INTERNATIONAL JOURNAL OF RESEARCH IN
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CONTENTS

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STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESIS (ES)

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

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LIMITATIONS

SCOPE FOR FURTHER RESEARCH

REFERENCES

APPENDIX/ANNEXURE

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

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- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON PROJECT PERFORMANCE IN COUNTIES: THE CASE OF MOMBASA COUNTY, KENYA

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ABSTRACT

Projects are great ways to take up strategic business changes. However, projects have not performed as well as expected probably due to deficiencies in monitoring and evaluation. Monitoring and evaluation are vital components of project success as they imply overseeing the process of implementation and at the same time judging the worth of the project. The purpose of this study therefore was to investigate the influence of monitoring and evaluation practices on project performance in counties, with special reference to Mombasa County Kenya. More importantly, given that devolution in Kenya was meant to improve service delivery at the county level through the implementation of projects, a review of literature reveals deficiencies in studies on monitoring and evaluation practices on the performance of projects in counties in Kenya. These study was based on four objectives; to establish the influence of stakeholder participation on project performance, to examine the influence of capacity building on project performance, to determine the influence of budgetary allocation on project performance and to examine the moderating influence of politics on the relationship between monitoring and evaluation practices and project performance. The theoretical foundation of this study was based on the Participatory theory, theory of change and Resource Based View. Empirical literature was carried out sequentially as per the study objectives. A descriptive study design was employed using a sample of 271 respondents. The questionnaire was the main data collection tool and was based on a five point Likert scale items. The tool had an acceptable reliability coefficient of 0.69. Data analysis was done by statistical package for social sciences (SPSS) version 22. The findings revealed that there were significant and positive associations between stakeholder participation and project performance, between capacity building and project performance and between budgetary allocation and project performance. Politics was also seen to have a moderating effect on the relationship. However, the relationships were weak indicating that there were other factors affecting project performance. The conclusion therefore, is that stakeholders need to be involved, capacity building done and adequate funding is provided for projects. The study however recommends for further exploration of other factors associated with project performance since there is evidence of other variables interfering with the association between the independent and dependent variables.

KEYWORDS
stakeholder participation, capacity building, budgetary allocation, project performance, monitoring and evaluation, politics.

ACRONYMS AND ABBREVIATIONS
M & E   : Monitoring and Evaluation
P M & E   : Participatory Monitoring and Evaluation
RBV   : Resource Based View
NIMES   : National Integrated Monitoring and Evaluation System
PETS   : Public Expenditure Tracking Surveys

1. INTRODUCTION
1.1 BACKGROUND OF THE STUDY
Project practitioners recognise that projects are the best way to take up business changes (Turner, 2009). Accordingly, business success worldwide is pegged upon success in projects. According to Buttrick (1997), projects are carried out with an aim of supporting the effecting of business strategies. Consequently, for organisations to have any success, they need to make sure that their projects do first succeed. This means therefore that there is increased pressure from stakeholders including governments, the public and the private sector among other stakeholders for good project governance, accountability in project work and transparency in how the project is undertaken. There is supposed to be greater developments in effectiveness and delivery of greater results from project work (Porter & Goldman, 2013). This calls for improvements in undertaking monitoring and evaluation practices in projects.

The activity of monitoring is concerned with regularly having a check of whether or not an intervention is rolling on as planned while evaluation is concerned with establishing the worth of an intervention (Kusek & Rist, 2010). Both monitoring and evaluation (M & E) practices are therefore powerful tools for public management that would be used to give useful feedback required to improve how governments and organizations realize outcomes. According to the International Federation of the Red Cross (IFRC) (2011), the activities of M & E do offer significant support to project implementation via providing the requisite details for making decisions, organizational learning and sharing of knowledge. M & E on national projects further provide the needed feedback to the economy for economic development and policy interventions (Mugo & Oleche, 2015).

After perceiving the major role that M & E plays in national economies, nations came up with agencies that were devoted to M & E. According to Lopez, Rivera, Lycia and Hwang (2010), South Africa and Colombia among others have reinforced their regulatory structures to expect regular scrutiny and assessment to ensure public dissemination of information. The nations of Spain, Chile, New Zealand, Australia and India are examples of countries that have adopted inventive M & E tools in order to strengthen the budgeting and planning of their activities. According to Lopez, et al. (2010), and Mackay (2007) Chile's story is worth being classified a success story. Chile carries out a broad and comprehensive government M & E system aspects. The country embarks on an ex ante cost-benefit analysis in all their public projects, gathers performance indicators in all public projects, and carries out a comprehensive management reporting annually for public disclosure purposes. Chile carries a meticulous impact evaluation as well as a public spending review. Colombia, the other success story, employs quite a big number of various indicators, takes hard measures on flops and posts all accountability. In Australia, a formal evaluation planning essentially lists all major government programs that the ministry intends to evaluate on an annual basis. The relevant ministry must involve that of finance in these activities. Each programme is required to be evaluated at least once in a span of 5 years. In addition, in Australia, each ministry's project objectives are reviewed jointly by both ministry and treasury.

According to Lopez, et al., (2010) Uganda is a success story too in M & E in Africa. Uganda has had a number of M & E successful systems and initiatives. A case in point is the 1990s programme known as Public Expenditure Tracking Surveys (PETS). In partnership with the World Bank then, Uganda created the PETS program in 1990s as a vehicle to track the proportion of funding flowing from the central government down to basic schooling institutions. A survey conducted on the programme had earlier established that just a paltry 13 percent of the central government money did in actual fact trickle down to primary schools and that 20 percent of the teachers' salaries were unaccounted for. The stakeholders then mounted so much pressure that the government had to eventually take action. All

the survey findings on the public funds and expenditure were made public as a way of being accountable. This action seemed to bear fruit as the two follow-up PETS found that now lesser funding could not be accounted for. Additionally, there was an improvement in the flow of the nonwage funds by a massive 90 percent. Lopez et al., (2010) conclude that PETS helped increase the amount of funds reaching primary schools by a significant margin. Use of M & E in Uganda therefore demonstrated that managers of funds were held accountable as there was significant improvement in both funds absorption and utilization.

Apart from Uganda, Kenya has also been extensively involved in M & E. History indicates that Kenya has had some form of M & E since 1980s in its projects and programmes. As observed by Mugo and Oleche, (2015) the District Focus for Rural Development (DFRD) of 1983 was created in such a manner that beneficiaries would be able to monitor the funding and the activities the fund was meant for. Recently, Kenya has made M & E a crucial performance management tool that aims at trimming down economic risks and uncertainties. As the case was in Uganda, the M & E activity has been undertaken to track various government pro-grammes and projects. M & E is widely employed on projects in Kenya (Mugo & Oleche, 2015). For example, the National Integrated Monitoring and Evaluation System (NIMES) was created in 2004 and was tasked with a responsibility of tracking policy, programme and project implementation during the Economic Recovery Strategy period ending 2007 (Andersson et al, 2014). The NIMES system was further used to track the performance of Medium-Term Plans (MTPs) of the Kenya Vision 2030, Kenya's economic blueprint. Though it was not yet at its maturity, according to Anderson et al., (2014), NIMES was expected to focus on providing information to policy makers so that the policy makers would be able to make informed decisions. Kenya has also lately placed M & E across all government and department functions in various forms including in the office of the Controller of Budget and the office of the Auditor-General who are supposed to evaluate the governmental on the use of budgetary resources.

For M & E to have any effect on performance of projects a few key components must be incorporated in it. The theory of stakeholder participation holds that that stakeholder participation is vital and therefore has a positive relationship with project performance and must therefore be incorporated in any M & E system (UNDP, 2009). Stakeholder participation is realized where stakeholders share in the process, share in the control measures as well as share in the corrective measure being employed. Equally, the Resource Based View (RBV) holds that resources, in this case, budgetary allocation, affect project performance (Jurevicius, 2013). The resources need to be adequate, relevant and timely. The RBV also hold for capacity building as factors affecting M & E of programmes since this is a resource. Training the stakeholders may be done on the job or in some workshop somewhere outside the organization. Policy issues and political challenges are assumed to have a moderating effect on M & E and therefore success of the project. Transparency and institutional guidelines are viewed in some quotas as a major factor in project implementation (IFRC, 2011).

Stakeholder participation is a key element in success of M & E. The Project Management Body of Knowledge (PMI) define stakeholders in a project as the individuals or institutions that are, in one way or the other, involved in the project, whose needs are indispensable and therefore may be affected by the project (PMI, 2010). Stakeholder participation is therefore considered a vital component of success in projects and project management. Indeed various bodies of knowledge on project management such as Project Management Body of Knowledge (2010) and the Association of Project Managers of Australia (2013) have accorded it considerable attention in space in their bodies of knowledge. Several researchers such as Theyel and Hofmann (2012) and Martinez and Olander (2015) have viewed stakeholder participation in terms of involvement of all interested parties that leads to improved project performance. Participatory monitoring and evaluation (PM&E) can be viewed as the practice of bringing together the key and interested parties to engage in monitoring and evaluating a particular initiative.

The value of stakeholder participation cannot therefore be gainsaid. M & E provides information for policy decision making (UNDP, 2009). Mwangi et al., (2015) carried out a study on the effectiveness of M & E and established that stakeholder participation had a positive and significant contribution to M & E. Participation involves using stakeholders at the various levels engaged in monitoring and evaluating interventions through sharing control over content, sharing the activity as well as the results of the M&E activity and further engaging in identifying and taking up corrective actions. Participatory Monitoring and Evaluation is geared on the active engagement of key stakeholders. However, Mugo and Oleche (2015) on another study on the impact of monitoring and evaluation of developments projects on economic growth in Kenya held that stakeholder participation surprisingly had a negative effect on M & E performance.

Apart from stakeholder participation, capacity building is necessary because M & E can only be done effectively by trained personnel. Of guidance to training are answers to questions such as the existence or non-existence of experts and how their expertise matches with the needs, M & E support from the organization implementing the project/programme, and any experience from the target beneficiary. M & E training has a strong and positive relationship with M & E (Wanjiru, 2013). According to IFRC, (2011) before any M & E can take place, it is of necessity to build the capacity of the participants after identifying the requisite M & E needs. Capacity building may be informal or formal. Informal training may include on-the-job guidance and supervision, mentorship in various activities, giving comments on reports or guidance on how to use data management tools. Formal training on the other hand may include taking up course work and workshops on project/programme design, M & E planning, collection of data and its management, analysis and reporting, etc. specific needs and audience. According to Mackay, (2007) a highly trained M & E staff is a necessity for effective M & E activity.

All M & E researchers and practitioners are in agreement that the activity, just like any other, needs adequate funding. According to UNDP, (2002) budgeting and therefore funding for M & E depends upon the complexity of the project and the outcome to be evaluated coupled with the purpose of the exercise. M&E budgetary allocation is defined as the amount of money to be spent on the M&E functions in a specific project (Mugo & Oleche, 2015). It is expected that an increase in the amount allocated would positively affect M & E of projects and vice versa.

Political influence, construed to imply either support for the undertaking from the top organizational echelon or its lack of support or active opposition has had varying effects. Conflicting findings have been established by researches on the effect of politics on projects. For example Mugo and Oleche (2015) found an insignificant effect while Mwangi et al., (2015) indicated a significant effect. This may be interpreted to mean that politicians may support or interfere or even be aloof towards a project depending on their "political maximisation" position.

Generally, timely monitoring and evaluation practices are vital in an economy. M & E is expected to offer reliable information that can guide in managerial decision making, it adds to knowledge sharing in form of shared experiences and uphold accountability and transparency besides allowing stakeholder feedback. For example, M & E in form of NIMES was used to track the implementation of Vision 2030 in Kenya and give suggestions on how to improve the same. Monitoring and evaluation in Kenya has been used to unearth many dubious practices within government functionaries. Therefore project performance may be indicated by acceptability of the project deliverables, timely completion, completion within budget and right quality.

1.2 STATEMENT OF THE PROBLEM

The essence of having projects is to ensure that they lead to changes through performing as expected. M & E is intended to aid in improving project performance across board by tracking the entire project process and giving vital information needed to make vital adjustments. M & E is made up of standard practices such as stakeholder involvement, personnel capacity building and the availing adequate budgetary allocation.

However, despite the national government allocating between 25 to 35 percent of its annual budget to county governments, county governments have not im-plemented projects as expected. It is important to note that M & E in projects is important given the resources that have been channelled by the national govern-ment and donors. Best practices require that projects are closely monitored not only for control but also for transparency, accountability for resource use and impact, good project performance and organizational learning to benefit future projects. County governments invest billions of shillings annually in a number of projects in various sectors. However, most of these projects experience performance challenges in terms of implementation and completion, thereby leading to wastage due to ineffective M & E.

Studies and theory indicate that stakeholder participation, capacity building and adequate budgeting are factors that contribute to improved project performance. However, there are a few contradictions with some studies indicating a situation where well recognized approaches such as stakeholder involvement are either subtly contributory to success or plainly counter-productive. Mugo and Oleche (2015), contrary to theory and other findings, established that stakeholder partici-pation in projects M & E significantly contributed to failure of monitoring and evaluation. Some other researchers have also contradicted each other, in some cases saying that political influence is positively related to M & E while others say the reverse. By remaining in this state of affairs M & E is weakened by lack of clarity due to this contradiction between theory and practice. Therefore, the essence of this study was to establish the influence of monitoring and evaluation practices on county project works.

1.3 PURPOSE OF THE STUDY

The purpose of this study was to investigate the influence of M & E practices on project performance in counties; the case of Mombasa County, Kenya.

1.4 OBJECTIVES OF THE STUDY

This study was based on the following objectives;
1. To establish the influence of stakeholder participation on project performance, in Mombasa County.
2. To examine the influence of capacity building on project performance, in Mombasa County.
3. To determine the influence of budgetary allocation on project performance, in Mombasa County.
4. To establish the moderating influence of politics on the relationship between monitoring and evaluation practices and project performance in Mombasa County.

1.5 RESEARCH QUESTIONS

The study answered the following questions;
1. To what extent does stakeholder participation influence project performance, in Mombasa County?
2. To what extent does capacity building influence project performance, in Mombasa County?
3. To what extent does budgetary allocation influence project performance, in Mombasa County?
4. To what extent does politics influence the relationship between monitoring and evaluation practices and project performance in Mombasa County?

1.6 RESEARCH HYPOTHESIS

The study also tested the following hypothesis at 95% level of significance.
    i. H_0; There is no association between stakeholder participation and project performance in Mombasa County.
H_1; There is a significant relationship between stakeholder participation and project performance in Mombasa County.
    ii. H_0; There is no association between capacity building and project performance in Mombasa County.
H_1; There is a significant relationship between capacity building and project performance in Mombasa County.
    iii. H_0; There is no association between budgetary allocation and project performance in Mombasa County.
H_1; There is a significant relationship between budgetary allocation and project performance in Mombasa County.
    iv. H_0; There is no significant relationship between politics and project performance in Mombasa County
H_1; There is a significant relationship between politics and project performance in Mombasa County.

1.7 SIGNIFICANCE OF THE STUDY

This study may be of benefit to the national government, County governments including the County government of Mombasa as well as any other organization undertaking projects. They may employ the recommendations that are given in this study so as to improve their project performance. Key stakeholder may also gain understanding of their role in projects performance. Finally, the study shall serve as a source of knowledge to academicians and practitioners alike by way of expanding the current knowledge on monitoring and evaluation practices.

1.8 DELIMITATIONS OF THE STUDY

As with the case in social studies, this study had delimitations. The sample used was of 187 respondents who were scientifically selected from the population of study. The study covered projects carried out by the county government of Mombasa County only and took about 3 months to complete. It relied on cross sectional data collection and as such it did not capture all aspects throughout the growth of the project. The study had only three research variables; stakeholder participation, capacity building and budgetary allocation.

1.9 LIMITATIONS OF THE STUDY

The study depended on self-reporting from the managers of the projects and as such some bias would have been encountered. Bias due to self-reporting was mitigated by debriefing the respondents on the use of the information. There was also the problem of having inadequate secondary data as several county projects were in their infancy and that county governments were still setting up shop as devolution was barely 5 years old.

1.10 ASSUMPTIONS OF THE STUDY

This study was based on the assumption that the county government of Mombasa employs M & E practices to monitor project performance. Another key assumption was that the study variables i.e. stakeholder participation, capacity building and budgetary allocation significantly influence project performance in Mombasa County.

1.11 DEFINITION OF SIGNIFICANT TERMS

The following are the significant terms as used in this study.
Project Performance - A measure of how project success in terms of completing the project within schedule, cost and quality and satisfying the client is attained. It is also about delivering benefits that are sustainable.
M & E Practices – The ordinarily accepted and employed ways or methodologies of monitoring and evaluating project activities.
Stakeholder Participation – Whereby stakeholders are actively influencing the decision-making process through their input.
Capacity Building – The entire process of establishing the M & E needs, determining the extent of local participation and the need for expertise and improving the skills of the stakeholders.
Budgetary Allocation – The amount of funding that is set aside for an activity. In this study it is the amount of funds allocated for specific projects.

1.12 ORGANIZATION OF THE STUDY

This research project is organized into five chapters. Chapter one provides an introduction to the study. This covers the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, research hypotheses, significance of the study, both the delimitations and limitations of the study, assumptions of the study and a definition of significant terms. Chapter two covers empirical and theoretical literature on the influences of M & E practices on project performance. Also included here is the conceptualization of the study in a framework and the research gaps that informed the study. Chapter three covers the research methodology used in the study. It includes research design, target population and sample size and data collection instruments. The chapter further captures the data collection procedure and data analysis, ethical considerations and the operational definition of variables. Chapter four covers the presentation of findings, their analysis and interpretation. Chapter five is a summary of the findings, discussions and conclusions. Further, the last chapter gives recommendations as per the study findings and also gives suggestions for further studies.

2. LITERATURE REVIEW

2.1 INTRODUCTION

This chapter discusses relevant literature on the study. Both empirical and theoretical literature is analysed. Several theories exist that attempt to explain the relationship between M & E practices and project performance, these include, Participatory Theory, the Theory of Change and the Resource Based View (RBV). The empirical literature reviews literature on the relationship of M & E practices and project performance. The practices reviewed are stakeholder participation, capacity building, budget allocation and political influence. A summary of the literature reviewed has also been done so as to highlight the gaps that were filled by the specific study.

2.2 THE CONCEPT OF COUNTY GOVERNMENTS

The 2010 devolved governance system Kenya resulted in County Governments assuming a considerable contribution on development matters, service delivery to the public and financial accountability responsibilities. This required M & E to be institutionalised at these county levels in order to make possible the monitoring of programmes at that level. According to the Kenya Law Reports (2012), the Kenyan constitution promulgated in 2010, was aimed at putting development in the hands of the people. Development decisions were now expected to be in the hands of the local people as opposed to the earlier case where it was centralized by the national government. The constitution envisaged devolved units which played important roles in national development. County governments, the centres of devolution were expected to among other functions, allow the local communities to take care of their own affairs especially in terms of development, uphold the socio economic development of the people and ensure a fairer sharing of resources. These major undertakings would be in form of projects. These projects needed to be monitored so as to establish whether or not they are attaining what they were meant to and if or not, they are worth the resources. Measures are also supposed to be taken to ensure that the projects are contributing towards the vision of the constitution in devolving development.

A major principle of devolution was the aspect of empowering the locals, including the minorities and the marginalized. These parties were supposed to be stakeholders in county projects by way of enhancing their participation in project activities in those counties.

2.3 THE CONCEPT OF MONITORING AND EVALUATION

In the life of any project, monitoring and evaluation are important parts and parcels. Monitoring is the continuous or regular assessment to check if activities are as planned. The assessment is also reflective and participatory (UNDP, 2010). Evaluation, on the other hand is an examination of an activity which is episodic (IFRC, 2011). Monitoring and evaluation are vital because they help be accountable to stakeholders, identify problems to projects and correct them.

IFRC, (2011) highlights the value of monitoring and evaluation. It gives support to projects by availing reliable and valid data for appropriate decision making, it contributes to sharing of knowledge through reflecting on the experiences gained. M & E is useful in ensuring compliance to set standards, and also ensures that donor requirements are adhered to. It avails opportunities for stakeholders to give their feelings and complaints in form of feedback. M & E allow people to celebrate their achievements useful for building team morale. Generally, the value of monitoring and evaluation may be compared as in the table 2.1.

TABLE 2.1: VALUE OF MONITORING AND EVALUATION

	Monitoring	Evaluation
Why?/Purpose	Done to check that project activities are being implemented as planned	Done to check if the project objectives are being attained
Type of indicator	Focus on quantitative and ease to measure outputs	Focus; qualitative objectives
Use of Results	To improve quality of implementation and adjust planning	The result are used to judge the impact and amend objectives

Source: Kusek & Rist (2010)

2.4 THE CONCEPT OF PROJECT PERFORMANCE

A review of literature indicates that project performance is multifaceted a concept. Project practitioners and researchers have viewed it from different dimensions depending on one's interest. According to Kariuki (2015), some studies view project performance as synonymous with project success; completing the project within schedule, cost and quality and satisfying the client. Serra and Kunc, (2014) and Jenner (2012) contend that project performance may also be viewed in terms of equality. They concur with that project performance may be measured by attainment of the constraints of time, budget and quality and also delivering benefits but also by delivering that which is sustainable and acceptable to the client.

2.4.1 STAKEHOLDER PARTICIPATION AND PROJECT PERFORMANCE

Martinez and Olander (2015) concur that there are varied meanings of participation and that the benefits of participation in a project are numerous. Participation is a democratic way of working, it leads to improvements in decision-making and also re-establishes credibility of the entire process. Participation therefore is a key factor in project performance. Martinez and Olander (2015) reviewed literature on two case studies of a property development project. They concluded that sustainable property development was possible through among other factors, participation of the stakeholders which was found necessary as it provided for a dialogue and interactions. The findings were, however, based on just two cases therefore making it difficult to generalize. Additionally, though the study was based on participation, it does not focus on M & E as the key variable.

Nyandika and Ngugi (2014) conducted an investigation on the influence that stakeholders' participation has in the performance of road projects in Kenya National Highways Authority. The study used a descriptive research design targeting a population of 251, prequalified contractors and top management. A stratified random sampling was used to come up with 30% of the target population. An analysis was done by multiple regressions. The results were that stakeholder participation through various forums had a positive relationship to project performance. IT skills were found to have a positive effect. Top management support was found critical in project performance and financial resources were found to be relevant.

Ibanga, Valentine, Shukla and Eugene (2016) specifically focussed on the influence of beneficiary participation in project monitoring and evaluation on project success. The study employed a case study with main objectives of identifying the types of inputs provided by the M & E beneficiaries during monitoring and evaluation process, establish the stages where beneficiaries are involved in the process and the methodology used. Karl -Pearson product-moment correlation was used to estimate the relationships between the variables. The findings were that the beneficiary participation contributed positively to the dimensions of project success; timely completion, attainment of project goals, sustainability and relevance.

The research by Mugo and Oleche (2015) focussed on establishing the impact of monitoring and evaluation of developments projects on economic growth in Kenya. The M & E practices that were under investigation included stakeholder involvement. After employing a Binary Probit Model to estimate the effect of the independent variables on status of the projects (Economic Growth) the study found that stakeholder involvement had a negative and significant influence on the projects. Stakeholder involvement, contrary to theory and other empirical results was found to interfere with performance of the project. This result however, contradicted theory. Probably, according to the study, the participants may have been given free will and unguided participation. Additionally, the measure of the dependent variable only considered two states of M & E implementation; presence or absence therefore did not account for the levels of participation in the continuum. The findings therefore may not be accurate.

2.4.2 CAPACITY BUILDING AND PROJECT PERFORMANCE

Other than stakeholder participation, capacity building is deemed necessary for any project activity to successfully take place. Capacity building is essentially involved with improving the available skills of all stakeholders (IFRC, 2011). Such a process may be informal whereby it is done through on-the-job experience or formal whereby an organized training program is carried out officially probably in some other location.

Wachamba (2013) did a study on the determinants of the effectiveness of NGO M&E systems within Nairobi County, Kenya. The objectives included to establish M & E training among other factors, influenced the effectiveness of the M&E system. A population of 8,503 was taken from 200 Nairobi-based NGOs which had successfully implemented projects and were in the process of evaluating them. Sampling was done by stratified random sampling method. Data was analysed by correlation coefficient and multivariate regression analysis. Among other results, training in M&E aspects was found to be fundamentally contributing to improving both the quality and quantity of the M&E personnel. The main drawback of this study was that it relied on self-reporting which is prone to bias.

Mugambi and Kanda (2013) equally made contributions in the field of M & E by exposing the main determinants of success in projects. They focussed on the determinants of M & E of donor funded and government community projects. They engaged in extensive desk research of refereed journal and other relevant

papers on monitoring and evaluation so as to extract the determinants of M& E. More specifically the study cantered on donor funded public projects. The study then concluded that empowering the M & E team, allocating adequate finances, conducting field visits to validate results and communicating results aided in project success. The main weakness of this study is that it relied on secondary data and had no validation in the field whatsoever. The study further failed to explain its methodology clearly in terms of the number of materials that were analysed.

Mugo and Oleche (2015) carried out a study on what impacts monitoring and evaluation of projects. Capacity building on the personnel on M & E was considered as one of the independent variables and was measured in terms of the duration taken to train the participants. Training was about improving skills of the participants. M & E implementation status was taken as the dependent variable. Mugo and Oleche (2015) used a model known as Binary Probit for data analysis were the dependent variable was assigned a value of 1 if the M & E was implemented and 0 if it was not. The findings of the study were that there is a significantly positive relationship between capacity building of participants and M & E implementation. The chances of successfully implementing the program increased with an increase in the duration of training. In fact an extra duration of capacity building increased M & E success by 1.4 per cent all other factors constant. However, the measure of the dependent variable only considered two states of M & E implementation; presence or absence therefore did not account for the levels of participation in the continuum.

2.4.3 BUDGETARY ALLOCATION AND PROJECT PERFORMANCE

Finally, adequate budgetary allocation is also deemed to be an essential ingredient to successful performance of monitoring and evaluation. According to the IFRC (2011) adequate funding is very relevant for an M & E exercise. IFRC (2011) recommends an industry standard of 3 up to 10 per cent of a project budget being set aside for M&E. Generally, the budgetary allocation must not be so meagre that it compromises the rigour of the results, but neither should it divert project resources to the extent that execution is impaired. All literature reviewed is of the view that adequate budgetary allocation is needed for an M & E exercise to succeed. Mwangi et al., (2014) established that budgetary allocation was a significant contributor to project success. An increase in one unit of budgetary allocation towards monitoring and evaluation explained about a quarter of the increase in effectiveness of the monitoring and evaluation programs for CDF projects in the constituency. Mugo and Oleche (2015) established that of all factors, budgetary allocation played a key role in project success. Their study on the impact of M & E on projects using the Probit Model found that budgetary allocation was very significant to the undertaking because it had large robust coefficient of 0.656939 at a Z statistic of 4.92, and also a high marginal effect of 0.1312997 at a Z statistic of 5.44. Mugo and Oleche (2015) concluded that a budget for monitoring and evaluation of activities was a positively significant determinant of M&E implementation in projects. The implication is that an increase in the amount of budget allocation to M & E in project is highly likely to improve on the likelihood of monitoring and evaluation execution significantly by up to 13.13 per cent if other variables were held constant.

2.4.4 POLITICS AND PROJECT PERFORMANCE

Building a monitoring and evaluation system is likely to have a contingent effect on the independent variable – dependent variable relationship. This is because projects are political in nature and therefore the role of politics in the effectiveness of monitoring and evaluation in projects cannot be gainsaid (Mugo & Oleche, 2015; Mwangi et al., 2015). Mwangi et al (2015) did a study on the effectiveness of monitoring and evaluation of CDF projects. Among the factors under study was political strength. Data was analysed descriptively and inferentially using tools of mean and multiple regressions. The study findings were that politics do influence the monitoring and evaluation of projects. However, in a study to establish the effect of monitoring and evaluation on projects, Mugo and Oleche (2015) found contrasting results. The study established that politics had an insignificant influence on monitoring and evaluation implementation in projects. There is therefore the need to establish the effect of politics as a moderating variable.

2.5 THEORETICAL FRAMEWORK

A rigorous study is based on sound theory that explains how concepts, constructs and propositions are related (Coopers & Schindler, 2014). This study is therefore based on some relevant theories including the participatory theory, Change theory and RBV theory.

2.5.1 PARTICIPATORY THEORY

This theory seeks to explain the contribution of participation on the end results. The participatory theory is an approach to development that has received quite impressive attention from development researchers and development agencies. The participatory theory may have been conceptualized by Mahatma Gandhi's in his struggles for community inclusion in the development of their social life. However, the modern participatory theory emerged as a critique of the traditional top down development practices which are usually Eurocentric, has been propounded by Chambers.

According to the theory, participatory development has grown and currently most development agencies take participation of the beneficiary as mandatory in development projects. This is because participation is quite often regarded as a vital component to development projects where participation improves effectiveness and efficiency (Nelson & Wright, 1995).The activities of information sharing, contributing labour and other community resources leads to local ownership and promotion of self-reliance. Participation as an end in itself may increase confidence of the local citizenry and empower them. In addition, the use of local knowledge may aide in clarifying needs, enhancing solutions, reducing the chances of misunderstandings, increase people's commitment hence improve the likelihood of sustainability and success of the project. Participation in M & E, according to this theory therefore empowers the stakeholders and eventually leads to the desired outcomes.

2.5.2 THEORY OF CHANGE

According to Stein and Valters, (2012) the theory of change emerged in the 1990s as an enhancement of the then evaluation theory. This theory is considered a tool for creating solutions to complex social problems. The uniqueness of the theory is in distinguishing between desired and actual outcomes (Brest, 2010). It requires stakeholders to model their desired outcomes before they decide on the forms of intervention that are needed in order to achieve the outcomes. Modelling is what turns out to be capacity building so that the stakeholders may be able to decide the interventionist mechanism.

From this theory therefore, there must training to stakeholders for change to take place. In this research, the researcher argues that the right atmosphere in form of capacity building must be created for the expected change to take place; the right practices for M & E must be adopted in order for projects to succeed.

2.5.3 RESOURCE BASED VIEW

This theory basically explains the role of adequate budgeting to funding as task. It essentially spells out the fact that for success in any task, the right amount of funding need to be allocated. The theoretical basis of RBV dates back to 1950's Penrose's view of an organization as a pool of resources. The RBV consider the resources of a firm as being essential determinants of the firm's competitive advantage and performance. The Resource Based View (RBV) was more clearly explored in 1980s and 1990s after very important studies by Wernerfelt (1984), Prahalad, Hamel and Barney (1991) among others. The theory posits that organizations need to consider the internal strengths of the organization. A resource is a valuable asset that may include capital and may also be considered an internal strength.

According to Jurevicious (2013) and Rothaermel (2012) resources would help organizations to increase the value offered to the customers thereby increase performance. An organization with valuable resource can achieve at least temporary competitive advantage. RBV theory implies that with the application of the right resources, in this case funding M & E, would most likely positively impact on project success.

2.6 CONCEPTUAL FRAMEWORK

This study is based on M & E practices and literature reviewed.

FIGURE 2.1 CONCEPTUAL FRAMEWORK
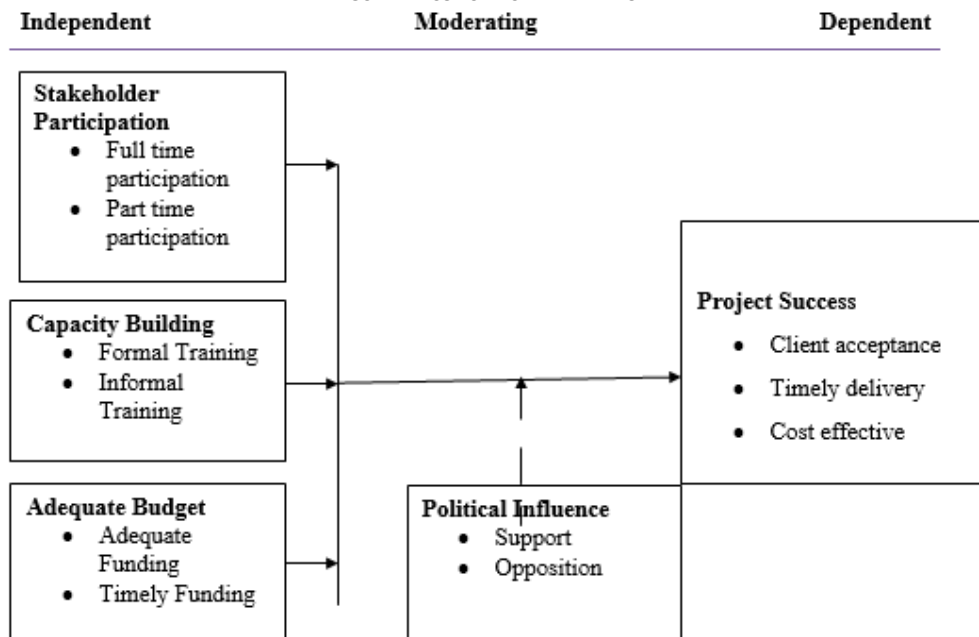
The dependent variable in this study is project performance measured in terms of project acceptance, project timeliness and budget. The independent variables are stakeholder participation measured in terms of comprehensive as well as partial participation where either the stakeholders are involved throughout the project or intermittently as the case may dictate. Capacity building is indicated by both formal and informal trainings as concerns the project. Budgeting is measured by the amount of funding received and the timeliness of the funds.

2.7 RESEARCH GAPS

Literature review came up with the research gaps as summarized in table 2.1.

TABLE 2.2. RESEARCH GAPS

Variable	Author	Title of Study	Findings	Gap
Stakeholder participation (Independent Variable)	Martinez and Olander (2015)	Stakeholder Involvement for Sustainable Property Development	Stakeholder participation contributes to project success	Though the study was based on participation, it does not focus on M & E
Stakeholder participation (Independent Variable)	Ibanga, Valentine, Shukla & Eugene (2016)	Influence of beneficiary in M & E on project success	Stakeholder participation was positively related to project performance	Findings not generalizable as they are based on one case only
Stakeholder participation (Independent Variable)	Mugo & Oleche (2015)	Impact of M & E on economic growth	Stakeholder participation negatively influenced project performance	Finding contradicts theory
Capacity Building (Independent Variable)	Wachamba (2013)	Effectiveness of NGO M & E Systems in Nairobi	Training improved project M & E performance	Report not generalizable as its based on self reporting
Capacity Building (Independent Variable)	Mugambi & Kanda (2013)	Determinants of M & E Donor Funded and Community Projects	Capacity building is positively related to project performance	Study lacks empiricism
Budgetary Allocation (Independent Variable)	Mwangi et al (2014)	Effectiveness of M & E programs for CDF	Adequate budget contribute to project performance	Relied on self reporting Unsuitable analysis

2.8 SUMMARY

The chapter captured the key theories including participatory theory, the theory of change and RBV that were useful in explaining the influence of M & E practices on project performance. Guided by the objectives, the chapter explored the relevant studies. This was then conceptualized into a relationship as in figure 2.1. A research gap in terms of contradictions between the studies was identified.

3. RESEARCH METHODOLOGY

3.1 INTRODUCTION

The purpose of this chapter is to present the research strategy and empirical techniques that were applied. The research study discusses the research design, the targeted population and the sample size and associated sampling procedures. The chapter also details data collection instruments including methods that were implemented to maintain their validity and reliability. The chapter concludes by looking at the data analysis techniques, ethical considerations and operational definition of variables.

3.2 RESEARCH DESIGN

This study adopted a descriptive research design. A descriptive design is an approach that attempts to describe a phenomenon as it is (Magenda & Magenda, 2008). This research attempts to understand and therefore explain the M & E practices that determine success of monitoring and evaluation in projects. The study sought to determine how three independent variables namely stakeholder involvement, capacity building and adequate budgeting predict the dependent variable. A fourth independent, political influence was expected to moderate the relationship between the independent variables and the dependent variables because a one on one relationship rarely exist (Coopers & Schindler, 2014).

3.3 TARGET POPULATION

A population is defined by Kothari, (2004) as all elements under some study. The projects under consideration that make up the target population are the 36 projects that were tendered for and started in the periods 2013/14, by the Mombasa County government. Each of the projects is at different phases of their implementation. Each project is monitored by a team made up of one county government project manager, the project contractor, a site agent and a committee of nine (9) community members for a total of twelve (12) people. The 36 county projects are therefore monitored by a total of 432 personnel. These county projects are selected because they represent a wide variability of practices in the M & E profession.

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3.4 SAMPLE SIZE AND SAMPLING PROCEDURE

Cooper and Schindler (2014) state that sampling is beneficial in research since an optimum sample is appropriate for the fact that it lowers the cost of doing the research, it leads to greater preciseness of results and facilitates speedy data collection and analysis.

3.4.1 SAMPLE SIZE

The study took an appropriate sample of 271 from the target population of 432 as illustrated in table 3.1.

TABLE 3.1: SAMPLE SIZE

Strata	Population (N)	Sample (S)
Contractors	36	32
Project Managers	36	32
Site Managers	36	32
Committee	324	175
TOTAL	**432**	**271**

3.4.2 SAMPLING PROCEDURE

The sample was arrived at using Krejcie and Morgan (1970) formula. In this formula, the study would be based on p = 0.05 where the probability of committing type I error is less than 5 %, i.e. p <0.05. The formula is;

$S = X^2 NP(1-P) / d^2 (N—1) + X^2 P(1—P)$

Where;

S = Sample size

X^2 = table value of chi-square for 1 degree of freedom at the desired confidence level of 0.05 (X^2 = 3.841).

N = *population* size.

P = *population* proportion (assumed to be 0.50 since this would provide the maximum sample size.

d = *degree* of accuracy expressed as proportion (0.05).

To make the sample representative, stratified sampling was employed to get the right number of project contractors, the project managers and the site managers. Each of the mentioned has 36 from where, according to Krejcie and Morgan (1970), a sample of 32 per cluster was taken for a total of 96 subjects. As for the nine committee members per project making a total of 324 only 175, according to Krejcie and Morgan (1970), were considered. This made up a sample of 271 respondents. The calculation for each cluster therefore gives the samples as indicated in table 3.1.

3.5 DATA COLLECTION INSTRUMENTS

Data was collected through semi structured questionnaires with the main questions structured and other questions unstructured. The major focus was to establish the influence of M & E practices in the opinion of stakeholders. A Likert Scale whose range is between "strongly agree (SA) to strongly disagree (SD)" was employed. A Likert scale is suitable for attitudinal measures (Serra & Kunc, 2014). A middle scale of neither agree nor disagree is included for respondents who are unsure and also in cases where the aspect was not considered. The use of a semi structured questionnaire is advantageous since for it allows the respondent to give extra details and is fairly easy for analysis (Cooper & Schindler, 2014). The use of a questionnaire is easy and relatively cheap to administer (Kothari, 2004).

3.5.1 PILOT TESTING OF INSTRUMENT

Piloting was carried out to identify any defects in the instrument. In this research 50 subjects from the population were selected randomly for pilot testing. The questionnaire was brought to their attention and results used to improve any questions that were ambiguous and remove repetitions.

3.5.2 VALIDITY OF THE INSTRUMENT

The instrument was subjected to content validity, face validity as well as to construct validity examinations. Content validity was ensured through the use of getting expert opinion and guidance from the study supervisor (Mugenda & Mugenda, 2008). Face validity was attained through the same supervisor and by conducting and getting feedback from the pilot group (Coopers & Shindler, 2013). Finally, construct validity was attained by ensuring that operationalisation of the variables is founded on theory (Coopers & Schindler, 2013); in this case the theories that formed the basis of the study.

3.5.3 RELIABILITY OF THE INSTRUMENT

Reliability of an instrument is about the extent to which the research instrument is not affected by random errors (Cooper & Schindler, 2014) and as such it provides consistent results. The reliability of this research instrument was established through the split half method whereby the items in the questionnaire were framed in such a manner that they counter checked each other. A Cronbach Alpha coefficient of at least 0.7 would indicate a high and adequate reliability of the instrument and therefore would lead to accepting the instrument. A lower Cronbach Alpha would force the researcher to edit the tool so that it met the threshold.

3.6 DATA COLLECTION PROCEDURE

Data was collected by means of a set of Likert scale questions in a questionnaire. A Likert scale is a commonly used and therefore appropriate in this case because a respondent is given the leeway to give his view on an issue. It contains a middle ground item for those who are not sure or do not want to commit themselves. Kothari (2014), state that a Likert scale is far more reliable than the other data collection instruments. The study employed questionnaires on drop-and-pick-later basis.

3.7 DATA ANALYSIS TECHNIQUES

The IBM statistical software SPSS version 22 was employed for the analysis. This programme was reliable easy to use. Data was presented as summaries in tables. A correlation analysis would then follow. A correlation analysis aims at describing the strength of an association between two variables by testing the degree of scatter of the data values. The less scattered the data values are the stronger the correlation is said to be (Mugenda & Mugenda, 2008). The commonly used and more reliable Karl Pearson's coefficient of correlation approach was employed because it gives an indication of the strength of the relationship between the independent variable and the dependent variable.

A correlation coefficient of positive one (1) implies a perfect relationship between the two variables while a negative correlation (-1) correlation coefficient means that the two variables are perfectly unrelated. The correlation coefficient values therefore lie between negative one and positive one. The appropriate descriptive statistical measure for ordinal data is the median as the other measures of central tendency would not make sense on ordinal data.

3.8 ETHICAL CONSIDERATIONS

Ethics are concerned with the moral principles that govern an individual's behaviour when conducting an activity (Hornby & Crowther, 1995). In research therefore ethics are concerned with a moral way of conducting oneself while undertaking a research (Coopers & Schindler, 2014).The sole aim of having ethics in research is to protect respondents against any harm from the research activities (Kothari, 2004) and ensure data is collected and processed fairly so as to come up with genuine results. Ethics in this research was observed through ethical treatment of the respondents and all concerned parties. Data collection started by explaining to the respondents about their rights and their benefits then getting consent from them. The interview method was in such a manner as to reduce. The respondents right to privacy was observed by giving the subjects free will to choose whether to take part in the study or not.

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT 83

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3.9 OPERATIONAL DEFINITION OF VARIABLES

The table summarizes how the variables are being operationalized.

TABLE 3.2: OPERATIONAL DEFINITION OF VARIABLES

Objective of Study	variable	Indicator	Measure	Scale	Tool of Analysis
To establish the effect of stakeholder participation in M & E on project success	**Stakeholder participation**	Full participation Partial participation	**Likert mean**	**ordinal**	**Karl Pearson correlation Coefficient**
To establish the effect of stakeholder capacity building in M & E on project success	**Stakeholder Capacity building**	Formal training Informal training	**mean**	**interval**	**Karl Pearson Correlation Coefficient**
To establish the effect of budgetary allocation on M & E on project success	**Budgetary Allocation**	Adequacy budget Budget timeliness	**mean**	**ordinal**	**Karl Pearson Correlation Coefficient**
	Political Influence	Support Opposition	**Mean**	**Ordinal**	**Karl-Pearson Correlation Coefficient**
	Project Success	Client Acceptance Timely output Cost effective delivery	**Mean**	**Ordinal**	**Karl Pearson Correlation Coefficient**

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATIONS

4.1 INTRODUCTION

In this chapter, the response rate is highlighted and reliability and validity of the measuring instrument discussed. The research findings are presented and analyzed through descriptive tests and then the findings discussed and interpreted.

4.2 QUESTIONNAIRE RETURN RATE

From the target population of 271 respondents, 187 complete responses were received. In terms of the distribution of the responses, the project site manager's response was the highest with an 81.25 per cent response rate, followed by committee member's responses at 69.14 percent and project managers' responses at 68.75 per cent. The project contractor's response was at 56.25 per cent. This gives an average response rate of 68.85 per cent. This is indicated in table 4.1.

TABLE 4.1: QUESTIONNAIRE RETURN RATE

Strata	Sample	Response	Response Rate (%)
Project Contractor	32	18	56.25
Project Manager	32	22	68.75
Site manager	32	26	81.25
Committee	175	121	69.14
TOTAL	**271**	**187**	**68.85**

Such a response is rated as good and therefore suitable for further analysis, according to Saunders et al., (2007) assertion. In addition, this response rate was within the range of responses rate for similar researches. For instance, Mwangi et al., (2015) used a response rate of 61 percent and Kariuki (2005) had a 67 percent response rate in their studies on M & E.

4.3 DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

The section sought to establish the respondents' profiles.

TABLE 4.2. EXPERIENCE IN YEARS AND GENDER CROSS TABULATION

			Gender		
			F	**M**	**Total**
Experience in Years	0 - 5	Count	20	31	51
		% within Gender	39.2%	22.8%	27.3%
	6 - 10	Count	22	54	76
		% within Gender	43.1%	39.7%	40.6%
	11 - 14	Count	7	28	35
		% within Gender	13.7%	20.6%	18.7%
	15 +	Count	2	23	25
		% within Gender	3.9%	16.9%	13.4%
Total		Count	51	136	187
		% within Gender	100.0%	100.0%	100.0%

Table 4.2 indicates that about 72 percent of the respondents had an experience of at least six years in managing projects or participating. This demonstrates that a majority of respondents were valid due to their experience. This is deemed so because experience in project work is seen to have a significant influence in projects (Kariuki, 2015).

However, experience across gender was found to be unfairly skewed in favour of the male gender. As in table 4.2, male numbers dominate female numbers by huge margins across all experience categories. In the first class, male outnumber females by 31 to 20, in the second class male ratio is higher at 54 to 22 and the third class male dominate female by 28 to 7. In the last category, male to female ratio stand at 23 to 2. The overall situation therefore is that the ratio of male gender to female gender ids 136 to 51.

4.4 PROJECT PERFORMANCE

Project performance was indicated in terms of three dimensions of acceptability, timeliness and budget. Acceptability is whereby the client signals their assent to the project deliverable. Timeliness is about bringing forth the project deliverables within the agreed timelines while budget implies finishing the project as per the cost estimates. The three perspectives of project performance were measured using the 5 point Likert scale.

Table 4.3 shows the descriptive statistics on the three dimensions of project performance; project acceptance, project timeliness and project cost.

TABLE 4.3. DESCRIPTIVE STATISTICS

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Project Acceptance	187	3.00	5.00	4.3583	.62645	-.443	.178
Project Timelines	187	2.00	5.00	3.7594	.94519	-.234	.178
Project Cost	187	2.00	5.00	4.0535	.84709	-.371	.178
Valid N (listwise)	187						

From table 4.3 a mean of 4.3583 for acceptability, 3.7594 for timeliness and 4.0594 for budget implies that on average the respondents were in agreement and strong agreement that the project deliverables were acceptable, was within acceptable limits and cost. The data is negatively skewed meaning that the mode is greater than mean (Kothari, 2008) and that majority of the respondents either agreed or strongly agreed that the projects were successful.

4.5 PRESENTATION OF FINDINGS

This section correlates the findings between various variables under study. The first part indicates correlates stakeholder involvement and project performance, the second between capacity building and project performance while the third is between budget and performance. The effect of politics on project performance is also correlated with the other variables of study.

4.5.1 RELATIONSHIP BETWEEN STAKEHOLDER PARTICIPATION AND PROJECT PERFORMANCE

To fulfil the first objective, a correlation between stakeholder participation dimensions and project performance dimensions were carried out and the results tabulated in table 4.4.

TABLE 4.4. CORRELATIONS BETWEEN STAKEHOLDER PARTICIPATION AND PROJECT PERFORMANCE

		Full Participation	Partial Participation	Project Acceptance	Project Timelines	Project Budget
Full Participation	Pearson Correlation	1	.592**	.210**	.055	.005
	Sig. (2-tailed)		.000	.004	.452	.944
	N	187	187	187	187	187
Partial Participation	Pearson Correlation	.592**	1	.171*	.068	-.134
	Sig. (2-tailed)	.000		.020	.353	.067
	N	187	187	187	187	187
Project Acceptance	Pearson Correlation	.210**	.171*	1	.056	.045
	Sig. (2-tailed)	.004	.020		.450	.543
	N	187	187	187	187	187
Project Timelines	Pearson Correlation	.055	.068	.056	1	-.017
	Sig. (2-tailed)	.452	.353	.450		.813
	N	187	187	187	187	187
Project Budget	Pearson Correlation	.005	-.134	.045	-.017	1
	Sig. (2-tailed)	.944	.067	.543	.813	
	N	187	187	187	187	187

**. Correlation is significant at the 0.01 level (2- tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.4 indicates a positively significant correlation between full participation and project acceptance at 99% level of confidence (r =.210, p < 0.010) and between partial participation and project acceptance at 95% level of confidence (r =.171, p < 0.050). However, there is no significant relation between stakeholder participation and the other indicators of project performance. The study concurs with Martinez and Olander (2015) and Ibanga, Valentine, Shukla and Eugene (2016) but contradicts Mugo and Oleche (2015).

4.5.2 RELATIONSHIP BETWEEN CAPACITY BUILDING AND PROJECT PERFORMANCE

The second objective was attained by assessing the relationship between capacity building and project performance. Capacity building was viewed in terms of both formal and informal trainings while project performance was assessed through dimensions of project acceptance, project timelines and project cost. The correlations are as summarized in table 4.5.

TABLE 4.5. CORRELATIONS BETWEEN CAPACITY BUILDING AND PROJECT PERFORMANCE

		Formal Training	Informal Training	Project Acceptance	Project Budget
Formal Training	Pearson Correlation	1	-.191**	.146*	.246**
	Sig. (2-tailed)		.009	.047	.001
	N	187	187	187	187
Informal Training	Pearson Correlation	-.191**	1	-.003	.103
	Sig. (2-tailed)	.009		.968	.162
	N	187	187	187	187
Project Acceptance	Pearson Correlation	.146*	-.003	1	.045
	Sig. (2-tailed)	.047	.968		.543
	N	187	187	187	187
Project Budget	Pearson Correlation	.246**	.103	.045	1
	Sig. (2-tailed)	.001	.162	.543	
	N	187	187	187	187

** Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.5 indicates a positive and significant correlation between formal training and project acceptance at 95% level of confidence (r = 0.146, p<0.050) as well as project budget at 99% level of confidence (r = 0.246, p<0.010). Informal training was found to be not significantly related to any project performance.

These findings are consistent with Nyandika and Ngugi (2014), Mugambi and Kanda (2013) and Mugo and Oleche (2015). For example, Mugo and Oleche (2015) had established that the likelihood of successfully implementing a project increased with an increase in the duration of training.

4.5.3 RELATIONSHIP BETWEEN BUDGET AND PROJECT PERFORMANCE

Objective three sought to establish the relationship between budget and project performance. In the study, the indicators of budget were its adequacy and timeliness while the indicators of project performance were project acceptance, project timeliness and project cost. Table 4.6 gives a summary of the results analysis.

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85

TABLE 4.6: CORRELATIONS BETWEEN BUDGET AND PROJECT PERFORMANCE

		Adequate Budget	Timely Budget	Project Timelines	Project Budget
Adequate Budget	Pearson Correlation	1	.079	.004	.581**
	Sig. (2-tailed)		.281	.958	.000
	N	187	187	187	187
Timely Budget	Pearson Correlation	.079	1	.671**	.089
	Sig. (2-tailed)	.281		.000	.225
	N	187	187	187	187
Project Timelines	Pearson Correlation	.004	.671**	1	-.017
	Sig. (2-tailed)	.958	.000		.813
	N	187	187	187	187
Project Budget	Pearson Correlation	.581**	.089	-.017	1
	Sig. (2-tailed)	.000	.225	.813	
	N	187	187	187	187
**. Correlation is significant at the 0.01 level (2-tailed).					

Table 4.6 shows a positive significant relation between adequate funding and completing the project in budget (r = 0.581, p = 0.000). There is, likewise, a positive and significant correlation between timely funding and completing the project within stipulated time frames (r = 0.671, p = 0.000). However, budgeting has no significant relation with project acceptance. The findings mirror those of Mwangi et al., (2014), Mugo and Oleche (2015) and Mugambi and Kanda (2013).

4.5.4 RELATIONSHIP BETWEEN POLITICS AND STAKEHOLDER PARTICIPATION

Since politics had been cited by several studies as a factor moderating the relationship between the independent variables and project performance, it was necessary to test the same. The relationship between politics and stakeholder involvement is as summarized in table 4.7.

TABLE 4.7: CORRELATIONS BETWEEN POLITICS AND PARTICIPATION

		Political Support	Political Opposition	Full Participation	Partial Participation
Political Support	Pearson Correlation	1	.256**	.261**	.240**
	Sig. (2-tailed)		.000	.000	.001
	N	187	187	187	187
Political Opposition	Pearson Correlation	.256**	1	.058	.130
	Sig. (2-tailed)	.000		.433	.076
	N	187	187	187	187
Full Participation	Pearson Correlation	.261**	.058	1	.592**
	Sig. (2-tailed)	.000	.433		.000
	N	187	187	187	187
Partial Participation	Pearson Correlation	.240**	.130	.592**	1
	Sig. (2-tailed)	.001	.076	.000	
	N	187	187	187	187
**. Correlation is significant at the 0.01 level (2- tailed).					

Table 4.7 shows that there is a positive and significant relationship between political support and stakeholder full participation in the project at 99% level of confidence (r = 0.261, p < 0.000). There is also a positive and significant relationship between political support and partial stakeholder involvement in the project at 99% level of confidence (r = 0.240, p = 0.001). However, political opposition to projects was not found to be significantly related to stakeholder participation.

4.5.5 RELATIONSHIP BETWEEN POLITICS AND AVAILABILITY OF ADEQUATE BUDGET

The moderating relationship between politics and adequacy of budget is as summarized in table 4.8.

TABLE 4.8: CORRELATION BETWEEN POLITICS AND ADEQUACY OF BUDGET

		Political Support	Political Opposition	Adequate Budget
Political Support	Pearson Correlation	1	.256**	.470*
	Sig. (2-tailed)		.000	.000
	N	187	187	187
Political Opposition	Pearson Correlation	.256**	1	-.074
	Sig. (2-tailed)	.000		.316
	N	187	187	187
Adequate Budget	Pearson Correlation	.470*	-.074	1
	Sig. (2-tailed)	.000	.316	
	N	187	187	187
**. Correlation is significant at the 0.01 level (2-tailed).				
*. Correlation is significant at the 0.05 level (2-tailed).				

Table 4.8 indicates that political support has a positive and significant correlation with adequacy of finance at (r = 0.470, p = 0.000).

4.5.6 RELATIONSHIP BETWEEN POLITICS AND PROJECT PERFORMANCE

Politics was defined as either support for a project or opposition to it. The correlation between politics and performance of projects was as analyzed in table 4.9.

TABLE 4.9: CORRELATIONS BETWEEN POLITICS AND PROJECT PERFORMANCE

		Political Support	Political Opposition	Project Acceptance	Project Timelines	Project Budget
Political Support	Pearson Correlation	1	.256[**]	.576[**]	.130	-.050
	Sig. (2-tailed)		.000	.000	.076	.498
	N	187	187	187	187	187
Political Opposition	Pearson Correlation	.256[**]	1	-.132	-.022	-.035
	Sig. (2-tailed)	.000		.073	.766	.630
	N	187	187	187	187	187
Project Acceptance	Pearson Correlation	.576[**]	-.132	1	.056	.045
	Sig. (2-tailed)	.000	.073		.450	.543
	N	187	187	187	187	187
Project Timelines	Pearson Correlation	.130	-.022	.056	1	-.017
	Sig. (2-tailed)	.076	.766	.450		.813
	N	187	187	187	187	187
Project Budget	Pearson Correlation	-.050	-.035	.045	-.017	1
	Sig. (2-tailed)	.498	.630	.543	.813	
	N	187	187	187	187	187
**. Correlation is significant at the 0.01 level (2-tailed).						

Table 4.9 demonstrates that political support has a positive and significant correlation to project deliverable acceptance at 99% level of confidence (r = 0.576, p = 0.000). However, the relationship between politics and the other dimensions of project performance, timeliness and adherence to the budget were not found to be related to politics. Nyandika and Ngugi (2014) similarly established that political support from the top contributed to project performance.

4.6 ANALYSIS AND INTERPRETATION OF FINDINGS

The study had three objectives. The first objective was to establish any relationship between stakeholder involvement, as indicated by full and partial involvement, M & E and project performance as indicated by deliverable acceptance, project timelines and the budgetary constraint. The second objective was to examine the influence of capacity building on project performance and the third objective sought to establish the association between budgetary allocation and project performance. Capacity building was measured in terms of formal or informal training while budget was viewed in terms of adequacy and timeliness of the required funding. The findings from the data collected are analyzed next.

4.6.1 THE ASSOCIATION BETWEEN STAKEHOLDER INVOLVEMENT AND PROJECT PERFORMANCE

The hypothesis was that there is an association between stakeholder participation and project performance. The findings were that both dimensions of stakeholder involvement, i.e. full and partial stakeholder involvement were significantly correlated to one dimension of project performance, project acceptance. It was also realized that stakeholder involvement was not associated with project timeliness and project budget. From the findings therefore, the null hypothesis is rejected and the alternative accepted. The findings imply that stakeholder involvement in M & E is appropriate for project performance in terms of beneficiary acceptance of the project deliverables.

4.6.2 THE ASSOCIATION BETWEEN CAPACITY BUILDING AND PROJECT PERFORMANCE

The second objective was to examine the influence of capacity building on project performance. The hypothesis tested was that there is an association between capacity building and project performance. The findings were that there was a positive and significant correlation between formal training and two dimensions of project performance; project acceptance as well as adherence to set costs. The null hypothesis was therefore rejected and the alternative accepted. There is a close association between capacity building and project performance.

4.6.3 THE ASSOCIATION BETWEEN BUDGETARY ALLOCATION AND PROJECT PERFORMANCE

The study also sought to determine the influence of budgetary allocation on project performance and the hypothesis of study was that there was an association between budgetary allocation and project performance. The findings indicated that both adequate and timely funding was related to project cost performance and time performance respectively.

5. SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The chapter is mainly a summary of the study findings. It discusses the findings with reference to the literature that was reviewed in chapter two under each objective. Further, the chapter gives recommendations based on the findings of this study.

5.2 SUMMARY OF FINDINGS

The key purpose of this study was to investigate the influence of monitoring and evaluation practices of county projects in Mombasa County. So as to achieve the objective, a descriptive research design was employed to collect data. Data was therefore collected from people who were involved in various projects in the county; project managers, site managers and project committee members. The study realized a 68.85 percent response rate.

In the life of any project, monitoring and evaluation are important parts and parcels. Monitoring is the continuous or regular assessment to check if activities are as planned. The assessment is further reflective and participatory (UNDP, 2010). Evaluation, on the other hand is an episodic examination of an activity (IFRC, 2011). Monitoring and evaluation are vital because they help in attainment of accountability to stakeholders, identify problems in projects and hence correct them.

Monitoring and evaluation is valuable to projects. It makes available reliable and valid data for appropriate decision making, it contributes to sharing of knowledge through reflecting on the experiences gained and also ensures there is compliance to set standards and also ensures that donor requirements are adhered to. M & E gives an opportunity to stakeholders to make their feelings in the project be known. In testing hypotheses, project performance was evaluated from the perspective of client acceptance, adherence to time and adherence to the budget.

5.3 DISCUSSIONS OF FINDINGS

The first objective was to establish the influence that stakeholder participation has on performance of projects. The related research hypothesis assessed the relationship between stakeholder involvement and project performance. The findings were that there was a positive and statistically significant relationship between stakeholder involvement in M & E and project performance in terms of client acceptance. These findings are in congruence with Martinez and Olander (2015), Nyandika and Ngugi (2014) and Ibanga et al., (2016). However, the study findings are contrary to those of Mugo and Oleche (2015). Thus, when stakeholders are meaningfully involved in projects their acceptance of the deliverables will significantly improve.

The second objective was to examine any relationship between capacity building and project performance. They relevant hypothesis therefore tested this relationship. The study results were that there was a positive and statistically significant relationship between capacity building and two dimensions of project performance; project deliverable acceptance and adherence to costs. The findings are consistent with Mugambi and Kanda (2013) and Nyandika and Ngugi (2014). Therefore the more the capacity building in projects, the higher the chances of the project performing as expected in terms of acceptability and budget.

Objective three was interested in examining the relationship between budgetary allocation and project performance. By way of hypothesis testing, the study established a positive and statistically significant relationship between the two variables and project cost and time performance. The findings therefore concur with Mwangi et al., (2014), Mugo and Oleche (2015) as well as with Mugambi and Kanda (2013). It can therefore be concluded that an adequate and timely budget is positively related to project performance.

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The fourth objective was to determine the moderating effect of the political dimension on project performance. The hypothesis tests revealed that political support had a moderating effect on the relationship between independent and the dependent variables. However, political opposition to a project was not found to have any significant effect on project performance. The results concur with Nyandika and Ngugi (2014) who had established similar findings.

5.4 CONCLUSION

The study aimed at determining the effect of M & E practices on project performance. The objectives were to establish the influence of stakeholder participation on project performance, to examine the influence of capacity building on project performance, in Mombasa County as well as to determine the influence of budgetary allocation on project performance, in Mombasa County. Based on the findings of the study, it is concluded that stakeholder involvement is an important ingredient to project performance as it contributes to client acceptance. Capacity building is also an additional ingredient to project performance. Its presence in a project leads to project acceptance and cost adherence. Additionally, funding was also found to be a main component of project performance as it leads to project cost and time performance. Political support was found to be a key moderator of the relationship between the independent variables and project performance, the dependent variable.

From the study findings it can be concluded that stakeholder participation in M & E is a determinant of project performance and hence the project leadership should endeavour to always involve stakeholders. It is also concluded that capacity building is key to project performance and therefore the project management team should always train its staff and other close stakeholders so that they may discharge their functions more effectively. Funding should also be adequate and timely as budget has a significant effect on project performance. The study further concludes that political perspective on the project does have an impact and that it is important to consider this perspective as well. In addition, the study concludes that there are many other variables that interfere with the independent variable – dependent variable relationship that probably explains the weak associations.

5.5 RECOMMENDATIONS FOR POLICY ACTION

Based on the three objectives, it is recommended that projects do consider the contributions of stakeholder involvement, capacity building and a budget as non-negotiable components of project success. It is also recommended to consider the weight of the external political atmosphere as political support is suitable for project performance. Other interfering variables on the original relationship may also be looked at.

5.6 SUGGESTED AREAS FOR FURTHER RESEARCH

Due to some weaknesses of this study as captured in section 1.9, it is suggested to undertake the following. Firstly it is recommended that longitudinal data is used in a similar study. A longitudinal study is more suitable as it captures all the phases of a project and would therefore provide more valid findings. Secondly, it would be more appropriate, in another study, to take in the views of the final project beneficiaries as opposed to the views of the project managers as the later tend to be biased.

Secondly, due to the low level associations between the variables of study, there is a need to establish through research, the other variables whether endogenous or exogenous. Thirdly, this study was undertaken in one county and this may have an effect on its generalizability. As a consequence it is recommended that a more representative sample from every county in the country is considered for study.

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APPENDIX

QUESTIONNAIRE

Instructions: This questionnaire consists of two sections; section A and B. Section A is demographic information while section B is project information. Please answer both sections truthfully.

Section A; Demographic details
1.   Name (Optional)…………………………………………………………………
2.   Gender; ()Male () Female
3.   Role in the project (please tick)
     () Contractor () Project Manager () Site Agent () Committee Chair () Committee Secretary () Committee Treasurer
4.   Please indicate the number of years' experience in project work………………………

Section B; **Give the responses based on a recent project in which you were involved in the monitoring and evaluation activities.**
Please rate by how much you agree with the following statements by putting a tick (√) appropriately in the table below (Key ; **SD – Strongly Disagree, D- Disagree, Neutral, A – Agree and SA – Strongly Agree**)

1.   Project Performance

Statement	SD	D	N	A	SA
The project was acceptable to the clients					
The project was delivered within the agreed time lines					
The project was delivered within the agreed budget					

2. Stakeholder Participation and Project Performance

Statement		SD	D	N	A	SA
i.	Stakeholders participated in the entire M & E process					
ii.	Stakeholders were only involved only in taking corrective action					
Effect of Stakeholder involvement						
i.	Comprehensive stakeholders involvement leads to client acceptance					
ii.	Comprehensive stakeholders involvement creates timely delivery					
iii.	Comprehensive stakeholders involvement leads to cost effective delivery					
iv.	Partial stakeholder involvement improves client acceptance					
v.	Partial stakeholder involvement creates timely delivery					
vi.	Partial stakeholder involvement leads to cost effectiveness					

3.   Capacity Building and Project Performance

Statement		SD	D	N	A	SA
i.	There was formal training of stakeholders during project					
ii.	There was informal training of stakeholders during project life					
Effect of Capacity building						
i.	Formal training to stakeholders improves client acceptance					
ii.	Formal training to stakeholders creates timely delivery					
iii.	Formal training to stakeholders improves cost effectiveness					
iv.	Informal training to stakeholders improves client acceptance					
v.	Informal training to stakeholders improves timely delivery					
vi.	Informal training to stakeholders improves cost effectiveness of delivery					

4.   Budgetary Allocation and Project Performance

Statement		SD	D	N	A	SA
i.	There was adequate funding in the life of the project					
ii.	There was timely funding in the life of the project					
Effect of budget						
i.	Adequate funding improves client acceptance					
ii.	Adequate funding improves to timely delivery					
iii.	Adequate funding improves cost effectiveness					
iv.	Timely funding improves client acceptance					
v.	Timely funding improves timely delivery					
vi.	Timely funding improves cost effectiveness					

5.   Political Influence and Project Performance

Statement		SD	D	N	A	SA
i.	There was political support for the project					
ii.	There was political opposition to the project					
Effect of political influence						
i.	Political support for project influenced client acceptance					
ii.	Political support for project influenced timely delivery of output					
iii.	Political support for project affected cost effectiveness					
iv.	Political opposition to project influenced client acceptance					
v.	Political opposition to project influenced timely delivery					
vi.	Political opposition to project affected cost effectiveness					

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