process of collecting data in order to answer the questions of the current status of the subject under study. Its advantage is that, it is used extensively to describe behavior, attitude, characteristic and values. The reason of using descriptive research design is that it

gives the opportunity to use both quantitative and qualitative data, in order to find data and characteristics about the population or phenomenon that is being studied.

3.3 Target Population

Target population refers to all the members of a hypothetical or real group of subjects, objects or individuals to whom a researcher desires to generalize the conclusions of the study (Kothari, 2015). The target population of this study was 123 respondents whom will include 41 project managers and 82 monitoring and evaluation officers who will be the employees of the 41 (Appendix 3) prequalified contractors at Rift Valley Water and Services Board by indicate in Table 3.1 below

Table 3. 1: Target Population

Category	Population size
Project Managers	41
Monitoring and Evaluation Officers	82
Total	123

3.4 Sampling Frame

The sampling frame included the prequalified contractors at Rift Valley Water and services board. This list can be obtained from the RVWSB website from which respondents will be drawn.

3.5 Sample Size and Sampling Technique

Sampling is the act, process or technique of selecting a suitable sample or a representative part of a population for the determining parameters or characteristics of the whole population (Mugenda & Mugenda, 2015).

3.5.1 Sample Size

The present study used the stratified random sampling in order to obtain the required sample size. Stratified random sampling is also ideal for the other respondents as it has the characteristic of providing each member of the target population in their strata an equal chance of being included in the study while at the same time keeping the size manageable (Kothari, 2015). Since the target population of this study is sufficiently large to warrant to use of random sampling methods, the overall sample size was first calculated using the formula proposed by Yamane (2014) since no population parameters are available;

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

$$n = \frac{123}{1 + 123(0.05)^2}$$

$$= 94$$

Where N is the population and e = 0.05 is the level of precision. Therefore, the sample size at 95% confidence level was 94 respondents.

3.5.2 Sampling Techniques

Systematic random sampling is ideal for the present study because it has the characteristic of providing each member of the target population an equal chance of being included in the study while at the same time keeping the size manageable. This was used to select respondents from the study population for participation in the study. The use of the sampling method as opposed to other sampling techniques was informed by the need for respondent specificity and randomness and also the fact that systematic random sampling is more evenly spread over the entire population thus makes it is easier, inexpensive and is convenient to use over large populations (Kothari, 2015). The derived sample size was then be distributed as shown in Table 3.2.

Table 3.2: Spreading the Sample across the Study Area

Category	Population size	Sample Size
Project Managers	41	31
Monitoring and Evaluation Officers	82	63
Total	123	94

3.6 Data Collection Instrument

The study made use of primary data which was collected by use of structured questionnaires. The questionnaire is a fast way of obtaining data as compared to other instruments. In addition, questionnaires gives the researcher comprehensive data on a wide range of factors. The questionnaires contained structured questions which facilitate easier analysis as they are in immediate usable form (Kothari, 2015).

3.7 Data Collection Procedure

The researcher followed several steps in gathering data for the study. The researcher first sought permission from Jomo Kenyatta University of Agriculture and Technology to go out and collect data in form of introduction letter. After being granted the permission, the researcher then applied for authorization permit from National Commission for Science, Technology and Innovations (NACOSTI) to collect data from Rift Valley Water and Services Board. In both the introduction letter from the university and authorization permit from NACOSTI that clearly outlined the name of the researcher and the purpose for the study. With both the letter, the researcher then visited the Rift Valley Water and Services Board headquarters for introduction.

During these introductory visits, the researcher informed the management of Rift Valley Water and Services Board that the proposed study was meant purely for academic purpose and sought for data collection appointment. On the scheduled dates, the researcher visited the respondents at their respective offices with the printed questions for distribution. The researcher issued the questionnaires to the study respondents and left them to answer in researchers' absence and at respondent's free time. The researcher then returned to collect the questionnaires after two weeks. This time allocated for the respondents to fill in the questionnaires was meant to improve the response rate which is desired in this study since the sample size is small. This method of questionnaire distribution and collection is called Drop-Off and Pick-Up.

3.8 Pilot Test

In conducting the pilot study, the researcher was interested in establishing whether the respondents have understood the questions and thus offer the information required. Mugenda and Mugenda (2015) argue that conducting a pilot study is important before the main study. The pilot testing was done using 10% of the study population who according to this study will be nine respondents who were later excluded at data collection stage. This enabled the researcher to conduct reliability tests and familiarize with the research environment. This was also important in checking the suitability and the clarity of the questions on the instruments designed, relevance of the information being sought, the language used and the content validity of the research instrument.

3.8.1 Reliability Test

The reliability of the questionnaire measures the degree to which an instrument measures the same way each time it is used or the ability to replicate the same results upon repeating the research using the data collection instrument in similar conditions (Kothari, 2016). The reliability of the questionnaire was examined using the internal consistency. Internal consistency is the measure of reliability which is concerned with the extent to which measures of the same construct are consistent with each other (Cooper & Schindler, 2016). The Cronbach Alpha coefficient was used to measure the internal consistency. A high coefficient implies that the items correlate highly among themselves. It was used to ascertain the reliability of factors extracted from the Likert scale in the questionnaire because it determined the internal consistency or average correlation in a survey instrument. Cronbach alpha is a coefficient of internal consistency used as an estimate of reliability and it ranges in values from 0 - 1. If the values exceed the standard of 0.7 then the reliability of the model would be considered accurate enough (Nunnally, 2015).

Table 3. 3: Results of Reliability Test

Variables	Test Items	α
Shareholder Involvement	6	0.714
Monitoring and Evaluation Cost	7	0.821
Timeliness of Monitoring and Evaluation	6	0.735
Utilization of Monitoring and Evaluation Results	6	0.810
Project Performance	5	0.721

3.8.2 Validity Test

The validity of the questionnaire is concerned with the data collection instrument being able to measure what it is intended to measure and accurately achieves the purposes for which it is designed (Kothari, 2016). The face validity was undertaken through the use of pilot study while content validity was ensured through the use of expert and supervisor opinions.

3.9 Data Analysis and Presentation

Data obtained from the questionnaires was first cleaned and edited before being coded and subjected to further analysis. The Likert scales in closed ended questions in the questionnaires was converted to numerical codes and to be scored on 1-5 point scale in order of magnitude of the construct being measured. They were then entered into the Statistical Package for Social Sciences (SPSS) version 23.0 computer program. Descriptive statistical analysis were done using frequencies and percentages to describe the basic characteristics of the data. Inferential data analysis was done using the Pearson's Product-Moment Correlation Coefficient. Correlation

analyses was used to measure the relationship between variables. The importance of this is that the results of the analysis can be generalized to the larger population. More specifically, the researcher used multiple regression model to establish if the relationship between the independent variables and the dependent variables are statistically significant. The multiple regression models are assumed to hold under the equation;

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

Where;

Y represents Project Performance.

β_0 represents the regression model Constant

X_1 represents Stakeholder Involvement

X_2 represents Monitoring and Evaluation Cost

X_3 represents Timeliness of Monitoring

X_4 represents Utilization of Monitoring and Evaluation

e represents the estimated error of the regression model

β_i are the coefficients of the variables determined by the model

IV. FINDINGS AND DISCUSSIONS

4.1 Introduction

The following chapter presents the findings that were obtained after analyzing the collected data. The interpretations and pertinent discussions have also been addressed. The chapter specifically covers the response rate, demographic information of the respondents, descriptive and inferential statistical results and discussions respectively.

4.2 Response Rate

Response rate is defined as the proportion of the appropriately filled and returned questionnaires out of the total number of questionnaires issued to the respondents (Nulty, 2008). In this study, the researcher issued a total of 94 less 9 that were used during piloting thus total questionnaires used for the study were 85. The filled and returned questionnaires were 68. This translated to 72.3% response rate which was enough in generalizing the findings of the present study to the study population.

4.3 Demographic Information

The study analyzed the demographics of the respondents in respect to their gender, academic qualifications and working experience.

4.3.1 Gender of Respondents

The distribution of the employees attached to the prequalified contractors by Rift Valley Water and Services Board in Nakuru County was examined. The distribution is as presented in Table 4.1

Table 4. 1: Distribution of Respondents by Gender

	Frequency	Percentage
Male	42	62.0
Female	26	38.0
Total	68	100.0

The study as shown in Table 4.1 revealed that 62% of the sampled respondents were male while 38% were female. The findings implied that although majority of employees working with the prequalified contractors by Rift Valley Water and Services Board in Nakuru County were male, these prequalified contractors were observant of the two thirds gender rule as enshrined in the Constitution of Kenya of 2017.

4.3.2 Academic Qualifications of Respondents

The distribution of the sampled employees according to their highest level of education attached to the accounts/finance and management in tertiary institutions is as illustrated in Table 4.2.

Table 4. 2: Distribution of Respondents by Highest Academic Qualifications

	Frequency	Percentage
Diploma/College Certificate	8	10.5
Post-Graduate Diploma	11	15.8
University Degree	36	52.6
Master's Degree	13	21.1
Total	68	100.0

The findings indicated in Table 4.2 show that 10.5% of the project managers /monitoring and evaluation officers working with prequalified contractors by Rift Valley Water and Services Board in Nakuru County had diplomas/college certificate. It was also observed that 15.8% and 52.6% others had Post-Graduate Diploma and University Degree respectively while only 21.1% had a Master's Degree. The results implied that the aforementioned staff were adequately educated for their respective job descriptions.

4.3.3 Working Experience of Respondents with tertiary institutions

In addition, the study focused on the working experience of the sampled employees with the prequalified contractors. The pertinent result are illustrated in Table 4.3

Table 4. 3: Distribution of Respondents by Working Experience with Prequalified Contractors

	Frequency	Percentage
Less than 5 Projects	11	15.8
5 – 10 Projects	39	57.9
11 -15 Projects	14	21.1
Over 15 Projects	4	5.2
Total	68	100.0

As shown in Table 4.3, majority (57.9%) of employees (project managers and monitoring and evaluation officers) had worked with prequalified contractors in between 5 and 10 projects. A significant number (5.2%) of the said staff had worked with the aforesaid institutions in over 15 projects. Cumulatively, therefore, 73.7% of all the sampled employees had worked with prequalified contractors in not exceeding 10 projects. These findings implied that the prequalified contractors have in the recent past been attracting more employees as compared to the past. This could have further been attributed to the growth and expansion of the private sector, hence demanding for greater workforce.

4.4 Descriptive Analysis and Discussions

The study further evaluated the views of the sampled project managers and monitoring and evaluation officers in respect to Stakeholder Involvement and project performance. In this section, the data collected and analyzed was on a 5-point Likert scales ranging from strongly agree to strongly disagree.

4.4.1 Stakeholder Involvement and Project Performance

The study examined how the project managers and monitoring and evaluation officers working with the prequalified contractors viewed the subject of Stakeholder Involvement in their respective firms. The relevant findings are as shown in Table 4.4.

Table 4. 4: Descriptive Statistics for Stakeholder Involvement

Statements	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Dev
There was fairness in selection of committee members	43.0	32.9	16.5	7.6	0.0	4.11	.947
The committee includes local community members	40.5	46.8	8.9	3.8	0.0	4.24	.772
There was a thorough need assessment during project initiation phase based on community priority when identifying the projects	36.7	25.3	24.1	11.4	2.5	3.82	1.130
Tenders were awarded to the local community suppliers	35.4	32.9	21.5	10.1	0.0	3.94	.992
The locals community supplied labor needed for the projects	24.1	34.2	24.1	16.5	1.3	3.63	1.064
The community supplied locally available materials for the projects	33.4	34.9	23.5	8.1	0.0	3.74	.972

From table 4.4, the findings of the study established that the respondents strongly agreed (mean = 4.11; Std. dev = .947) that the prequalified contractors ensured that there was fairness in selection of committee members and also concurred (mean = 4.24; Std. dev = .772) that the committee includes local community members. However, with regards to project identification, the respondents largely agreed (mean = 3.82; Std. dev = 1.130) that there was a thorough need assessment during project initiation phase based on community priority when identifying the projects while a significant number of the respondents remained neutral. Besides, the study revealed that while a significant majority of the respondents agreed (mean = 3.94; Std. dev = .992) that the tenders were awarded to the local community suppliers, a number of the participants remained neutral while others expressed contrary opinion. It was also admitted (mean = 3.63; Std. dev = 1.064) that the locals community supplied labor needed for the projects. Moreover, it was generally concurred (mean = 3.74; Std. dev = .972) that the community supplied locally available materials for the projects. The findings agree with (Donaldson, 2013) who found that when stakeholders participate in monitoring and evaluation, it means that they have participated in

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

4.4.2 Monitoring and Evaluation Cost and Project Performance

The study examined how the project managers and monitoring and evaluation officers working with the prequalified contractors viewed the subject of monitoring and evaluation cost in their respective firms. The relevant findings are as shown in Table 4.5.

Table 4. 5: Descriptive Statistics on Monitoring and Evaluation Cost

Statements	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Dev
NoThe M&E staff wages are normally paid promptly	49.4	43.0	6.3	1.3	0.0	4.41	.670
The suppliers of materials for the project were paid in full	46.6	50.6	2.5	0.0	0.0	4.44	.549
M&E budget should be about 5 to 10 percent of the entire budget	36.7	39.2	20.3	3.8	0.0	4.09	.850
M&E budgets are sufficient for implementation of projects	40.5	55.7	3.8	0.0	0.0	4.37	.559
Monitoring and evaluation cost is delineated within the overall project budget	40.5	45.6	11.4	2.5	0.0	4.24	.755
2% of the project cost is allocated for Monitoring and Evaluation	39.7	34.2	17.3	7.8	0.0	4.29	.832
5% is kept aside as an emergency reserve to be made available for emergencies that may occur	37.5	46.6	13.4	2.5	0.0	4.04	.799

From table 4.5, the findings of the study established that the respondents strongly agreed (mean = 4.41; Std. dev = .670) that the M&E staff wages are normally paid promptly and also concurred (mean = 4.44; Std. dev = .549) that the suppliers of materials for the project were paid in full. However, with regards to budget allocation, the respondents largely agreed (mean = 4.09; Std. dev = .850) that M&E budget should be about 5 to 10 percent of the entire budget while a significant number of the respondents remained neutral. Besides, the study revealed that while a significant majority of the respondents agreed (mean = 4.37; Std. dev = .559) that the M&E budgets are sufficient for implementation of projects, a number of the participants remained neutral while others expressed contrary opinion. It was also admitted (mean = 4.24; Std. dev = .755) that the Monitoring and evaluation cost is delineated within the overall project budget. Moreover, it was generally concurred (mean = 4.29; Std. dev = .832) that 2% of the project cost is allocated for Monitoring and Evaluation. In tandem, (mean = 4.04; Std. dev = .799) the respondents strongly admitted that 5% is kept aside as an emergency reserve to be made available for emergencies that may occur. This findings agree with those of (Kelly & Magongo, 2016) who stated that Monitoring and evaluation allocation should be about 5 to 10 percent of the entire project budget.

4.4.3 Timeliness of Monitoring and Evaluation and Project Performance

The study examined how the project managers and monitoring and evaluation officers working with the prequalified contractors viewed the subject of timeliness of monitoring in their respective firms. The relevant findings are as shown in Table 4.6.

Table 4. 6: Descriptive Statistics on Timeliness of Monitoring and Evaluation

Statements	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Dev
The projects were started immediately as per the schedule	21.5	51.9	11.4	10.1	5.1	3.75	1.068
The projects were completed within the stipulated time period	40.5	35.4	19.0	5.1	0.00	4.11	.891
Some project activities were delayed	15.2	49.4	12.7	21.5	1.30	3.56	.975
Some projects stalled because of costs and time overrun	41.8	39.2	3.8	15.2	0.0	4.08	1.035
There is timely availability of funds and proper utilization of project planning tools	36.7	51.9	3.8	7.6	0.0	4.18	.828
There is a project charter or statement of work that requires us to develop a scope of work that is achievable in a specified period	45.8	35.2	10.8	8.2	0.0	3.98	1.350

From table 4.6, the findings of the study established that the respondents strongly agreed (mean = 3.75; Std. dev = 1.068) that the projects were started immediately as per the schedule and also concurred (mean = 4.11; Std. dev = .891) that the projects were completed within the stipulated time period. However, with regards to delays, the respondents largely agreed (mean = 3.56; Std. dev = .975) that some project activities were delayed while a significant number of the respondents remained neutral. Besides, the study revealed that while a significant majority of the respondents agreed (mean = 4.08; Std. dev = 1.035) that some projects stalled because of costs and time overrun, a number of the participants remained neutral while others expressed contrary opinion. It was also admitted (mean = 4.18; Std. dev = .828) that there is timely availability of funds and proper utilization of project planning tools. Moreover, it was generally concurred (mean = 3.98; Std. dev = 1.350) that there is a project charter or statement of work that requires us to develop a scope of work that is achievable in a specified period. This findings contrast those of Kariungi (2016) whom expressed that energy sector projects were completed on time due to factors such as efficient procurement procedures, favorable climatic factors, and timely availability of funds and proper utilization of project planning tools. Project completion within scope is considered as one of the success factor. Also the findings are consistent with the findings of (Bredillet, 2016) who stated the project charter or statement of work requires the implementers to develop a scope of work that was achievable in a specified period and that contained achievable objectives and milestones.

4.4.3 Utilization of Monitoring and Evaluation Results and Project Performance

This section is in line with the fourth study objective which sought to determine the effect of utilization of monitoring and evaluation results on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya. Table 4.7 shows the statistical results in details.

Table 4. 7: Descriptive Statistics on Utilization of Monitoring and Evaluation Results

Statements	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Dev
The local community can freely access the projects	33.5	39.9	18.4	5.1	3.1	3.55	1.008
Use of baseline information improves the performance of projects	35.5	40.4	15.0	9.1	0.00	3.81	.881
The community has benefited from the projects	25.2	39.4	22.7	11.5	1.30	4.26	1.075
M & E results helps in decision making	46.8	34.2	13.8	5.2	0.0	4.08	1.135
Feedback during project implementation from local project staff and the opportunity for beneficiaries to influence appropriate revisions to project activities contribute to the quality of monitoring information in projects	41.7	46.9	7.8	3.6	0.0	4.18	.828
M & E results helps in redesigning, strengthening and improvement of the project	40.8	40.2	12.8	6.2	0.0	3.77	.998

The findings of the study shown on table 4.7 indicate that the respondents strongly agreed (mean = 3.55; Std. dev = 1.008) that local community can freely access the projects and also concurred (mean = 3.81; Std. dev = .881) that use of baseline information improves the performance of projects. In addition, the participants also alluded (mean = 4.26; Std. dev = 1.075) that the community has benefited from the projects and also strongly agreed (mean = 4.08; Std. dev = 1.135) that M & E results helps in decision making. It also emerged that a significant majority of the participants concurred (mean = 4.18; Std. dev = 0.828) that the feedback during project implementation from local project staff and the opportunity for beneficiaries to influence appropriate revisions to project activities contribute to the quality of monitoring information in projects. The study observed that majority of the sampled respondents (mean = 3.77; Std. dev = 0.998) agreed that M & E results helps in redesigning, strengthening and improvement of the project. These findings are consistent with those of Rogito (2017) in a study on the influence of monitoring and evaluation on projects performance whom found that a project implemented without the baseline study encountered serious challenges on tracking its progress effectively on indicators.

4.4.5 Project Performance

The study examined how the project managers and monitoring and evaluation officers working with the prequalified contractors viewed the subject of project performance in their respective firms. The relevant findings are as shown in Table 4.7.

Table 4. 8: Descriptive Statistics on Project Performance

Statements	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Dev
The number of projects completed over the last three years have increased	39.2	48.1	5.1	7.6	0.0	4.19	.848
The firm has reported an increased number of satisfied customers in the last three years	36.7	49.4	5.1	7.6	1.3	4.13	.911

The firm has enhanced the effectiveness of cost over the last financial year	41.8	54.4	3.8	0.0	0.0	4.38	.562
The firm has recorded an increased quality in project efficiency over the past 5 years	17.7	38.0	30.4	6.3	7.6	3.52	1.096
Our projects are completed with schedule	16.5	48.1	12.7	17.7	5.1	3.53	1.119

From table 4.7, the results of the study indicate that the respondents strongly agreed (mean = 4.19; Std. dev = .848) that the number of projects completed over the last three years have increased and also concurred (mean = 4.13; Std. dev = .911) that the firm has reported an increased number of satisfied customers in the last three years. However, with regards to cost, the respondents largely agreed (mean = 4.38; Std. dev = .562) that the firm has recorded an increased quality in project efficiency over the past 5 years. Besides, the study revealed that while a significant majority of the respondents agreed (mean = 3.53; Std. dev = 1.119) that the projects are completed with schedule. This findings contrast those of Nabulu (2015) while studying factors influencing performance of monitoring and evaluation of Government Projects in Kenya case of CDF projects in Narok East sub-county, found that the level of training; cost management, strength of monitoring team and time management influence performance of projects.

4.5 Inferential Analysis and Discussions

This section presents the findings of the inferential analysis and pertinent discussions. The results of correlation and regression analyses are illustrated in this section. The aim of the foregoing analyses was to evaluate the relationship between the various component of monitoring and evaluation practices (Stakeholder Involvement, Monitoring and Evaluation Cost, Timeliness of Monitoring and Evaluation and Utilization of Monitoring and Evaluation Results) and Project Performance. Moreover, the analyses enabled determination of the effect of the aforementioned components of monitoring and evaluation on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.

4.5.1 Relationship between Stakeholder Involvement and Project Performance

The correlation findings in respect to the relationship between stakeholder involvement and project performance are illustrated in Table 4.9. The relationship between stakeholder involvement and project performance was found to be positive and statistically significant (r = 0.462; p < 0.05). This implied that enhancing timeliness of monitoring could have resulted in substantial improvement of project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.

Table 4. 9: Correlation between Stakeholder Involvement and Project Performance

		Project performance	
Stakeholder Involvement	Correlation Coefficient	1.000	.462**
	Sig. (2-tailed)	.	.000
	n	68	68

** . Correlation is significant at the 0.01 level (2-tailed).

4.5.2 Relationship between Monitoring and evaluation Cost and Project Performance

The relationship between the monitoring and evaluation and project performance was also ascertained. Table 4.10 captures the relevant correlation findings

Table 4. 10: Correlation between Monitoring and Evaluation Cost and Project Performance

		Project	Perfor mance
Monitoring and Evaluation Cost	Correlation Coefficient	1.000	.780**
	Sig. (2-tailed)	.	.000
	N	68	68

** . Correlation is significant at the 0.01 level (2-tailed).

The findings indicated in Table 4.10 show that there existed a positive and statistically significant relationship between monitoring and evaluation cost and project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya. ($r = 0.780$; $p < 0.05$). The findings meant that improving monitoring and evaluation cost could have resulted in significant improvement in project performance of the prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.

4.5.3 Relationship between Timeliness of Monitoring and Evaluation and Project Performance

The relationship between the timeliness of monitoring and evaluation and project performance was also ascertained. Table 4.11 captures the relevant correlation findings

Table 4. 11: Correlation between Timeliness of Monitoring and Evaluation and Project Performance

Timeliness of Monitoring and Evaluation	Project performance		
	Correlation Coefficient	1.000	.328*
Sig. (2-tailed)	.	.028	
N	68	68	

*. Correlation is significant at the 0.05 level (2-tailed).

The findings as illustrated in Table 4.11 showed that there existed a positive and statistically significant relationship between timeliness of monitoring and evaluation and project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya ($r = 0.328$; $p < 0.05$). The foregoing correlation results implied that greater adherence to timeliness of monitoring and evaluation was likely to result in moderate enhancement in project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.

4.5.4 Relationship between Utilization of Monitoring and Evaluation Results and Project Performance

The relationship between the utilization of monitoring and evaluation results and project performance was also ascertained. Table 4.12 captures the relevant correlation findings

Table 4. 12: Correlation between Utilization of Monitoring and Evaluation Results and Project Performance

Utilization of Monitoring and Evaluation Results	Project performance		
	Correlation Coefficient	1.000	.726**
Sig. (2-tailed)	.	.569	
n	68	68	

** . Correlation is significant at the 0.01 level (2-tailed).

The study as shown in Table 4.12 indicated that the relationship between utilization of monitoring and evaluation results and project performance was positive, and statistically significant ($r = 0.726$; $p < 0.05$). When interpreted, the results meant that enhancing utilization of monitoring and evaluation results could have led to significant improvement in project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.

4.6 Regression Analysis

The study regressed the data collected with a view of determining the effect of monitoring and evaluation on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya. The findings indicated in Table 4.13 shows the results of the correlation (R) between monitoring and evaluation and project performance, and also the coefficient of determination (R^2) that illustrates the extent to which monitoring and evaluation explained financial performance.

Table 4. 13: Regression Weights for Overall Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761 ^a	.579	.514	.29113

a. Predictor: (Constant), Stakeholder Involvement, Monitoring and Evaluation Cost, Timeliness of Monitoring and Evaluation, Utilization of Monitoring and Evaluation Results.

The results of the foretasted correlation as outlined in Table 4.13 were also found to be significant. The results illustrated by the coefficient of determination ($R^2 = 0.579$) meant that 57.9% of project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya. Could have been explained by the studied elements of monitoring and evaluation.

Table 4. 14: Anova Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.386	4	1.847	29.790	.000 ^a
Residual	3.985	64	.062		
Total	11.371	68			

a. Predictor: (Constant), Stakeholder Involvement, Monitoring and Evaluation Cost, Timeliness of Monitoring and Evaluation, Utilization of Monitoring and Evaluation Results.

b. Dependent Variable: Project Performance

As shown in Table 4.14, the correlation between monitoring and evaluation and project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya was found to be statistically significant ($F = 29.790$; $p < 0.05$). This was supported by a significant value of 0.00 which is less than the convection P value of 0.05. The findings implied that the studied elements of monitoring and evaluation were of great importance to project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.

The study further examined the influence that each of the components of monitoring and evaluation (Stakeholder Involvement, Monitoring and Evaluation Cost, Timeliness of Monitoring and Evaluation, Utilization of Monitoring and Evaluation Results.) had on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.. The results to this effect are as shown in Table 4.15

Table 4. 15: Results for Overall Model

Model	Unstandardized		Standardized		Sig.
	B	Std. Error	Beta	t	
(Constant)	.902	.515		1.753	.086
Stakeholder Involvement	.394	.141	.842	3.922	.010
Monitoring and Evaluation Cost	.452	.096	.791	4.715	.000
Timeliness of Monitoring and Evaluation	.517	.211	.427	2.454	.019
Utilization of Monitoring and Evaluation Results	.361	.192		3.451	.046

a. Dependent Variable: Project Performance

The study as shown in Table 4.15 illustrates three distinct but related statistical results. Generally, the indicated results were in tandem with the following regression model.

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

The results indicated the suitability of the regression model which was interpreted as follows.

$$Y = 0.902 + 0.394X_1 + 0.452X_2 + 0.517X_3 + 0.361X_4 + .515$$

The results shown above implied that a change of 1 unit in project performance was subject to a change of 0.394unit in Stakeholder Involvement, 0.452unit in Monitoring and Evaluation Cost, 0.517unit in Timeliness of Monitoring and Evaluation, and 0.361unit in Utilization of Monitoring and Evaluation Results while at the same holding other factors (0.902) constant. The findings further indicated that Timeliness of Monitoring and Evaluation (0.517) was the most important element of monitoring and evaluation in respect to project performance in of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.

In essence, while holding all other factors (including the variables) constant, 0.394 unit in Stakeholder Involvement would result in 1 unit change in project performance; 0.452 unit in Monitoring and Evaluation Cost would result in 1 unit change in project performance; 0.517 unit in Timeliness of Monitoring and Evaluation would result in 1 unit change in project performance; and 0.361 unit in Utilization of Monitoring and Evaluation Results would result in 1 unit change in project performance.

4.7 Hypothesis Testing

The results of the t-test statistics were employed to address the null hypotheses. The first null hypothesis (**H01**:Stakeholder involvement in monitoring and evaluation has no significant effect on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.) was rejected since (t

=3.922; $p < 0.05$). It was concluded that there exist significance relationship between Stakeholder involvement and project performance. The second null hypothesis (**H02**:Monitoring and evaluation has no significant effect on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.) was also rejected since ($t = 4.715$; $p < 0.05$). The third null hypothesis (**H03**:Timeliness of monitoring and evaluation has no significant effect on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.) was rejected because ($t = 2.454$; $p < 0.05$). Lastly, the fourth null hypothesis (**H04**:Utilization of monitoring and evaluation results has no significant effect on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya.) was also rejected since ($t = 3.451$; $p < 0.05$).

V. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter covers a summary of the study findings. It also presents the conclusions drawn from the findings and, more so, the recommendations suggested. These sections are presented in line with the objectives of the study. The last part of the chapter outlines areas recommended for further empirical studies.

5.2 Summary of Findings

This section outlines the major findings of the study done in tandem with the specific objectives of the study as pointed out in chapter one. The findings are summarized in every section per variable studied.

5.2.1 Stakeholder Involvement and Project Performance

Going by the first objective, the findings of the study established that the prequalified contractors ensured that there was fairness in selection of committee members. Moreover, it was generally observed that the committee includes local community members. The results revealed that there was a thorough need assessment during project initiation phase based on community priority when identifying the projects. The study indicated that, the tenders were awarded to the local community suppliers. Similarly, the local community supplied labor needed for the projects. The study further noted that, the community supplied locally available materials for the projects. This is consistent with recommendations of Proudlock (2016) whom opined that impact evaluation process particularly the analysis and interpretation of results can be improved by the participation of intended beneficiaries, who are the primary stakeholders in their own development and the best judges of their own situation.

5.2.2 Monitoring and Evaluation Cost and Project Performance

The study observed that the M&E staff wages are normally paid promptly. The results revealed that the suppliers of materials for the project were paid in full. The study further noted that, M&E budget should be about 5 to 10 percent of the entire budget. The findings also revealed that, the M&E budgets are sufficient for implementation of projects, a number of the participants remained neutral while others expressed contrary opinion. Besides, it emerged that the Monitoring and evaluation cost is delineated within the overall project budget. It was noted that 2% of the project cost is allocated for Monitoring and Evaluation. The study further revealed that 5% is kept aside as an emergency reserve to be made available for emergencies that may occur. This findings agree with those of (Kelly & Magongo, 2016; IFRC, 2013; AIDS Alliance, 2016) Monitoring and evaluation allocation should be about 5 to 10 percent of the entire project budget.

5.2.3 Timeliness of Monitoring and Evaluation and Project Performance

The study established that the projects were started immediately as per the schedule. Moreover, the projects were completed within the stipulated time period. However, with some project activities were delayed. Besides, the study revealed that some projects stalled because of costs and time overrun. It was also admitted that there is timely availability of funds and proper utilization of project planning tools. Moreover, it was concurred that there is a project charter or statement of work that requires us to develop a scope of work that is achievable in a specified period. These findings agreed with those of (Bredillet, 2017) whom stated that, the project charter or statement of work requires the implementers to develop a scope of work that was achievable in a specified period and that contained achievable objectives and milestones

5.2.4 Utilization of Monitoring and Evaluation Results and Project Performance

Concerning the fourth objective which sought to determine the effect of utilization of monitoring and evaluation results on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya, the study established that local community can freely access the projects. Other findings revealed that, use of baseline information improves the performance of projects. Moreover, it was generally observed that the community has benefited from the projects. The study observed that M & E results helps in decision making. It also emerged that the feedback during project implementation from local project staff and the opportunity for beneficiaries to influence appropriate revisions to project activities contribute to the quality of monitoring information in projects. The study observed that majority of the sampled respondents agreed that M & E results helps in redesigning, strengthening and improvement of the project.

5.3 Conclusions

The conclusions in this section were made in context of the stated specific objectives of the study.

5.3.1 Stakeholder Involvement and Project Performance

Going by the first objective, it was concluded that the prequalified contractors ensured that there was fairness in selection of committee members. More so, it was concluded that the committee includes local community members. The study concluded that there was a thorough need assessment during project initiation phase based on community priority when identifying the projects. The study also generally inferred that, the tenders were awarded to the local community suppliers. In addition, it was concluded that, the local community supplied labor needed for the projects. The study inferred that, the community supplied locally available materials for the projects.

5.3.2 Monitoring and Evaluation Cost and Project Performance

The study deduced that M&E staff wages are normally paid promptly. The results revealed that the suppliers of materials for the project were paid in full. In the same breadth, it was inferred that, M&E budget should be about 5 to 10 percent of the entire budget. Moreover, it was concluded that, the M&E budgets are sufficient for implementation of projects, a number of the participants remained neutral while others expressed contrary opinion. However, it was inferred that, the Monitoring and evaluation cost is delineated within the overall project budget. It was also concluded that, 2% of the project cost is allocated for Monitoring and Evaluation. In addition, it was concluded that, 5% is kept aside as an emergency reserve to be made available for emergencies that may occur.

5.3.3 Timeliness of Monitoring and Evaluation and Project Performance

It was concluded that, the projects were started immediately as per the schedule. Moreover, the projects were completed within the stipulated time period. The study inferred that, some project activities were delayed. The study concluded that, some projects stalled because of costs and time overrun. Moreover, it was concluded that, there is timely availability of funds and proper utilization of project planning tools. The study inferred that, there is a project charter or statement of work that requires us to develop a scope of work that is achievable in a specified period.

5.3.4 Utilization of Monitoring and Evaluation Results and Project Performance

Concerning the fourth objective which sought to determine the effect of utilization of monitoring and evaluation results on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya. In addition, it was concluded that local community can freely access the projects. Other findings revealed that, use of baseline information improves the performance of projects. Moreover, it was concluded that, the community has benefited from the projects. However, it was inferred that, M & E results helps in decision making. The study concluded that, the feedback during project implementation from local project staff and the opportunity for beneficiaries to influence appropriate revisions to project activities contribute to the quality of monitoring information in projects. The study inferred that, M & E results helps in redesigning, strengthening and improvement of the project. These results agree with USAID (2015) report that indicated that feedback during project implementation from local project staff and the opportunity for beneficiaries to influence appropriate revisions to project activities contributed to the quality of monitoring information in projects.

5.4 Recommendations

This section outlines the recommendations drawn from the study findings as outlined below;

5.4.1 Stakeholder Involvement and Project Performance

The study made several recommendations in accordance with the findings drawn from the study. The study recommended that the prequalified contractors should ensure that there is fairness in selection of committee members. Also, the committee should include local community members. The contractors should also have a thorough need assessment during project initiation phase based on community priority when identifying the projects. The study further recommends that, the tenders be awarded to the local community suppliers. In addition, it was recommended that, the local community should supply labor needed for the projects. The study further recommended that, the community should supply locally available materials for the projects.

5.4.2 Monitoring and Evaluation Cost and Project Performance

Secondly, this study also recommends that M&E staff wages should be paid promptly. The study also recommends full payment to the suppliers of materials for the project. In the same breadth, it is recommended that, M&E budget should be about 5 to 10 percent of the entire budget. Moreover, the study recommends that, the M&E budgets should be sufficient for implementation of projects. It is advisable that, the Monitoring and evaluation cost should be delineated within the overall project budget. Also 2% of the project cost should be allocated for Monitoring and Evaluation. In view of this, the study recommended that, 5% of the budget should be kept aside as an emergency reserve to be made available for emergencies that may occur.

5.4.3 Timeliness of Monitoring and Evaluation and Project Performance

Thirdly, it is recommended that, the projects should be started immediately as per the schedule. Moreover, the projects were completed within the stipulated time period. The prequalified contractors should not delay project activities. The study also recommends that, some projects stalled because of costs and time overrun. It is advisable that, there should be timely availability of funds and proper utilization of project planning tools. Also there should be a project charter or statement of work that requires the contractors to develop a scope of work that is achievable in a specified period.

5.4.4 Utilization of Monitoring and Evaluation Results and Project Performance

Lastly, based on the fourth objective to determine the effect of utilization of monitoring and evaluation results on project performance of prequalified contractors at Rift Valley Water and Services Board, Nakuru County, Kenya the following recommendations were made the local community should be able to freely access the projects. The contractors should also have in place baseline information to help in improving the performance of projects. It is advisable that, the projects initiated should be beneficial to the community. The contractors should make use of M & E results in decision making. The feedback during project implementation from local project staff and the opportunity for beneficiaries to influence appropriate revisions to project activities should be used in contributing to the quality of monitoring information in projects. In addition, it is recommended that, M & E results should be used in helping in redesigning, strengthening and improvement of the project.

5.5 Suggestions for Further Studies

According to the study findings and conclusions drawn, the study has recommended a number of key areas for further investigative research. The study recommended further research on the influence of stakeholder involvement on project performance of Rift Valley Water and Services Board, Nakuru County, Kenya. It is also important for further assessment on the implication of monitoring and evaluation cost on project performance of Rift Valley Water and Services Board, Nakuru County, Kenya.. The study further encouraged studies to be done on how both timeliness of monitoring and evaluation and utilization of monitoring and evaluation results individually affects project performance in various ministries within the county governments in Kenya.

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APPENDICES

APPENDIX 1: Introduction Letter

PAULINE BISIERI NYAKWEBA

HDE314-C007-5814/2016

P.O. BOX 2519 – 20170

NAKURU

10TH OCTOBER, 2018

The Project Manager

.....
P.O. Box

.....
Dear Sir/Madam,

RE: REQUEST TO CARRY OUT RESEARCH WITHIN YOUR ORGANIZATION

I do request to be allowed to carry out the above research within your organization. I am a post graduate student in Jomo Kenyatta University of Agriculture and Technology -Student No. **HDE314-C007-5814/2016** and currently takes a course in Masters of Science in Project Management. I am doing a research on "**EFFECT OF MONITORING AND EVALUATION PRACTICES ON PROJECT PERFORMANCE OF RIFT VALLEY WATER AND SERVICES BOARD, NAKURU COUNTY**". This research is meant for purely academic purposes; however, evaluation results may be made public after the completion of the study for future researchers and other relevant stakeholders to guide them in their work.

Every care will be taken in the data collection procedure to ensure that it is within ethical limits.

Thank you in advance for your cooperation.

Yours sincerely

PAULINE BISIERI NYAKWEBA

APPENDIX 2: Research Questionnaires

EFFECT OF MONITORING AND EVALUATION PRACTICES ON PROJECT PERFORMANCE OF RIFT VALLEY WATER AND SERVICES BOARD, NAKURU COUNTY.

Section A: Background information:

1. Indicate your gender.

Male [] Female []

2. What is your education level?

University Degree [] Post-Graduate Diploma []

Master's Degree [] Diploma/College Certificate []

3. How many projects have you been involved inwith Rift Valley Water and Services Board?

Less than 5 Projects [] 5 – 10 Projects []

11 -15 Projects [] Over 15 Projects []

Section B: Stakeholder Involvement

Kindly indicate your level of agreement with the statements on stakeholder involvement by using the following scale of 5 points where: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree

No.	Stakeholder Involvement	5	4	3	2	1
4	There was fairness in selection of committee members					
5	The committee includes local community members					
6	There was a thorough need assessment during project initiation phase based on community priority when identifying the projects					
7	Tenders were awarded to the local community suppliers					
8	The locals community supplied labor needed for the projects					
9	The community supplied locally available materials for the projects					

Section C: Monitoring and Evaluation Cost

Kindly indicate your level of agreement with the statements on monitoring and evaluation cost by using the following scale of 5 points where: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree

No.	Monitoring and Evaluation Cost	5	4	3	2	1
10	The M&E staff wages are normally paid promptly					
11	The supplies of materials for the project were paid in full					
12	M&E budget should be about 5 to 10 percent of the entire budget					
13	M&E budgets are sufficient for implementation of projects					
14	Monitoring and evaluation cost is delineated within the overall project budget					
15	2% of the project cost is allocated for Monitoring and Evaluation					
16	5% is kept aside as an emergency reserve to be made available for emergencies that may occur					

Section D: Timeliness of Monitoring

Kindly indicate your level of agreement with the statements on timeliness of monitoring by using the following scale of 5 points where: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree

No.	Timeliness of Monitoring	5	4	3	2	1
17	The projects were started immediately as per the schedule					
18	The projects were completed within the stipulated time period					
19	Some project activities were delayed					
20	Some projects stalled because of costs and time overrun					
21	There is timely availability of funds and proper utilization of project planning tools					
22	There is a project charter or statement of work that requires us to develop a scope of work that is achievable in a specified period					

Section E: Utilization of Monitoring and Evaluation Results

Kindly indicate your level of agreement with the statements on utilization of monitoring and evaluation results by using the following scale of 5 points where: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree

No.	Utilization of Monitoring and Evaluation Results	5	4	3	2	1
23	The local community can freely access the projects					
24	Use of baseline information improves the performance of projects					
25	The community has benefited from the projects					
26	M & E results helps in decision making					
27	Feedback during project implementation from local project staff and the opportunity for beneficiaries to influence appropriate revisions to project activities contribute to the quality of monitoring information in projects					
28	M & E results helps in redesigning, strengthening and improvement of the project					

Section E: Project Performance

Kindly indicate your level of agreement with the statements on project performance by using the following scale of 5 points where: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree

No.	Project Performance	5	4	3	2	1
29	The number of projects completed over the last three years have increased					
30	The firm has reported an increased number of satisfied customers in the last three years					
31	The firm has enhanced the effectiveness of cost over the last financial year					
32	The firm has recorded an increased quality in project efficiency over the past 5 years					

33	Our projects are completed with schedule					
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...THANK YOU FOR YOUR PARTICIPATION

APPENDIX 3: List of Prequalified Contractors

1. EMCONS LIMITED
2. TAINTER GATE INVESTMENT LIMITED
3. FOUNTAIN VENT LIMITED
4. SOLATUYO ENTERPRISES LIMITED
5. DANCO CAPITAL LIMITED
6. MACHIRI LIMITED
7. RIVTOC CONTRACTORS LIMITED
8. ROCKON CONSTRUCTION COMPANY LIMITED
9. ROKEM COMPANY
10. ROLLER PROJECTS LIMITED
11. ROSEWOOD CONSTRUCTION AND ENGINEERING LIMITED
12. .ROSSTUD INTERNATIONAL LIMITED
13. ROTALINK ENGINEERING COMPANY LIMITED
14. .ROTON VENTURES LTD
15. ROY N ALVIS CONTRACTORS LIMITED
16. ROYAL KEYSTONE CONSTRUCTION AND ENGINEERING CO.LTD
17. RUGEBU COMPANY LIMITED
18. RUNAS ENTERPRISES LTD
19. .RURO ENTERPRISES CO. LTD
20. RUTCA ENTERPRISES
21. RYNO CONTRACTORS LIMITED
22. S.K ENTERPRISES LIMITED
23. SAAMMAX GENERAL CONTRACTORS LIMITED
24. SABEK ENTERPRISES LIMITED
25. SABITET LIMITED
26. SACH MOL LIMITED
27. SAGIWA ENTERPRISES
28. SAGRA HOLDINGS LIMITED
29. SAIBALA INVESTMENTS LTD
30. JEDKIN VENTURES
31. HARRLY HOLDINS LTD
32. HAKIM (5) INVESTMENTS
33. FORTIES VENTURES LIMITED
34. GLOBAL PREMIER COMMODITIES LTD
35. JEDKIN VENTURES
36. PALTO ENTERPRISES
37. RHEZHA ENTERPRISES
38. BASUGEN HOLDINGS CO. LTD.
39. KIPIMO ENTERPRISES LIMITED
40. BABUYE INVESTMENT LIMITED
41. TROPICAL LOGISTICS INTERNATIONAL LTD

Source: RVWSB Procurement Data (2018)

DEDICATION

I dedicate this Research Project to my family for their understanding and support during the time I started to develop this Research Project from proposal stage. Their patience gave me the will to succeed. I owe my success to their support.

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LIST OF ABBREVIATIONS AND ACRONYMS

CDF	Constituency Development Fund
EDRU	Ethiopia Development Research Institute
I.D.B	International American Development Bank
IDS	Institute of Development Studies
L.A.C	Latin America and Caribbean
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
NWSS	National Water Services Strategy
RVWSB	Rift Valley Water Services Board
SDPRP	Sustainable Development and Poverty Reduction Program
WSPs	Water Service Providers

DEFINITION OF TERMS

Monitoring and Evaluation (M&E):

It's a project management technique that seeks to question whether interventions employed are making a difference and whether different actions can be taken to better meet objectives and goals of the project (World Bank group, 2017).

Monitoring and Evaluation Cost:

It's a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact.(Bruijn, 2017)

Project Performance :

It's the degree of project goal achievement within the stipulated project Period and budget (Singh & Nyandemo, 2016)

Project:

It is an undertaking that has specific objectives that require to be met within a prescribed duration and within the constraints of scope and cost (Blackstone Cox & Schleier, 2017).

Stakeholders' Involvement:

It's the process by which, all those with interest or whose interests are interfered with by the execution and results of the project (Proudlock, 2016).

Utilization of monitoring and evaluation results:

It is a means for corrective as they tracking of performance and measurement of the impacts of management actions providing feedback on progress towards goals and effectiveness of the program interventions (Rogito, 2017)