EFFECT OF MONITORING AND EVALUATION PRACTICES ON VALUE FOR MONEY IN DEVELOPMENT PROJECTS IN NYANDARUA COUNTY, KENYA

By

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12TH JUNE

2021

DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

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Sign _____ Date _____

I do hereby confirm that I have examined the master's dissertation of

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ABSTRACT

Despite the importance of M&E function, critical questions pertinent to monitoring and evaluation have been raised that centre on the implementation phase of projects. Admissibly, problems in project implementation and success continue to be witnessing albeit the fact that, M&E practices is deemed obligatory and are anchored in the Kenyan Constitution. In particular, according to Nyandarua County Development Plan 2019, only 32% of the projects initiated were completed in time and within the allocated budget with a worrying 68% of the projects still to be completed and experiencing cost overruns. This is in spite of the County Government admitting to returning funds budgeted for development projects to the National Treasury which points to lack of effective project M&E processes. This study thus aims to establish the effect of monitoring and evaluation practices on value for money in development projects in Nyandarua County, Kenya. Specifically, it examines the effect of M&E capacity building on value for money in development projects; evaluates the effect of M&E planning on value for money in development projects; assesses the effect of M&E structural framework on value for money in development projects and analyses the effect of M&E information use on value for money in development projects in Nyandarua County. The study was informed by social learning theory, institutional theory, structural functionalism theory and theory of planned behaviour. A descriptive survey research design was adopted. The target population involved 96 project managers of the development projects in Nyandarua County. Stratified and random sampling was used to select a sample of 77 development projects in Nyandarua County. A semi-structured questionnaire was used to collect the data. Descriptive statistics of frequencies, percentages, mean and standard deviation were used while a multiple regression model was run on the data in order to establish and analyze the effect of independent variables on the depended at a pre-set level of significance (5%). Findings showed that M & E structural framework had the highest, positive and significant on value for money followed by M & E information use. Also, M & E capacity building and M & E planning had the positive and significant on value for money in county government. Thus, the concludes M & E structural framework, M & E capacity building and M & E planning and M & E information use plays a critical role improving value for money in county governments. Therefore, there is need for project managers to employ the advisory skills of M&E experts on the use of M&E tools. Proper planning of the project timeline should be undertaken by project executives and project managers need to put into place a structural framework to guide the monitoring and evaluation process

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I dedicate this project to my family and friends. A special gratitude to my sisters, whose words of encouragement and push for tenacity ring in my ears. I also dedicate this work to my many friends and classmates who have supported me throughout the process.

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LIST OF ABBREVIATIONS

CDF	Constituency Development Fund
DID	Department for International Development
ICT	Information and Communication Technology
KNDP	Kenya National Development Plans
M&E	Monitoring and Evaluation
SSDC	South-South Development Co-operation
VFM	Value for Money

DEFINITION OF TERMS

Capacity Building	Equipping M&E employee to via teaching, collaborative methods, and a laser-like focus on allowing them to perform their jobs more effectively, successfully, and long-term on content used to train (Simister & Smith, 2010).
Evaluation	refers to a structured and a fact-based analysis of an existing programme, project or policy its design, implementation or results (International Federation of the Red Cross, 2017).
M &E planning	A methodical and objective mechanism for monitoring a project's progress against its objectives over time, requiring cooperation among the different players engaged in data collection and indicator creation, as well as the implementation of agreed-upon strategies (Chaplowe, 2008).
Monitoring	the general process involved in obtaining and reviewing information for the purpose of supervising project progress against established plans as well as the confirmed compliance with established standards.
Value for Money	refers to maximum mix of the project cost and quality (or achieving goal of the project) to achieve the user's demand, Categories such as efficiency, effectiveness and economy are used to measure value for money.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The concept of monitoring and evaluation particularly in development projects is an important tenet for the success of a project. Project monitoring and evaluation encompasses overseeing the implementation process coupled with gauging the worth of the project (Abdi, 2017). On one hand, monitoring involves conducting frequent checks on whether a project is being implemented as planned and anticipated while evaluation is concerned with determining the value of a project or intervention (Kusek & Rist, 2010). Monitoring and evaluation practices in government development projects are crucial in providing useful feedback required to enhance the success of projects or interventions funded by the government.

The value for money is paramount with regard to the development agenda of governments. The rationale of assessing the value for money is to determine what funds achieve and to demonstrate the worth of funds to the financiers who, oftentimes, are taxpayers. Value for money revolves around determining the right equilibrium between the economy, and effectiveness and efficiency of an intervention or a project. The economic aspect involves utilizing fewer resources while bearing in mind the required quality. The efficiency aspect is concerned with realizing outputs emanating from the inputs while being cognizant of the aspired quality, and effectiveness of the project outcomes without compromising the project's quality (Fleming, 2013). It is a thoughtful

way of prudently utilizing available resources. In other words, it is the optimum combination of cost and quality of a programme, intervention or project (Jackson, 2012).

The essence of value for money is ensuring accountability and making informed decisions on what works and what does not in regard to development projects. Evaluators utilize various methods such as cost effectiveness analysis, cost utility analysis and cost benefit analysis among others to assess the value for money in development projects (Fleming, 2013). Monitoring and evaluation not only aid the concerned stakeholders in providing a source of information on project progress but also help at influencing policies and ensuring transparency and accountability. As such, governments and development agencies must be abreast of the contribution made by monitoring and evaluation practices in ensuring value for particular development expenditures (Fleming, 2013).

1.1.1 Monitoring and Evaluation Practices

Monitoring and evaluation practices are critical in generating information and awareness on the efficiency of development programmes, policies and/or projects funded by the government. The M&E practices form a basis for gauging the value for money and enhancing government accountability. These practices are defined as the patterns that are considered to be efficacious with regard to improving performance of projects. The practices are thus deemed by practitioners to be effective in enabling M&E implementation in projects (Webb & Elliot, 2000). The starting point of the M&E practices is the baseline data collection which involves gathering of basic information on a project (Estrella & Gaventa, 2010). The collected data are then utilized in generating comparison required to assess the overall effect of the project.

In reviewing various global studies relating to monitoring and evaluation and value for money, UNDP (2019) argued that one shortcoming of the M&E system is that there are no set standards for measuring its quality (Chaplowe, 2018). For example, in Iran, Imran et al. (2010) established that there was a correlation between value for money and qualification of M&E team and project results. To a large extent, the competency of project staff was a factor in determining the extent to which implementation of M&E in construction firms was deemed to gain value for money. M & E roles and responsibilities need to be embedded in job descriptions and value for money. Specifically, individual performance needs to be linked to overall project value for money.

In Italy, Tidac & Pivac (2014) highlighted the role and support of project staff in implementation of M & E Beyond the needed cooperation from M & E staff and focal points, providing incentives and resources needed to collection and recording of quality data happen (Rejaul et al., 2012). Furthermore, In Germany Universities, Ubels et al. (2010) recommended for monitoring and evaluation needs for constructions firms to be instituted as much more than a technical agent of change. Especially, as implied, it is not sufficient to merely formulate a competent evaluation capacity and hope that firms will achieve more success in project value for money. Accordingly, it is imperative to see to it that competent employees as well as stakeholders have a deep understanding of their M& E roles, take part in M & E planning and the advancement of relevant systems and tools to achieve the objective of sustained project performance which enhance value for money in constructions firms, improving the capabilities for M & E human resource through training is of priority.

Donors in Sri Lanka maintain transparency by the local demand for assessment with an emphasis on utilization and solving problems of expertise, processes, methodology, and data structures rather than relying on government systems (Velayuthan, 2014). The lack of frameworks to evaluate the capability gaps among staff working in the M&E sector in Southern Asia is one of the current challenges M & E areas, with professionals presently being recruited depending on projects; incapacity among employees and institutions; a lack of qualified personnel; a scarcity of agencies that have capacity-building programs; and a lack of accountability mechanisms, with no consequences if the goals are not met. Furthermore, there is a shortage of effective authentication of tracked data, resulting in a dependency on survey-based data collection and inadequate data processing within line ministries (Santosh, 2018)

In Swaziland, Kelly and Magongo (2004) postulated that, in order to ensure proper and effective monitoring and evaluation of projects, it is imperative for the allocated project budget to make a clear as well as adequate provision for the involved activities. Another M&E practice is planning which emphasizes on assumptions about which the achievements of project goals are dependent. The planning practice encompasses budgetary resources, feasibility, capacity, timeline and ethics (Armstrong & Baron, 2013).

Monitoring and evaluation practices in Brazil are still developing in various institutions including the South-South Development Co-operation (SSDC) which is a technical cooperation to aid countries in realizing development goals. The infancy of the M&E practices in Brazil pose bottlenecks in handling the SSDC projects. The weak

accountability and transparency systems within the development projects and lack of legal frameworks cause poor handling of the projects. The cost-effectiveness evaluation of projects is unfeasible due to lack of an agreed formula to determine the institutional investment and value that the SSDC projects provide. The existing monitoring and evaluation practices only focus on outputs as guided by the M&E frameworks (Souza, 2016).

In Botswana, M&E structural framework is aimed at identifying the rationale of measuring performance as well as project elements how the latter relate. The underlying fundamentals of the aforesaid project elements are also part of M&E structural framework (Muzinda, 2007). According to (Muzinda, 2007) It is asserted that assessment or evaluation of development projects relating to public-private partnerships (PPP) is two-pronged in order to achieve the desired results for each stakeholder. While the private sector looks for profitability, government or public projects look for effectiveness, value for money and the degree of service to the users or beneficiaries of the project (Mladenovic, Vajdic, Wundsch, & Salaj, 2013). A typical case is India, which evaluates government-related projects from time to time with the view of improving accountability in public development projects (Mehrotra, 2013).

The evaluations regarding development projects prompted by governments in Africa are not popular. However, countries such as Benin, Uganda and South Africa have been on the forefront in respect of implementing evaluation systems touching on development projects which are funded by the national budget. The national evaluation systems in these countries are funded by the Department for International Development

(DID). Evaluation of national development projects is seen as an avenue to enhance effectiveness, accountability and efficiency of the government development projects (Goldman, et al., 2018). It is further averred that the evaluation process should be organized such that there is coordination between the ministries, decentralized levels of government and the projects. The evaluation systems, particularly in Uganda, aim at keeping track of programmes and projects by the local governments, public institutions and government ministries (Goldman, et al., 2018).

The Government of Nigeria appreciates the importance of monitoring, evaluation and appraisal of government-initiated development projects. Despite monitoring and evaluation policies placed for different government development projects, the rules guiding evaluation, monitoring and appraisal of projects are ignored. The foregoing leads to abandonment of projects despite gulping huge sums of money. There is a gap in appraisal and evaluation of government development projects which raises questions on the value for money in such projects (Peter & Eniola, 2017).

The successful delivery of projects is pegged on effective monitoring and evaluation practices. Many government developments projects in Ghana have stalled or failed due to crippled monitoring and evaluation systems and policies (Damoah, Akwei, & Mouzughi, 2015). More often than not, African governments and other agencies look for other project success measures other than the value for money. Ghana faces shortcomings such as institutional culture, accountability and transparency in achieving value for money on development projects. It is asserted that the Government of Ghana can save money and gain acceptance from the public with regard to accountability if

value for money, and evaluation and monitoring are considered seriously (Kissi, Twum-Ampofo, Adjei-Kumi, & Debrah, 2020).

The Government of Kenya, over the years, has laboured to develop monitoring and evaluation systems to manage development projects and to influence policies. Monitoring and evaluation as a policy has been evident in the Kenya National Development Plans (KNDP) since independence. A good example is the National Development Project of 2002 to 2008 that aspired for effective management for sustainable growth and poverty reduction (Mugo & Oleche, 2015). Despite the KNDP recognizing the importance of monitoring and evaluation, project implementation has been favoured more than the evaluation and monitoring practices. There have been weaknesses and loopholes in monitoring and evaluation practices which are characterized by lack of a robust institution to coordinate monitoring and evaluation systems, or lack of an effective monitoring and evaluation system. It is, however, opined that there is changing priority for monitoring and evaluation practices in Kenya due to fiscal and macro-economic pressures, and expectations from the public in development projects (Mugo & Oleche, 2015).

1.1.2 Value for Money

The value concept can be deconstructed into three parts, that is, important features, useful purpose, and beneficial outcomes. This deconstruction makes it applicable in all forms of VFM decision context (Barton, et al., 2019). On the same breadth, value for money in public management, is argued to be an umbrella concept that

encapsulates all the three dimensions of effectiveness (that is, goal-based, internal efficiency, and resource-based perspectives) simultaneously (Jones, 2010).

Value for money is efficiency, economy and effectiveness of project successs. 'Economy' refers to the acquisition of resources both in the right quality quantity. 'Efficiency' describes the situation of extending the same level of service but for minimum input of cost. On the other hand, 'Effectiveness' focuses on the attainment of the intended outcomes (McKevitt, 2015). The 3E idiom can be traced back to the Local Government and Finance Act 1982 in England and Wales. In forestalling possible opposition from the local government, the Act did not give a precise definition of VFM (Martin, 2000). However, in order to 'discover the meaning of VFM', pilot programmes were designed. It became an exceptional concept in the late 1990s when it was considered to be synonymous with quality akin to the equilibrium concept. From this description, VFM is anticipated to realize the same result at lower cost or better result at lower cost. The 3Es were later subsumed by the introduction of the 'Best Value' concept as enshrined in the Local Government Act 1999 in England and Wales. This meant that an aspect of 'duty to consult' with stakeholders particularly the users of the service considerably extended the scope of VFM (McKevitt, 2015).

The value for money in the United Kingdom, for instance, is used as a guiding framework for critically assessing cost effectiveness in the public sector (Fleming, 2013). However, the value for money in the country is neither highly developed nor absorbed in many government interventions. This is due to political interference at both local and national level, and also lack of mutual understanding between stakeholders in the public

sector (Prowle, Kalar, & Barrow, 2016). In France only partnerships contracts that are subject to preliminary VFM analysis. This is founded two aspects. Firstly, there is the legal requirement which provides for waivers of such contracts to the general principles of public procurement rules. Secondly, the partnerships contracts have relatively larger impact in terms of duration, scope and financing on future public commitments (Bergere, 2013).

Developing countries often face various challenges in implementing VFM especially in their public sector (Sundararajan, 2013). Part of these challenges border on project preparation and structuring abilities, and establishment of rationale for public-private partnerships (PPP) particularly in reference to not-for-public financing gaps. Others are institutional capacity and skills for implementation, benchmark data and experience, abilities in decision-making given the available information as well as appropriate discount rate or lack thereof. In response to the foregoing challenges common in many developing countries, mitigating measures have been put forth. They should ensure capacity building for assessing and appraising projects, and also employ simple tools for decision making. They ought to balance between qualitative and quantitative assessments, instil private sector in VFM approach, employ sophisticated methodologies in response to increased PPPs, as well as learn from other successful developing countrie (Sundararajan, 2013)s.

In relation to construction projects in Nigeria, value for money is described as the assessment made by a client(s) on the projects and/or services delivered by various stakeholders of the aforesaid projects (Olatunji, Olawumi, & Awodele, 2017). In carrying

out the said assessment, pre-determined objectives are used as the yardstick. Some of the tools which have been put across by the authors as enablers of the desired VFM include value management, life cycle cost analysis, building information modelling, and lean construction methods (Olatunji et al., 2017). In order to ensure realization of VFM in the Ghanaian public sector, there are calls for urgent attention on the country's procurement system in cognizant of the hitherto widespread of corrupt malpractices and inefficiencies (Asare & Prempeh, 2016). Given that about 50% to 70% of the national budget is related to procurement, an efficient public procurement system is likely to ensure VFM in the government expenditure, which is critical in a country facing herculean development constraints (Asare & Prempeh, 2016).

Devolution in Kenya brought hope of bringing development projects close to the public. County governments across the country have initiated development projects to spur economic growth but only little has been achieved in terms of value for money. The lack of technical capacity to influence evaluation and monitoring of the development projects has halted monitoring and evaluation practices (Hassan, 2017). Nevertheless, it is noted that, with better budgetary allocation and spending on monitoring and evaluation, better monitoring and evaluation design, and better execution of monitoring and evaluation of government projects, success of development projects can be enhanced (Nabulu, 2015).

Funds for development projects in Kenya are majorly sourced from tax revenue. This necessitates the need for the national and county governments to be accountable and transparent with regard to allocations and spending of public funds. There has been

public outcry on spending and value for money on development projects undertaken by both levels of government. According to Adek (2016), monitoring and evaluation coupled with transparency and accountability of development projects in devolved units in Kenya is of paramount importance to successful project implementation. The author cautions against political interference in developmental projects for effective evaluation and monitoring to take place, and for overall project success to be realized. As such, it is imperative to examine the nexus between M&E practices and value for money in respect of development projects particularly at county level in Kenya.

1.1.3 Development Projects in Nyandarua County

Development projects are central to international development. They represent the mechanisms by which development goals become development impacts, and we may define them in that way, as organised means seeking to achieve specific development impacts. Despite this importance, development projects as a generic entity appear under-researched (Struyk, 2007). In particular, the nature of practice within development projects seems to have been the subject of limited description and limited analysis in recent year

Nyandarua County is one of the 47 Counties in Kenya and covers an area of approximately 3245.2 square kilometres. It lies between latitude $0^{o}8'$ to the North and $0^{o}50'$ to the South, and between $35^{o}13'$ to the East and $36^{o}42'$ to the West. Its neighbours Nakuru, Kiambu, Laikipia, Nyeri, and Murang'a Counties. Nyandarua County is located approximately 150 km North West of Nairobi City. The County's headquarters and the seat of the County Government is Ol Kalou town. The main economic activity and

mainstay of the County is agriculture where it is the leading potato producer in Kenya (County Government of Nyandarua, 2017).

Since the inception of devolution in early 2013, the County Government of Nyandarua has initiated several development projects. The first phase of these projects was majorly focused on water and agriculture in resonance to the most critical challenges facing the County and the mainstay of the constituents respectively. Some of these projects included milk coolers installation, electricity installation centred on farmers, procurement of chicken incubators, construction of market sheds, and purchase of industrialization training equipment (County Government of Nyandarua, 2015). For example, Nyandarua county governments with partnership with The Kenya National Highways Authority (KENHA) have contracted maintenance works on Ndundori-Njambini road with the replacement of a collapsed bridge at Kariamu underway at a cost of Shs.55 million.

For development projects, county government of Nyandarua, initiated County Integrated Development Plan (CIDP) 2018 – 2022. The main goal of this County Integrated Development Plan is to establish community developmental prime concerns to be executed during the coming five years. In Chapter one, general knowledge on the infrastructural, environmental, socio-economic and ecological of the nation is presented, This comprises an elucidation of the nation based on the size, administrative and political units, demographic profiles, physiographic and natural conditions. Further, it presents information pertaining to access and infrastructure; community organisations/non-governmental bodies; environment and climate change; water and sanitization; tourism;

forestry and agroforestry; mining; industry; community development and Social welfare livestock, fish and crop production; employment and alternative sources of revenue; education and literacy; energy; health and nutrition; transport and communication; trade and housing.

As illustrated in the second phase of the Nyandarua County's leadership which is reflected in the County Integrated Development Plan (CIDP) 2018 – 2022, there are a couple of projects which have been initiated and which are geared towards cooperative development. The projects include acquisition of 10 milk coolers to cooperative societies, and purchase of incubators. The county government facilitates regular and comprehensive audits to enhance both transparency and accountability in cooperatives (County Government of Nyandarua, 2017). Besides constructing cottage industries, the county government is in the process of constructing dams and boreholes which are aimed at improving access of water by the County's residents.

It is essential to recognize that insufficient capacities has resulted in setbacks which are seen in reduced absorption of rate of development funds by executing offices. The County has encountered the refund of money set aside for development initiatives to the Exchequer at the end of a financial year. The aforementioned is associated with a dearth of capacity in project planning on schedule in order to kick start the procurement process. The capacity inadequacies or gaps are in terms of skills, staffing, and equipment (County Government of Nyandarua, 2017). In the financial year 2019/2020, approved budget for Nyandarua was Kshs. 6.52 billion where 32.3% and 67.7% were allocated to development and recurrent expenditure respectively (Republic of Kenya, 2020).

Although the County's budgetary allocation for development (Kshs. 2.11 billion) was dwarfed by the recurrent expenditure budget (Kshs. 4.41 billion), the respective stakeholders are expected to not only optimize development funds absorption, but also maximize the value for money in respect of development projects.

1.2 Statement of the Problem

Despite the importance of M&E function, critical questions pertinent to monitoring and evaluation have been raised that centre on the implementation phase of projects. Admissibly, problems in project implementation and success continue to be witnessing albeit the fact that, M&E practices are deemed obligatory and are anchored in the Kenyan the Constitution. The supreme law advocates for accountability, responsiveness and effectiveness of institutions during monitoring and evaluation (Republic of Kenya, 2010). Best M&E practices require that all projects undergo both monitoring and evaluation not only for control, but also to ensure transparency and accountability for allocated resources as demanded by project stakeholders. Against this backdrop, however, a large proportion of these projects face performance challenges characterized by delayed completion; an issue stemming from absence or ineffective monitoring and evaluation (Ogolla & Moronge, 2016). Therefore, there is high likelihood of the projects stalling in spite of the funds disbursed to them and the clearly set completion timelines. This leads to stakeholders failing to get value for money from such development projects due to the ineffective M&E functions.

By the end of the third quarter of year 2019, the stalled projects in Kenya were estimated to be 545 to which approximately Kshs. 72.5 billion had been expended,

representing an alarming 48.6% of the total budget allocated to development projects in Kenya. To aggravate the already dire situation, other projects were determined to be well beyond their completion dates (Republic of Kenya, 2019). Similarly, there are many development projects which have been initiated in counties particularly after the inception of devolution in Kenya in 2013. Therefore, on focus, are the projects funded by the county governments. Although there are a number of these projects which have been completed, several others have experienced both time and cost overruns while others have stalled altogether. In particular, according to Nyandarua County Development Plan 2019, only 32% of the projects initiated were completed in time and within the allocated budget with a worrying 68% of the projects still to be completed and experiencing cost overruns. This is in spite of the County Government admitting to returning funds budgeted for development projects to the National Treasury which points to lack of effective project M&E processes (County Government of Nyandarua, 2017).

Despite, this challenges few studies have attempted to assess effective implementation of monitoring and evaluation in county projects and how their performance are affected in Kenya. Locally several studies have attempted to asses determinants of effective implementation of monitoring and evaluation. For example, Wanjiku (2009) examined determinants of effective monitoring and evaluation systems in non-governmental organizations within Nairobi County, Kenya. Njuma (2015) investigated determinants of effectiveness of a monitoring and evaluation system for projects: a case of amref kenya wash programme while Okello and Mugambi assessed the determinants of Effective Monitoring and Evaluation System of Public Health Programs. A study by Mandela (2018) found that stakeholders' involvement in monitoring and

evaluation significantly influenced project performance. Yet, this study did not link M&E to value for money. Another related study observed that stakeholder participation did not significantly affect monitoring and evaluation (Mwangi, Nyang'wara, & Ole Kulet, 2014). This is a departure from the present study which examines M&E to be a predictor of VFM. Another local study identified project performance indicators (Ngacho & Das, 2014) without necessarily focusing on value for money. However, none of these studies was conducted in development projects and value for money. As such, there is a need for comprehensive and integral M&E practices in development projects and more so in county government to ensure increased better performance. Unlike the others past studies, this study focuses on four common types of M&E (monitoring and evaluation frameworks, monitoring and evaluation information use, monitoring and evaluation planning and monitoring and evaluation capacity building). . Therefore, it is imperative to infer that not only does knowledge gap exists, but also research gap with regard to M&E practices and values for money particularly in the context of development projects under the purview of devolved governments in Kenya. It is against this backdrop that this study is being conducted.

1.3 Objectives of the Study

The study addressed the general objective and specific objectives as stated below.

1.3.1 General Objective

To evaluate the effect of monitoring and evaluation practices on value for money in development projects in Nyandarua County, Kenya.

1.3.2 Specific Objectives

1. To examine the effect of mentoring and evaluation capacity building on value for money in development projects in Nyandarua County
2. To evaluate the effect of mentoring and evaluation planning on value for money in development projects in Nyandarua County
3. To assess the effect of mentoring and evaluation structural framework on value for money in development projects in Nyandarua County
4. To analyse the effect of mentoring and evaluation information use on value for money in development projects in Nyandarua County

1.4 Research Hypotheses

H_{01}: There is no significant effect of mentoring and evaluation capacity building on value for money in development projects in Nyandarua County.

H_{02}: There is no significant effect of mentoring and evaluation planning on value for money in development projects in Nyandarua County.

H_{03}: There is no significant effect of mentoring and evaluation structural framework on value for money in development projects in Nyandarua County.

H_{04}: There is no significant effect of mentoring and evaluation information use on value for money in development projects in Nyandarua County.

1.5 Significance of the Study

The Constitution of Kenya paved way for devolution to take root in the country. The major goal was to decentralize various government functions to county governments with the view of extending development to ordinary citizens at the grassroots. The devolution is accompanied by billions of Kenya shillings in terms of disbursements for both recurrent and development expenditure. Therefore, it is expected that huge sums of money disbursed by the Exchequer should not only be allocated to development projects by ensured that they are utilized appropriately for the intended course. The foregoing alludes to the importance of establishing the value for money from disbursements made to the aforesaid development projects. While cognizant of the fact that there are several factors which would affect the utilization of the development funds, this study will focus on examining the extent to which monitoring and evaluation ensures that there is value for money in development projects. Therefore, this study is anticipated to be beneficial to the following entities.

1.5.1 Project Managers

Project managers are the main decision makers in development projects because the failure or success of the said projects is attributed to their actions or inactions. In this respect, therefore, the findings of this study are believed to be informative to the project managers with regard to how they can consult with all relevant stakeholders especially the financiers and beneficiaries of the projects. Moreover, from the study findings, conclusions and recommendations, the managers will understand better on the most effective ways of undertaking both monitoring and evaluation of the projects under their jurisdiction.

1.5.2 County Governments

Therefore, this study is expected to be adequately informative to policy makers and practitioners in devolved governments. The findings of this study are hoped to enlighten the county assemblies and senior executives at county governments on the most effective policies they can formulate to ensure that monitoring and evaluation of development projects is conducted objectively and with the view of ensuring that the taxpayers realise value for money. Moreover, the study is anticipated to inform M&E personnel who comprise finance officers, accountants and project officers among other pertinent staff on how they can effectively and efficiently ensure monitoring and evaluation of development projects which they are entrusted to implement.

1.5.3 Scholars

Lastly, the study is expected to add to the body of knowledge in project planning and management and finance especially developmental finance. Therefore, the study will be a suitable source of reference materials for scholars in the aforesaid specializations.

1.6 Scope of the Study

The study was carried out in Nyandarua County where it will centre on development projects funded by the County Government. Project managers in charge of the aforesaid projects were targeted. In particular, the study will be delimited to a set of variables which will include stakeholder involvement, M&E planning, M&E structural framework, mid-term and end evaluation, top management support, and value for money. The first five variables comprise the independent variables while the latter is the dependent variable. The study was guided by the stakeholder theory, structural functionalism theory, upper echelons theory and institutional theory. It is anticipated that the study took approximately four months.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews selected conceptual and empirical literature on the key study variable with the aim of highlighting monitoring and evaluation practices on value for money in development projects throughout the world. The study starts by giving some theoretical foundations, reviews the studies that have been conducted globally on the theme of the study, presents the conceptual framework as well as operationalization of the study variables.

2.2 Theoretical Framework

This section presents the theoretical framework that the study was anchored on. The purpose of theories in study is to guide the development of the hypothesis especially on the underlying relationship between independent and dependent variables (Clifford, Williams, Randall & Thomas 2010). The theories give the researcher a glimpse of the nature of the relationship that exists between the independent and dependent variables. The theories covered in this study are: Stakeholder's Theory, Structural Functionalism Theory, Upper Echelons Theory and Institutional Theory.

2.2.1 Social Learning Theory

Social theory of learning by Albert Bandura (1977) People learn from their social environment through real performances or through vicariously watching models, listening

to orders, and communicating with print or electronic content, according to this theory. Social learning models have involved cognitive memory components such as concentration, recalling, and processing knowledge from others in addition to behavioristic concepts of reinforcement the environment, and the consequences of behavior (p. 1462). Social learning theory is being more widely recognized as an important aspect of long-term natural resource control and the advancement of desired behavioural improvement (Muro & Jeffrey 2008). This theory is based in the idea that we gain from our social encounters with other people. Independently, individuals adapt typical habits through observing other people's mannerisms. People copy and ebb other people's tendencies upon encountering it, especially if they perceived them positively or were motivated by them. Bandura (1977) opines that imitation involves the real reproduction of perceivable motor functions

SLT is the most widely used learning and growth philosophy. It's focused on a lot of common learning theory's fundamental principles. According to Muro & Jeffrey (2008), this strategy is many a time explained as a connection between behaviourist and cognitive learning theories, since it comprises motivation, perception and motivation. However, Bandura argues that direct feedback cannot account for all forms of learning in this case. As a result, he included a social component in his philosophy, suggesting that people would learn new knowledge and habits by observing others. The implications of this principle for capacity-building projects are that these programs would be more successful should aim at facilitating double-loop learning experiences to the project beneficiaries rather than just single-loop learn.

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2.2.3 Institutional Theory

The study will further be anchored on institutional theory as suggested by Scott (2004). The theory foundations are based on how structures that make up organization such rules, norms, culture and routines become accepted as social behaviors and influence how people interact with each other within the organization to achieve set goals. The theory views organizations as institutions with unique set of procedures that dictates how things are done. For instance, Scott (2004) mentioned three pillars that forms structural integrity of the many organizations these includes regulatory framework, normative and finally cultural cognitive. The regulatory pillar is based on compliance to all the rules and laws and also highlights enforcement mechanisms for noncompliance (Luhmann, 2010).

According to this theory the effectiveness and efficiency of organisation dependent on how it regulatory and cultural pillar work together to give the organisation its life. Regulations and guidelines which are from time to time issued by the county governments must be complied with to the latter by all entities and implementers of public development projects (Barrett, 2010). Institutional theory states that there should be compliance with the stipulated regulations to ensure transparency and professionalism in implementing development projects (Andrew, 2008). This theory is relevant in explaining the level of compliance among different entities with proper code of ethics and policies, regular audits and those with project oversight committees are likely to be more compliant than those that lack such structures.

2.2.4 Structural Functionalism Theory

The theory was proposed by Talcott (1991). The proponents of this theory argue that organisations are consist of small unit of people working together cohesively towards achieving organisational goals and objectives. The proponents further argue that despite the large and complex nature of organisations, it is the small units within the organisation that makes them functional, however sometimes the units are involved in diametric opposition to each other. According to this proposition, functionalism must prevail at all times, maintaining order and formal work in organisations and all the units that are within the organisation and societies regardless of the changes in personnel that take place within the organisations.

This theory therefore provides understanding how different parts of the organisation and organisation systems at large can work together in harmony while achieving stability at most times. The theory argues that conflicts of interests among the various groups in an organisation should analysed and solved to achieve structural functionalism. This theory is relevant to the current study since it provides that it is imperative to take into consideration the views and interests of various stakeholders in order to achieve certain organisational goals and objectives (Carr & Capey, 1982).

The theory underpins the important role of bringing together stakeholders by the management of development projects to form a team that has a uniform goals and targets of working together and building a cohesive system to achieve project goals. The theory therefore rationalises the importance of stakeholder involvement in achievement of value for money in development projects. The theory informs the relationship between

stakeholder involvement and achieving value for money in development projects in Nyandarua County.

2.2.4 Theory of Planned Behaviour

This Theory based on the relationship between personal perceptions of the implications of an action, societal norms about those actions and the decision-making process of an individual (Ajzen, 1991). The explanation of behavior has a long research tradition in social psychology, and one Theory that has been employed vastly is the Theory of planned behaviour (TPB) (Ajzen 1985).

The TPB assumes behavioural intentions to be one of the most significant covariate of actual behavior. Fishbein and Azjen, (1975) affirm that it advances the antecedent Theory of reasoned action (TRA) where the behavioral intention is a result of attitudes and beliefs concerning the probability that carrying out a specific behaviour will bring about a sought-after effect .The TRA deconstructs the history of behavioural intentions into two discrete variables, and they include, normative and behavioural. Behavioural beliefs are the person's beliefs concerning carrying out a behavior wheras normative beliefs entail those that impact a person's bias norm regarding carrying out a behaviour. Based on Madden et al., (1992), normative beliefs arise from social demands to carry out or not carry out a behaviour, In line with TRA, an individual's motive to perform or not perform a certain behavior raises as their disposition toward the particular behavior, thereby making biased norms toward the behavior more advantageous.

The TPB has been widely employed in management studies as well as inquiries on consumer behaviour (cf. Cordano & Frieze, 2000). It is typical to concentrate on making speculations o behavioural intention rather than observing the behaviour itself when it comes to such applications. According to Ajzen, (2001), this is significant since behavioural intention has been portrayed as the most fundamental predictor of actual behaviour. Furthermore, some studies are debatably linked to communication in the corporate setting as the behavioural intentions under consideration could possibly be the outcome of communication campaigns.

Holdershaw et al. (2011) employed the TPB model to make a prediction of blood donating behavior, Warmerdam, Lewis and Banks (2015) to gain a more profound insight on Gen Y graduates' motive to be part of a company, moreover, Pelling and White (2009) made use of the TPB model to comprehend the preference held by people concerning online websites. Research on corporate communication and PR, nonetheless, the TPB endorsement remains frail despite experts in the industry acknowledging it as critical in gaining insight on behaviour (see for example Therkelsen and Fiebich, 2011; Ki and Hon, 2007). Nevertheless, to date, they are yet to apply their framework in their study explicitly. Kinsky et al.'s (2015) work is a recent anomaly; the TPB was used to investigate the possible effect of a crisis on consumers and the donor's planned behaviour toward a charitable institution,

Subjective norms much determine whether or not an individual has the intention of carrying out a specific behaviour. Such norms arise from a person's close ones, for instance, colleagues, friends or teammates at the workplace. Those with the ability to

impact an individual's perception. In a nutshell, people are more likely to perform a behaviour if they think that significant others find it critical or participate in it themselves. In the last few years, there has been a robust debate concerning the role of standards in M&E, that, if successful, can be required to support the significance of outcome M&E and augment the professional strain posed on experts (Macnamara, 2014; Thorson et al., 2015). Michaelson & Stacks, 2011. As a result, practitioners' perceptions of the surrounding normative forces to conduct outcome M&E play an important role in understanding their M&E actions.

2.3 Empirical Review

This section comprises of the analysis of previous empirical studies related to the current study. This section is preceded by theoretical framework which helps the study to understand the underlying relationship between variables. In this section the study critically analyses other study conducted in different contexts with the intention of understanding their findings while identifying the gaps that exist in the existing literature. Empirical review was conducted based on specific objective of the current study.

2.3.1 M&E capacity building and Value for Money in Development Projects

Karanja (2013) did a study on management practices and sustainability of youth project in Kangemi District. The study used employed descriptive research design. A ample of 156 youth project from a target population 371 were randomly selected. Questionnaire were used to collected data analysed using both regression and descriptive

statistics. Results showed that capacity development in both management and monitoring and evaluation play a significant role in project performance and sustainability.

Mugabe and Kanda (2013) investigated capacity building as determinants of effective M&E of Strategy Implementation of Community-Based Projects. Desk research was used to carry out this study. Journals, books and other research papers on monitoring and evaluation were also studied in details to identify some of the determinants of effective monitoring and evaluation of strategy implementation of community-based projects. The findings monitoring & Evaluation is influenced by incompetency related to results-based Monitoring & Evaluation community-based projects.

Waithera & Wanyoike (2015) established the influence of monitoring & evaluation human capacity on the provision of health care services in public health institutions in Migori County, Kenya. The research design used was descriptive survey. The study targeted a sample of 60 doctors, 102 Nurses, 43 M&E officers, 9 social workers, 16 community health volunteers and 55 patients. The data collection instruments included a questionnaire and an interview guide. Data analysis was descriptive in the form of frequencies and percentage. Multiple regression was conducted. From the study findings, data collection was regular with data analysis carried mainly through SPSS21. has established that poor capacity development processes in monitoring and evaluation professionals and underdeveloped policies to support and guide them affects the overall viability of the M&E activities.

In their research to classify the reasons that improve the success of M&E interventions in community-based projects, Mugabe and Kanda (2013) note that

inadequate monitoring and evaluation skills have an impact on such projects. Apart from the capacity for Monitoring and Evaluation to operate effectively, facilities such as computers, printers, and scanners are required and supporting infrastructure (Douglah *et al.*, 2003).

In a study by Santosh (2012) carried a study on challenges of capacity building in Monitoring and evaluation toward performance management in South Asia. Desktop analysis of review of literature of 33 articles. Results showed that M&E activities are characterized by low support and encouragement by governments in developing countries because of the benefits they derive from having low information on process implementation. More investment in training should increase the effectiveness and acceptance of monitoring and evaluation in all projects.

Alberto & Timur (2013) conducted a study on effect of monitoring and evaluation on Earned value -based performance of facility construction projects in UK. Their study used a sample 43 construction firms. Using thematic analysis for qualitative data they indicated that the evaluation capacity-building activities as instruments for strengthening evaluators' professional capacity to not only perform assessments but also to boost clients' and stakeholders' capacity to understand and use the assessment results.

According to Naccarella et al. (2007), the concept of assessment capacity-building should include not only equipping organisations to perform assessments on a regular basis, but also the various uses to which evaluation results can be placed. This broadens the reach of ECB to include improving administrators', planners', policymakers',

lawmakers', funding agencies', and public opinion's incentive and capacity to commission, evaluate, and/or utilize assessments.

A review carried out by FAO (2004) established that monitoring & evaluation capacity building ought to enhance the general success of the procedures comprised in project conceptualization and implementation. The interrelation between these processes require a proactive go-between to ensure that the information and physical flows from these processes are interpreted on time and increase the performance and effectiveness of goal attainment. In addition, the reporting allows firms to communicate effectively with their external environment especially when reporting for compliance purposes. In addition, they expose shortcomings throughout the entire lifecycle of a project leading to the development of better interventions that address the underlying problems resulting in better overall effectiveness.

2.3.2 M&E Planning and Value for Money in Development Projects

Kamau and Mohamed (2015) sought to find the relationship between monitoring of the projects through M&E framework and value for money among the development projects in Kenya. using desktop review, the study conducted an analysis of previous studies and established a particular pattern of events. The study finding established that the strength of M&E team. Monitoring strategy assumed, political power as well as project lifecycle stages is essential in ascertaining value for money in development projects. The study concluded that monitoring and evaluation planning is significance in ensuring development project achieve value.

Njama (2015) focused on project undertaken by AMREF sought to determine the effectiveness of monitoring and evaluation on completion of the projects and why many projects especially in emerging and developing countries fail compared to developed countries. The study employed descriptive survey research design using a target population of 66 employees of AMREF Kenya. data was collected using questionnaire and analysed using multiple regression. The study findings brought out lack of understanding of monitoring and evaluation of projects as among the major causes of projects failures. The study concluded that M&E is critical in ensuring the projects realize value for money and are beneficial to the targeted beneficiaries. This study however focused on donor funded projects which sometimes makes it mandatory to undertake M&E planning while the current study will focus on government sponsored projects in Nyandarua County which has weak M&E planning.

Wachaiyu (2016) assessed the the monitoring and evaluation factors influencing success of development projects in Starehe Sub- County, Kenya. His study adopted a survey of 231 respondents, a sample of 144 respondents were randomly selected. Reliability was tested using Cronbach‟s Alpha Coefficient which give a value over .70. The data was analysed using SPSS version 21 and presented using frequency tables to facilitate comparisons and conclusions. Their findings that planning practice encompasses budgetary resources, feasibility, capacity, timeline and ethics. Another practice is M&E structural framework which is aimed at identifying the rationale of measuring performance as well as project elements how the latter relate. The underlying fundamentals of the aforesaid project elements are also part of M&E structural framework. According to Wachaiyu (2016) the fourth practice is M&E budget. It is

postulated that, in order to ensure proper and effective monitoring and evaluation of projects, it is imperative for the allocated project budget to make a clear as well as adequate provision for the involved activities.

Kariungi (2014) determined M&E planning as factor that influence timely completion of power projects within Thika region. The study target 102 project engineers, supervisors and technical staff working in projects from Kenya Power and Lighting Company (KPLC) staff and other reliable stakeholders. Questionnaires and interview were used to collected data from randomly selected sample. Finding showed that M&E planning affect timely completion of KPLC projects in the studied area.

Pretorius, Steyn & Jordan (2012) studied the influence of project management maturity on success project management of engineering and construction industries in southern Africa. The study employed a survey of 1,625 employee of South African engineering and construction industries. Structured questionnaire was distributed to a sample of 255 respondents. Results showed that M&E planning contribute to (46%) projects successful. The average perceived project management maturity level was 2.88.

2.3.3 M&E Structural Framework and Value for Money in Development Projects

A study conducted in Ghana by Kissi, Agyekum, Baiden, Tannor, Asamoah and Andam (2019) sought to establish the relationship between M&E practices and success of the construction projects. The study included construction projects in the city of Kumasi and interviewed all the project managers and their various stakeholder to find out whether monitoring and evaluation of the construction projects was undertaken. The study

findings showed that M&E frameworks significantly influence the success of the construction projects. The study concluded that M&E structural framework must be incorporate in all the development project to achieve success. This study was undertaken in Ghana and focused on projects sponsored by private sectors while the current study will be undertaken in Kenya and will specifically focused on development project sponsored by the county government of Nyandarua in Kenya.

A similar study was conducted by Hassan (2013) to find out how project managers incorporated various components of monitoring and evaluation in road construction projects in Kenya. The study included contractors and regulatory organisations and used both quantitative and qualitative data. The finding showed that there was a significant correlation between use of monitoring and evaluation and road project quality. The study concluded that M&E structural framework increased the quality of the road construction projects in Kenya. The current study will specifically focus on development project sponsored by the county government of Nyandarua in Kenya.

Busilie (2017) also found that evaluation of national development projects is seen as an avenue to enhance effectiveness, accountability and efficiency of the government development projects. It is further averred that the evaluation process should be organized such that there is coordination between the ministries, decentralized levels of government and the projects. The evaluation systems, particularly aim at keeping track of programmes and projects by the local governments, public institutions and government ministries.

2.3.4 M&E information use on Value for Money in Development Projects

The use of M&E knowledge is a central component of the M&E strategy, according to the studies examined, and a successful M&E plan outlines the underpinning principles that must hold true for the accomplishment of project priorities, as well as the logical relationships between tasks, results, and outcomes. An M&E Plan also includes well-defined conceptual steps and definitions along with baseline data needed;the surveillance schedule; a list of data points to be used; and monitoring and assessment expense assessments Most strategies will provide details about how to develop alliances and collaborate to accomplish the desired outcomes, as well as a strategy for disseminating and using the data gathered (Mackay 2017; Alcock 2009; Nuguti 2009).

Wanjala, Iravo, Odhiambo and Shalle (2017) sought to find the relationship between monitoring of the projects through M&E framework and value for money among the development projects in Kenya. The study conducted an analysis of previous studies and established a particular pattern of events. The study finding established that strength of M&E team, monitoring approach adopted, political influence and project lifecycle stages is critical in ensuring value for money in development projects. The study concluded that monitoring and evaluation planning is significance in ensuring development project achieve value.

Adek (2016) also found that planning practice encompasses budgetary resources, feasibility, capacity, timeline and ethics. Another practice is M&E structural framework which is aimed at identifying the rationale of measuring performance as well as project elements how the latter relate. The underlying fundamentals of the aforesaid project

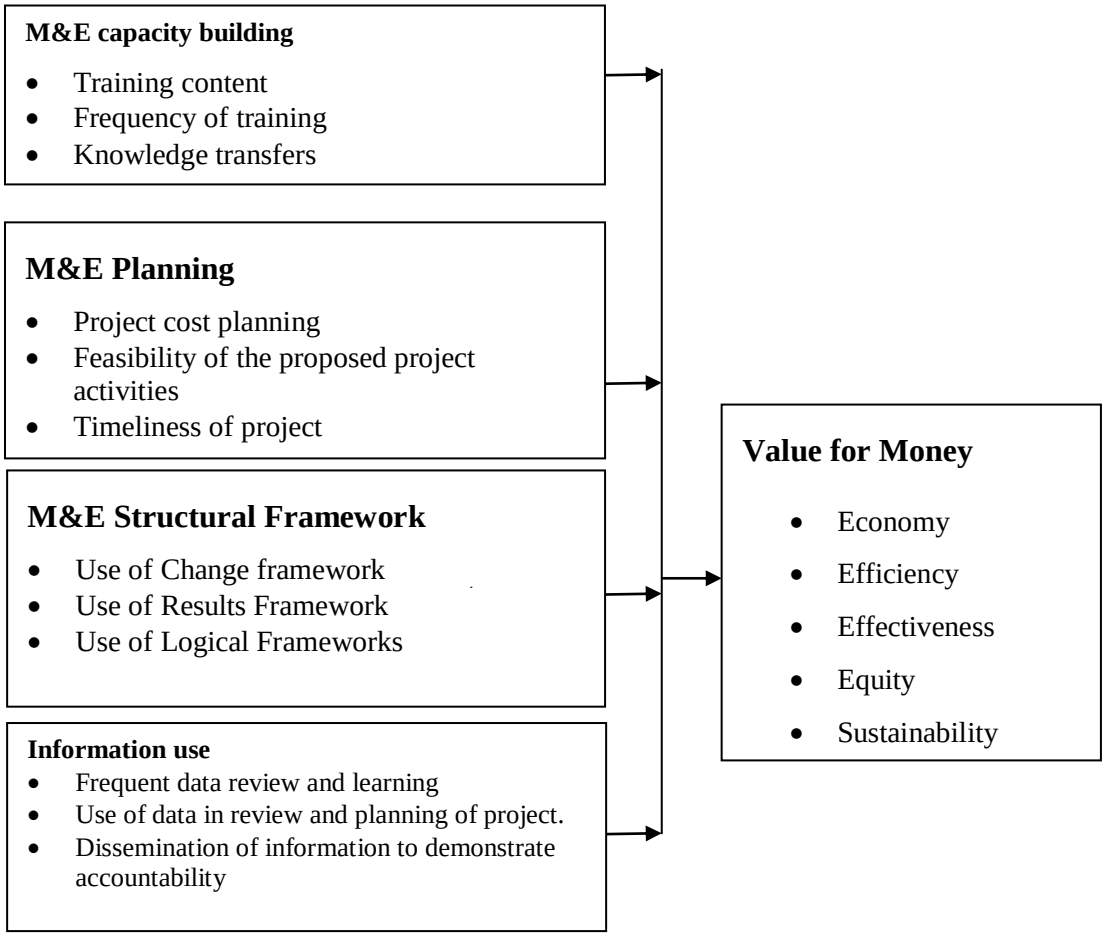
elements are also part of M&E structural framework. According to Wachaiyu (2016) the fourth practice is M&E budget. It is postulated that, in order to ensure proper and effective monitoring and evaluation of projects, it is imperative for the allocated project budget to make a clear as well as adequate provision for the involved activities.

Asare and Prempeh (2016) on the other hand conducted a study to find out how project managers incorporated various components of monitoring and evaluation in road construction projects in Kenya. The study included contractors and regulatory organisations and used both quantitative and qualitative data. The finding showed that there was a significant correlation between use of monitoring and evaluation and road project quality. The study concluded that M&E structural framework increased the quality of the road construction projects in Kenya. Periodic evaluation practices in government development projects are crucial in providing useful feedback required to enhance the success of projects or interventions funded by the government.

2.4 Conceptual Framework

A conceptual framework is designed to create a hypothesis abstract in order to guide the results of the study against being generalized beyond the specific conditions of a study. It is formulated for the purpose of assisting to explain why we are doing a project in a particular way. It can also help us to understand and use the ideas of others, who have conducted similar studies. In this particular study, the independent variables are stakeholder involvement, M&E planning, M&E structural framework, Periodic Evaluation and top management support while the dependent variable is value for money

for development projects. the diagrammatic representation of the concepts of the study is shown in figure 2.1.



Independent Variables **Dependent variable**

Figure 1

Conceptual Framework

Monitoring and evaluation practices are critical in generating information and awareness on the efficiency of development programmes, policies and/or projects funded by the government. The M&E practices form a basis for gauging the value for money and

enhancing government accountability. These practices are defined as the patterns that are considered to be efficacious with regard to improving performance of projects. The practices are thus deemed by practitioners to be effective in enabling M&E implementation in projects (Webb & Elliot, 2000). The starting point of the M&E practices is the baseline data collection which involves gathering of basic information on a project (Estrella & Gaventa, 2010). The collected data are then utilized in generating comparison required to assess the overall effect of the project.

The framework depicts the relationships between monitoring and evaluation practices and value for money in development projects. It conceptualizes that value for money is influenced by stakeholder involvement, M&E planning, M&E structural framework, Periodic Evaluation and top management support. According to Chen (2005), the essence for determining value for money of a project is realisation of actual performance in terms of economy, efficiency, efficacy and equity. The value concept can be deconstructed into three parts, that is, important features, useful purpose, and beneficial outcomes. This deconstruction makes it applicable in all forms of VFM decision context (Barton, et al., 2019). On the same breadth, value for money in public management, is argued to be an umbrella concept that encapsulates all the three dimensions of effectiveness (that is, goal-based, internal efficiency, and resource-based perspectives) simultaneously (Jones, 2010). From this description, VFM is anticipated to realize the same result at lower cost or better result at lower cost. The 3Es were later subsumed by the introduction of the 'Best Value' concept as enshrined in the Local Government Act 1999 in England and Wales. This meant that an aspect of 'duty to

consult' with stakeholders particularly the users of the service considerably extended the scope of VFM (McKevitt, 2015).

2.5 Operationalization of Variables

Table 2.1 presents a summary of operationalized of the study variables.

Table 2.1:

Operationalization Of Variables

Variable	Type	Operationalisation	Measurement
M&E capacity building	Independent	Activities relating to training in: • Training content • Frequency of training • Knowledge transfers	5-point Likert scale Ordinal level
M&E Planning	Independent	Activities relating to: • Project cost planning • Feasibility of the project activities • Timeliness of project	5-point Likert scale Ordinal level
M&E structural framework	Independent	• Result- based performance • Learning capacity • Participatory tracking	5-point Likert scale Ordinal level
Information use	Independent	• Frequent data review and learning • Use of data in review and planning of project. • Dissemination of information to demonstrate accountability	5-point Likert scale Ordinal level
Value for money	Dependent	• Economy • Efficiency • Effectiveness	5-point Likert scale Ordinal level

2.6 Summary Research Gaps

A good number of existing studies seem to concur with the idea that monitoring and evaluation is a major contributor to value for money of projects (Webb & Elliot, 2000; Estrella & Gaventa, 2010; Kelly & Magongo, 2004; Souza, 2016' Mehrotra, 2013). Majority of the studies, however, have examined critical factors, monitoring and evaluation being one of them, that affect value for money and project success with few of the studies focusing on monitoring and evaluation in isolation and in a greater detail especially with regard to development projects within devolved units. Several other studies reviewed also focused on monitoring and evaluation but few have addressed the the specific link between M&E and value for money. This is the first gap that this study seeks to address.

Several studies in the literature reviewed brought out five main aspects of monitoring and evaluation in project management which were separately studied. The researcher did not come across a research which combined all the five M&E practices i.e. stakeholder involvement, M&E planning, M&E structural framework, Periodic Evaluation and top management support. This is the second gap that this research will address. The study will look into the effect of stakeholder involvement, M&E planning, M&E structural framework, Periodic Evaluation and top management support on value for money for the development projects. The review of literature suggests that there are researches that have been carried out mostly from Ireland, Ghana, Japan, Israel, New Zealand, Pakistan and Namibia. Not much of the studies have been carried out on the

monitoring and evaluation in relation to value for money from a Kenya's perspective. There is thus need to give the research a Kenyan perspective.

Conceptual knowledge gaps arise when the concepts as well as variables of studies differ. For instance, Nyabera, (2014) study presented a conceptual knowledge gap because it focused on stakeholder's participation as the independent variable while this study focuses on stakeholder involvement, M&E planning, M&E structural framework, Periodic Evaluation and top management support. Other studies that have focused on single variables include Wamugu and Ogollah (2017) on the role of stakeholders' participation on, Hassan (2013) on structural capacity as a component of monitoring and evaluation and Zwikael (2008) which highlighted the top management support processes. The studies have also presented a contextual knowledge gap since they focused on other sectors other the public sector.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methods to be adopted to achieve objectives of this study. The subsection under this chapter includes research design, population, sampling data and method of collection and finally analysis techniques and presentation.

3.2 Research Design

Saunders, Lewis and Thornhill (2009) view research deign and the plan the study was follow from selecting population, sample size and methods used to collect data that was enable the study to achieve its objectives. A research design is a combination of process that was culminates to study getting from hypothesis development to research findings. For this study, a descriptive survey research design was relied on as it is suitable in describing the influence of monitoring and evaluation practices on value for money for development projects in Nyandarua County without manipulating the study variables.

The design also permits explicit, objective- based and replicable methods of collecting, measuring and analyzing the data (Cooper & Schindler, 2001). The design was suitable where the study sought to describe and portray characteristics of a phenomenon. It also enables the study to profile the sample of a population by collecting accurate information (Creswell, 2014) needed for the research questions and collects a large amount of data for detailed studying. Mugenda and Mugenda, (2003), support this

research design because it is the best method for social scientists who are interested in collecting original data for the purpose of describing a large population.

The design is especially critical as the expert is in search of assistance in evaluating impacts in which correlations of several responses are comprised, and in which there's a challenge in comprehending the initial approaches without taking into account their interaction with one another (Cooper & Schindler, 2000). The use of quantitative approach involving standard questionnaires was adopted in this study which according to Mugenda and Mugenda (2003) was provide five-point Likert responses necessary for numerical manipulation. This approach is considered effective in data collection, analysis and results interpretations.

3.3 Target Population

The study was centred on development projects funded by the County Government. The unit of analysis for the study was the 96 development projects across all sectors in the county which also included national government and CDF development projects according to the County's Integrated Development Plan (CIDP 2018). On the other hand, the unit of observation involved 96 project managers of the aforementioned projects. The target population was categorized as shown in table 3.1.

Table 3.1:

Target Population.

Category	Target Population	Percentage (%)
County Development Projects	48	50
National Government Development Projects	18	18.75
CDF Development projects	30	31.25
Total	**96**	**100**

3.4 Sampling Technique

A sample is a subset of the entire population that carries similarly characteristics as the population which is scientifically selected to represent the population. The population of the study often are large and the researcher cannot study all of them or cannot gather information from all of them. This therefore necessitate sampling to ensure that attributes of interests are studied from small and manageable sample which representative of the entire population (Wilson, 2014). From the target population of 96 development projects, Taro Yamane (1973) sample size formula cited in (Israel, 1992) was used to select a sample size of 77 development projects as shown below. Stratified and Simple random sampling was used to obtain a sample population from a target population.

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

n = sample size

N= target population (140)

e = margin error of 10%

$$n = \frac{96}{1 + 96_{0.05^2}} = \frac{96}{1.24} = 77$$

Table 3.2:

Sample Size

Category	Target Population	Sample Size
County Development Projects	48	39
National Government Development Projects	18	14
CDF Development projects	30	24
Total	96	77

3.5 Data Collection

The study mostly relied on primary data that was gathered using a structured data collection tool that was objectively constructed. The response options on the questionnaire was mapped on a 5-point Likert scale in order to quantify the perception of respondents on the influence of monitoring and evaluation practices on value for money of development projects. The questionnaire was comprise three sections covering demographic characteristics of the respondents, M & E practices with four subsections and value for money section. The questionnaire comprised a series of both open and closed-ended questions and was self- administered through drop and pick method to improve response rate due to the busy nature of the respondents.

3.6 Pilot Study

Prior to the main study, a pilot test was conducted to assess the suitability of using the instrument chosen to collect information from the respondents. The purpose of

conducting a pilot test is to refine the research instrument to eliminate any problems that respondents might encounter as they answer the questions posed (Saunders, 2009). Ambiguity as well as sensitivity of the statements are noted and refined before the main study (Mugenda & Mugenda, 2003). Pre-testing was aid to correct and improve the research tool thus improve efficiency and effectiveness in data collection process. A pilot test on 8% (7 project managers) of the population frame who qualifies was used. These respondents were not included in the final survey. According to Lancaster, Dodd, Williamson and (2010) a threshold of 1% to 5% is recommended for pilot test size for higher precision.

3.6.1 Validity of Research Instruments

Validity is the applicability to which the results of a study can be applied beyond the controlled setting of the research and therefore generalizable. To ensure content validity, the tool was designed with research and M & E experts to prepare unambiguous questions on the subject matter. The items of the study was designed with the help of the experts to accurately measure the influence of M & E practices on value for money for development projects. In this study 9 respondents was selected to participate in the pilot survey. Care was taken to ensure respondents in the pilot study won't participate in the main data collection. The results from the pilot survey were utilized to correct errors of reliability and validity in the data collection tools.

3.6.2 Reliability of Research Instrument

Reliability outlines the accuracy of the instrument in subject. Reliability of the research toll was assessed through piloting whereby 10% of the sample (9 respondents) was involved. The Cronbach's alpha method was used to measure internal consistency of the data collection instruments. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. The reliability of the test is expressed as a variation of the true score from the total score. The threshold for acceptance of reliability of the questionnaires was set at Cronbach's alpha greater than 0.7 (α>0.7). Variables below this threshold was edited for correctness and ambiguities removed to ensure reliability.

3.7 Data Analysis Methods

The data collected was reviewed, coded and entered into SPSS. The data was analysed using various descriptive and inferential methods. Descriptive statistics such as frequencies, percentages, mean, standard deviations was used to summarize collected data. In addition, inferential tools of correlation and regression analysis were used to establish the relationship between M&E practices and value for money. A Pearson correlation coefficient ranging from -1 to 1 was used to test the direction and strength of the association between the variables.

PCA, together with varimax rotation and Kaizer normalization is used to assess the factor loading for each item I the factor matrix which demonstrated the magnitude of correlation of each item,. This makes the interpretation easy since only items with Eigen values higher than 1 are removed and renamed accordingly as proposed by Hair et al. (2010).

Lastly, sampling adequacy using by Kaiser-Meyer-Olkin (KMO) was employed in demonstrating the amount of variance in the variables as a result of essential elements. When it comes to factor analysis, the value of 1.0 is considered critical for factor analysis. As a result, Bartlett's tests of Sphericity were employed in testing hypothesis which provides that the correlation matrix is an identity matrix. In case the variables had no relationship, it is sign that they were unsuited for structure detection. In the same fashion, Hair et al. (2010) advances that values below 0.05 show that the data is fit for factor analysis.

On the other hand, a regression analysis is a statistical model which was employed to establish the effects of M & E practices on value for money (dependent variable). Multiple regression is a flexible method of data analysis that may be appropriate whenever the dependent variables are to be examined in relationship to any other (Mugenda & Mugenda, 2003). The study was use multiple regression analysis to find out whether independent variables significantly predicted the dependent variables. The study was use the following regression model:

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

Where:

Y = Value for money

X_1 = M&E capacity building

X_2 = M&E Planning

X_3 = M& E Structural Framework

X_4 = M&E information use

e= Error term and

α= constant

β= coefficient of independent variables

The study evaluated the effect of monitoring and evaluation practices on value for money in development projects in Nyandarua County, Kenya. The co-efficient of independent variables was used to inform the study on the linear relationship with the dependent variable. The study findings were presented using tables, bar charts, graphs and pie charts.

3.8 Diagnostic Tests

The relationship between dependent and independent variables should satisfy classical linear regression assumptions (Garson, 2012). In this regard, the study was carry out diagnostic tests to confirm whether the data collected conforms with the assumptions. This study was conduct four diagnostics tests which include normality tests, linearity tests, test for heteroskedasticity and finally test for multicollinearity. The results from this test was determine whether the study was proceed to adopted multiple regression analysis in testing the relationship between independent variable and dependent variables.

3.8.1 Normality Test

Normality, according to Kothari (2009), is the probability of a random variable to be normally distributed over the group sample. Kothari postulates that the normality of the distribution population lays the foundation for making analytical assumptions

regarding the sample. A violation of the assumption of normality implies less reliability of the regression coefficient due to some of the data points having more influence. The study was use Shapiro-Wilk's W test to test for normality with the test statistic needing to be insignificant if the assumption of normality is met. A significance level of 5% was used to signify that independent variables are not normally distributed.

3.8.2 Test for Linearity

Another classical regression assumption is that there is a linear relationship between the dependent and the independent variables. In order to confirm the relationship, Pearson's correlation coefficient was used (Wooldridge, 2000). The correlation coefficient (r) ranges from –1 to +1 denoting the direction as well as strength of association of any two variables. When the correlation coefficient is close to –1 or +1, it is an implication that the two variables are close to a perfect linear relationship whereas when it is close to 0, there is little correlation (Field, 2000).

3.8.3 Test for Multicollinearity

According to Garson (2012), multicollinearity denotes a situation where the independent variables are linearly related. On the other hand, absence of multicollinearity is confirmed when there is little of no linear relationship between the independent variables. For the purpose of confirming absence of Multicollinearity, Variance Inflation Factor (VIF) and Tolerance values was used. A threshold of VIF $\leq$ 10 was construed to indicate absence of multicollinearity. Multicollinearity makes statistical inferences made less reliable (Field, 2009).

3.8.4 Test for Heteroscedasticity

Heteroscedasticity refers to lack of a constant variance of the error term. On the other hand, homoscedasticity implies that the variance of the error term is constant. This study was use Breush-Pagan for homogeneity of variance (Field, 2009). The null hypothesis for the test is that the errors have a constant variance. I.e. there is homoscedasticity. Accordingly, a P-value should be greater than 0.05 to meet the homoscedasticity assumption and allow further analysis using the regression model. The violation of homoscedasticity causes the regression coefficient to be less reliable.

3.9 Ethical Considerations

Ethics are acceptable standards governing research conduct. The study was assuring respondents of confidentiality and honesty, and seeks their informed consent. Additionally, the study sought to reduce prejudice in data analysis and interpretation as well as other research elements. Further, the study participants were made aware of their freedom of involvement in the study. Further, participants was assured that the data collected was only be used for research purpose. Utmost level of integrity, sincerity, and consistency of thought and action was upheld throughout the research. Before conducting research, a research permit as a statutory requirement was acquired from NACOSTI. A research approval was also be obtained from KCA University and presented to the relevant authorities.

CHAPTER FOUR

RESEACH FINDINGS AND DISCUSSIONS

4.0 Introduction

The study used differential statistical methods with the help of SPSS version 24 software to carry out data analysis. This chapter presents a comprehensive report on the data analysis, data presentation and interpretation of findings. The results are relevant to the objectives informing the research. This chapter commences with the characteristics of the respondents, study findings based on objectives and proceeds to illustrate the reliability methods used by the review, including the correlation and regression analysis.

4.1 Response Rate

Response rate of survey is a crucial matter in a study since it ascertains the validity of the surveys collected for data analysis (Hair *et al.,* 2010). It is defined as the percentage of respondents who participated in the survey from the determined sample size of the research (Hamilton, 2009). Out of the 77 questionnaires administered, 65 questionnaires were retrieved making a response rate of 84.42%. According to Sekaran & Uma (2013) a response rate of 30% is suitable for studies and thus the response rate for this review is acceptable for further analysis.

4.2 Pilot Test Results

McMillian (2007) argues that the reliability of an instrument or questionnaire pertains to the stability, consistency and dependability of scores. The Cronbach's alpha is

employed as an estimate of internal consistency when assessing an instrument's reliability. As presented in Table 4.1 the Cronbach's alpha values range between 0.747 to 0.945. All six items on all variables were tested for reliability. Reliability test results on Value for money , M&E Capacity building , M&E planning , M&E structural framework and M&E information use shows that overall reliability was 0.911, 0.945, 0.861 0.747 and 0.821 respectively. According to Hair *et al.* (2010), values of above 0.7 are acceptable. These figures are above the minimum threshold of 0.7 based on which we can conclude that items used to study the determinants of effective implementation of monitoring and evaluation in institutions of higher learning were reliable. These figures are above the threshold of 0.7 based on which a research instrument is considered reliable. Therefore, all items were included in the survey instrument. Report findings are shown in Table 4.1 below.

Table 4.1

Reliability Analysis

	No of items	**Cronbach's Alpha**	**Remarks**
Value for money	8	0.911	Adequate
M&E Capacity building	8	0.945	Adequate
M&E planning	10	0.861	Adequate
M&E structural framework	9	0.747	Adequate
M&E information use	8	0.821	Adequate

Source: (Field Data, 2021)

4.3 Sample characteristics

Sample characteristics gives the researcher essential information regarding the unit being analysed. It illustrates and explains the history and nature of a conclusive

research problem with respect to general texts. This kind of information may be key to comprehending the direction of the correlation between the main elements being analysed.The research acknowledges the background information of the respondents to guide the researcher in effectively interpreting of the results.

Table 4.2

Sample characteristics

		Frequency	Percent
Age	31-40 Years	40	61.5
	41-50 Years	2	3.1
	51-60 Years	23	35.4
	Total	65	100
Highest level of education	Postgraduate	48	73.8
	Undergraduate	1	1.5
	Diploma	16	24.6
	Total	65	100
Working experience	Below 5 Years	1	1.5
	5-10 years	37	56.9
	Above 15 years	27	41.5
	Total	65	100

Source: (Field Data, 2021)

The survey results from Table 4.2 show that a high number of the respondents (61.5%) fell under the 31-40 years age bracket with the least number of respondents ranging between 41-50 years in age. Additionally, it was established that most of the respondents (73.8%) had attained a post graduated qualification. Indicating that the respondents were highly trained on project management in addition to their qualifications. Therefore they were equipped with knowledge implement project monitoring and evaluation practices. Furthermore, the findings revealed that more than half of the respondents (56.9%) had 5-10 year working experience with the least having working experience below 5 years. This implies that the review employed the insight of

professionals with significant experience which was sufficient to understand the specifics of projects undertaken, successes as well as failures.

4.4 Principal Component Analysis

Field (2013) defines Principal Components Analysis (PCA) as a variable-reduction method that is intended to minimize a wide variable group into smaller one, known as principal components, which justifies majority of the variance in the original variables. Principal component analysis deals with determining which linear components are present in the data and how a specific variable might play a role in that component. Principal Component Method was used to analyze the factors that loaded highly and therefore measured M&E capacity building, M&E planning, M&E structural framework, M&E information use and Value for Money .This was done so as to remove the factors that had weak or negative loading and also to enhance reliability of data. In line with Muhammad (2009), the research used Bartlett's Test of Sphericity to test the validity of the instrument. All the variables underwent component factor analysis with varimax rotation in order to extract factors from each construct. The findings were summarized and discussed under this section.

4.4.1 Principal Component Analysis for M&E capacity building

Principal component matrix for all the 8 constructs in M& E capacity building is presented on table 4.3 to display how the factors loaded. Varimax rotation method was used. The study provided Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity.

Table 4.3

Principal Component Analysis for M&E capacity building

	Component
	1
The project has hired M&E experts to give advice of effective use of M&E tools	0.769
The project management allocates funds for training of staff in M&E process.	0.917
The projects organizes trainings on M&E for staff	0.932
Key M&E staff participate in M&E workshops, Webinars, Conferences	0.932
The top leadership have been trained on M&E processes	0.596
The project has activities to conduct a M&E Capacity Strengthening workshop.	0.872
Project promote stakeholder learning in an attempt to clarify, demystify and institutionalize M&E practices	0.654
Technical capacity building is often carried out in the context of a specific project	0.891
KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.785
Bartlett's Test of Sphericity,Approx. Chi-Square	517.171
df	28
Sig.	0.000
Total Variance Explained	
Initial Eigenvalues	5.506
% of Variance	68.823
Cumulative %	68.823

Extraction Method: Principal Component Analysis.
a 1 components extracted.
Source: (Field Data, 2021)

From the Table 4.3, Bartlett's Test of Sphericity resulted in a significant Chi-Square (χ^2) of 517.171 (ρ<0.05) and Kaiser – Meyer - Olkin measure of sampling adequacy was 0.785 higher than the ideal value of 0.50 (Field, 2005), this indicated that it was suitable to subject data for factor analysis on the variable,M&E capacity building Activity (Leech *et al.,* 2013). After KMO indicated data in items developed was adequate to be subjective for factor analysis, 1 components was derived after Varimax rotation with Eigen values of 5.506 and total variance of 68.823% was explained in capacity

building activity. Thus, the items were appropriate to explain M& E capacity building and for rotations.

4.4.2 Principal Component Analysis for M&E planning

Principal component matrix for all the 10 constructs in M&E planning was presented on Table 4.5 to establish the factor loadings for each of the constructs. Factor analysis was carried out on M&E planning. Typically, the extraction technique employed was principal component analysis while varimax with Kaiser Normalization was employed as the rotation technique, the findings were presented in Table 4.4.

Table 4.4 Principal Component Analysis for M&E planning

	Component 1
There is development of project cost plan	0.647
There is assessment of feasibility of the proposed project activities	0.838
There is proper planning of the time span of the project	0.858
There is development of work schedule before project implementation	0.806
There is development of change management strategies to be followed when implementing the development project	0.862
There is development of resource mobilization mechanisms	0.733
There is development of quality plans for the development projects before implementation	0.834
A proper resource allocation framework is developed	0.627
There is clear definition of the scope of work to be covered	*dropped*
Project appraisal framework is developed	*dropped*
KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.752
Bartlett's Test of Sphericity,Approx. Chi-Square	407.094
Df	45
Sig.	0.000
Total Variance Explained	
Initial Eigenvalues	5.088

% of Variance	50.881
Cumulative %	50.881

Extraction Method: Principal Component Analysis.
a 1 component extracted.
Source: (Field Data, 2021)

Factors with factor loadings of above 0.5 are sufficient and should be retained for further analysis. Nonetheless, two items failed to meet the criterion and were dropped. 8 items were therefore retained for further analysis. The Kaiser- Meyer- Olkin (KMO) Measure of sampling adequacy was used in measuring the sampling adequacy. As evidenced in Table 4.4, KMO was greater than .5 (.752) as recommended by hair et, (2010). Indicating that the study sample size in relation to the measurement items for M&E planning were adequate and could be subjected for factor analysis. Further, Bartlett's Test was significant, $\chi 2$ of 407.094 p-value =.000< .05. This shows that correlation matrix was not an identity matrix, hence items were related and therefore suitable for structure detection.

The factor analysis results revealed 1 components of variance in M&E planning activity. In addition, results showed that the component had Eigen value of 5.088 which is above the accepted value of 1 (Yong & Pearce, 2013) and total variance of 50.881% was explained in M&E planning activity. Therefore, the items were appropriate to explain the variable and for rotations.

4.4.3 Principal Component Analysis for M&E structural framework

Factor analysis was also carried out on M&E structural framework activity. In general, the extraction method was principal component analysis and the rotation method was varimax with Kaiser Normalization.

Table 4.5
Principal Component Analysis for M&E structural framework

	Component 1
A structural framework is designed to monitor and track project progress and the results of the implementation	0.626
A structural framework is designed to provide a platform for identifying and sharing challenges for corrective action and best practices on implementation	*dropped*
There is a framework for collecting and analyzing data to assess project performance	0.88
There is a framework guiding participatory tracking	0.569
Outcomes assessment framework is developed	0.841
Measurement of the overall progress of the development project	0.896
Development of a structured framework to promote learning and knowledge sharing by providing a network and systematic linkages for the development projects	0.761
The project uses a result based monitoring and evaluation framework	0.799
The project uses logical framework to illustrate desired results and means of verification	*dropped*
KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.559
Bartlett's Test of Sphericity,Approx. Chi-Square	467.256
df	36
Sig.	0.000
Total Variance Explained	
Initial Eigenvalues	4.333
% of Variance	48.147
Cumulative %	48.147

Extraction Method: Principal Component Analysis.
Source: (Field Data, 2021)

From the Table 4.5, Bartlett's Test of Sphericity produced a significant Chi-Square (χ^2) of 467.256 ($\rho<0.05$) and Kaiser – Meyer - Olkin measure of sampling adequacy was 0.559 above the acceptable value of 0.50 (Field, 2005), showing that it was appropriate to subject data for factor analysis on this variable of M&E structural framework (Leech et al., 2013). The factor analysis results in Table 4.4 revealed 1 components of variance in M&E structural framework activity. In addition, results in Table 4.14 showed that the component had Eigen value of 4.333 which is above the

accepted value of 1 (Yong & Pearce, 2013). All the items were retained computed and renamed M&E structural framework for further analysis except for two items were dropped and were not included in further analysis.

4.4.4 Principal Component Analysis for M&E information use

The study generated a principal component matrix for the variable, M&E information use and the findings for KMO and Bartlett's Test of sphericity were summarized in table 4.6.

Table 4.6:

Principal Component Analysis for M&E information use

	component
	1
The project conducts frequent data review to for project, product effectiveness	0.872
The project uses information from M&E processes for strategic decision	0.876
The project disseminates information to demonstrate accountability and earn client loyalty	0.806
The project provide feedback for all phases	0.539
M&E data is used for management, and improvement.	0.690
The M&E information is used during budgeting sessions	0.637
M&E data is used in managing key numeric information related to the ..	*dropped*
M&E information is used to explain to stakeholders and the community what the project program isdoing,	0.583
KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.759
Bartlett's Test of Sphericity,Approx. Chi-Square	244.647
df	28
Sig.	0.000
Total Variance Explained	
Initial Eigenvalues	3.811
% of Variance	47.634
Cumulative %	47.634

Extraction Method: Principal Component Analysis.

a 1 components extracted.

Source: Field Data (2021)

Sampling adequacy of M&E information use was tested using the Kaiser- Meyer-Olkin (KMO) Measure of sampling adequacy. Based on the results, KMO was greater than .5 (.759) as recommended by Hair et., (2010). This demonstrated that the study sample size in relation to the measurement items for M&E information use were adequate and could be subjected for factor analysis. Further, Bartlett's Test was significant, $\chi 2$ of 244.647 , p-value =.000< .05. Indicating that correlation matrix was not an identity matrix, hence items were related and therefore suitable for structure detection.

The Varimax rotated principle component resulted in 1 factor loading of M& E information use that explained 47.634% of variance and cumulative 47.634 % variance with Eigenvalues larger than 1. All the items were retained computed and renamed M&E information use for further analysis except for one item "M&E data is used in managing key numeric information related to the project/plan and the analysis" which was dropped and was not included in further analysis.

4.4.5 Principal Component Analysis for Value for Money

The principal component analysis and Varimax rotation were performed for Value for Money. Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of sphericity for Value for Money were presented in Table 4.7 According to Hair, Black, Anderson, and Tatham, (2006) all items loading below 0.50 were deleted and those with more than 0.50 loading factor retained (Daud, 2004). The items were well loaded into their various underlying variable structure of dimensions. The findings were summarized and discussed under this section.

Table 4.7:

Principal Component Analysis for Value for Money

	Component 1
Projects implemented meet their operational performance goal meeting economic value	0.867
Projects stay within set out budget limits indicating project efficiency	0.925
Projects meet their technical or social performance goals.	0.928
Projects implemented meet their schedule objectives.	0.722
Project results meet stakeholders' expectations.	0.909
Stakeholders are satisfied with project results.	0.893
Programs achieve cost-benefits objectives.	0.938
Most of the projects implemented provide good returns.	0.833
KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.805
Bartlett's Test of Sphericity,Approx. Chi-Square	675.269
df	28
Sig.	0.000
Total Variance Explained	
Initial Eigenvalues	6.188
% of Variance	77.349
Cumulative %	77.349

Extraction Method: Principal Component Analysis.
a 1 components extracted.
Source: Field Data (2021)

From the Table 4.7, Bartlett's Test of Sphericity produced a significant Chi-Square (χ^2) of 675.269 (ρ=0000<0.05) and Kaiser – Meyer - Olkin measure of sampling adequacy was 0.805 above the acceptable value of 0.50 (Field, 2005), showing that it was appropriate to subject data for factor analysis on this variable of Value for Money (Leech et al., 2013). After KMO indicated data in items developed was adequate to be subjective for factor analysis, 1 components was derived after Varimax rotation and Eigen values and total variable were explained in the table 4.7 above. Based on the factor analysis results in Table 4.20 revealed 1 components 77.349% of variance in Value for Money

and a cumulative 77.349% variance in Value for Money. Furthermore, findings in Table 4.7 demonstrated Eigen value of 6.188 which is above the accepted value of 1 (Yong & Pearce, 2013). Therefore, the items were appropriate to explain the variable and for rotations.

4.5 Descriptive Statistics

4.5.1 Descriptive Statistics for M&E capacity building

The first objective was to examine the effect of Monitoring and Evaluation capacity building on value of money in development projects in Nyandarua County. It was therefore essential for the study to carry out a description of capacity building using means and standard deviations. The findings are presented in the Table 4.8.

Table 4.8:

Descriptive Statistics for M&E capacity building

N=65	Min	Max	Mean	Std. Deviation
The project has hired M&E experts to give advice of effective use of M&E tools	1	5	2.800	1.265
The project management allocates funds for training of staff in M&E process.	1	5	2.554	1.275
The projects organizes trainings on M&E for staff	1	5	3.092	1.465
Key M&E staff participate in M&E workshops, Webinars, Conferences	1	5	2.985	1.546
The top leadership have been trained on M&E processes	1	5	2.492	1.226
The project has activities to conduct a M&E Capacity Strengthening workshop.	1	4	2.739	1.176
Project promote stakeholder learning in an attempt to clarify, demystify and institutionalize M&E practices	1	4	2.492	0.753
Technical capacity building is often carried out in the context of a specific project	1	5	2.477	1.324
M&E capacity building	**1.13**	**4.13**	**2.517**	**0.818**

Source: Field Data (2021)

Based on the results in Table 4.8 it was revealed that most of the respondents were unsure as to whether the project organizes training on M&E for staff (Mean=3.092, SD=1.465). Additioally tere was uncertainty on whether Key M&E staff participate in M&E workshops, webinars and conferences (Mean=2.985, SD=1.546). Further, a majority of respondents expressed doubts on whether the project has hired M&E experts to give advice on the effective use of M&E tools (Mean=2.800, SD=1.265). Additionally, most of the respondents disagreed as to whether the project has activities to conduct an M&E capacity strengthening workshop (Mean=2.739, SD=1.176). Moreover, the respondents disagreed that the project management allocates funds for training of staff in

M&E process (Mean=2.554, SD=1.275). it was also reviewed that Besides, the findings established that the top leadership have not been trained on M&E processes (Mean= 2.492, SD=1.226), likewise the project barely promote stakeholder learning in an attempt to clarify, demystify and institutionalize M&E practices (Mean=2.492, SD=0.753). In addition to this, most respondents disagreed that Technical capacity building is often carried out in the context of a specific project (Mean=2.477, SD=1.324).

The overall mean showed that the mean value for capacity building was 2.517 with a standard deviation of .818. This suggests that there is poor capacity building in development projects in Nyandarua County. The findings iterate assertions by World Vision International report, (2006) suggesting there is little stakeholder involvement in the implementation of development projects.

4.5.2 Descriptive Statistics for M&E planning

The second objective was to evaluate the effect of M&E planning on value of money in development projects in Nyandarua County. It was therefore critical to provide a description of M& E planning using means and standard deviations.

Table 4.9:

Descriptive Statistics for M&E planning

N=65	Min	Max	Mean	Std. Deviation
There is development of project cost plan	1	5	2.939	1.088
There is assessment of feasibility of the proposed project activities	1	5	3.308	0.846
There is proper planning of the time span of the project	2	5	3.108	0.970
There is development of work schedule before project implementation	1	5	3.323	0.954
There is development of change management strategies to be followed when implementing the development project	1	5	2.739	1.004
There is development of resource mobilization mechanisms	1	5	3.200	1.253
There is development of quality plans for the development projects before implementation	1	5	3.108	1.002
A proper resource allocation framework is developed	1	4	2.646	1.022
M& E Planning	1	4.5	2.833	0.833

Source: Field Data (2021)

Based on the findings in Table 4.9 , most of the respondents were unsure as to whether there is development of work schedule before project implementation (Mean=3.323, SD=0.954), besides a majority of the respondents were unsure as to whether there is assessment of feasibility of the proposed project activities (Mean=3.308, SD=0.846). Furthermore the results showed that a majority of the respondents were unsure as to whether there is development of resource mobilization mechanisms (Mean=3.200, SD= 1.253). It was also reviewed that there is moderate planning of the project time span (Mean= 3.108, SD=0.970). Likewise, there is moderate development of quality plans for the development projects before implementation (Mean=3.108, SD=1,002). The findings also demonstrated that there is no development of project cost

plan (Mean= 2.939, SD=1.088), moreover there is there is inadequate development of change management strategies to be followed when implementing the development project (Mean=2.739, SD=1.004).

The overall mean showed that the mean value for planning was 2.833 with a standard deviation of .833. This suggests that there is gap in planning in development projects in Nyandarua County. According to Damoah et al. (2015), lack of proper planning is among the factors that contribute to the failure of development projects in Ghana, he further states that ineffective M&E practices is a leading factor in project failure. The findings in this review correspond with this assertion.

4.5.3 Descriptive Statistics for M&E Structural Framework

The third objective was to assess the effect of M&E structural framework on value of money in development projects in Nyandarua County. It was therefore critical to provide a description of M& E structural framework using means and standard deviations.

Table 4.10:

Descriptive Statistics for M&E Structural Framework

N=65	Min	Max	Mean	Std. Deviation
A structural framework is designed to monitor and track project progress and the results of the implementation	1	5	3.154	1.121
There is a framework for collecting and analysing data to assess project performance	1	4	2.800	0.689
There is a framework guiding participatory tracking	2	5	2.923	1.020
Outcomes assessment framework is developed	1	5	2.877	0.839
Measurement of the overall progress of the development project	1	5	3.246	1.031
Development of a structured framework to promote learning and knowledge sharing by providing a network and systematic linkages for the development projects	1	5	2.723	0.857
The project uses a result based monitoring and evaluation framework	1	4	2.154	0.795
M&E structural Framework	**1.25**	**4.86**	**2.788**	**0.742**

Source: Field Data (2021)

Based on the results in Table 4.10, it was revealed that there is uncertainty on the measurement of the overall progress of the development project (Mean=3.246, SD=1.031). Further, there is doubt as to whether a structural framework is designed to monitor and track project progress and the results of the implementation (Mean=3.154, SD= 1.121). The findings also indicated that there is barely a framework guiding participatory tracking (Mean=2.923, SD=1.020), likewise outcomes assessment framework is barely developed (Mean=2.877, SD=0.839). Additionally it was established that there is no framework for collecting and analyzing data to assess project performance (Mean=2.800, SD=0.689), besides there is no development of a structured framework to promote learning and knowledge sharing by providing a network and systematic linkages

for the development projects (Mean= 2.723, SD=0.742). It was additionally reviewed that the project rarely uses a result based monitoring and evaluation framework (Mean=2.154, SD=0.795).

The overall mean showed that the mean value for M&E structural framework was 2.788 with a standard deviation of .742, indicating that there is inadequate M&E structural framework in development projects in Nyandarua County.

4.5.4 Descriptive Statistics for M&E Information Use

The fourth objective was to assess the effect of M&E structural information on value of money in development projects in Nyandarua County. It was therefore critical to provide a description of M& E information using means and standard deviations.

Table 4.11:

Descriptive Statistics for M&E Information Use

n = 65	Min	Max	Mean	Std. Deviation
The project conducts frequent data review to for project, product effectiveness	2	5	3.308	0.769
The project uses information from M&E processes for strategic decision making	2	5	3.400	0.844
The project disseminates information to demonstrate accountability and earn client loyalty	2	5	3.123	0.801
The project provide feedback for all phases	2	4	3.354	0.694
M&E data is used for management, and improvement.	1	5	2.800	0.617
The M&E information is used during budgeting sessions	1	5	2.646	0.672
M&E information is used to explain to stakeholders and the community what the project program is doing,	1	4	2.508	0.868

M & E information Use	**1.43**	**4.14**	**2.767**	**0.649**

Source: Field Data (2021)

The findings in Table 4.11 showed that it is unknown if the project uses information from M&E processes for strategic decision making (Mean=3.400, SD=0.844), likewise it is unknown if the project provides feedback by project for phases (Mean=3.354, SD=0.694). Additionally, most of the respondents were unsure as to whether the project conducts frequent data review for project and product effectiveness (Mean=3.308, SD=0.769). Besides, it was not fully established whether the project hhdisseminates information to demonstrate accountability and earn client loyalty (Mean=3.123, SD=0.801). However, the results of the survey also showed that M&E data is rarely used for management and improvement (Mean=2.800, SD=0.617), additionally the M&E information is barely used during budgeting sessions (Mean=2.646, SD=0.672). The findings also concluded that M&E information is seldom used to explain to stakeholders and the community what the project program is doing (Mean=2.508, SD=0.868).

The study results on aggregate mean of structural information was 2.767 with standard deviations of .649, implying an insufficiency of information use in development projects in Nyandarua County.

4.5.5 Descriptive Statistics for Value for Money

According to INTRAC (2020), Value for money entails general guidelines for effective planning, procurement and management. Essentially, for the accurate assessment on the success of a project, funds spent should be analyzed alongside the

results.nIt was therefore essential for the study to establish the value for money with relation to development projects in Nyadarua County.

Table 4.12:

Descriptive Statistics for Value for Money

N=65	Min	Max	Mean	Std. Deviation
Projects implemented meet their operational performance goal meeting economic value	2	5	3.662	0.776
Projects stay within set out budget limits indicating project efficiency	2	5	3.339	0.853
Projects meet their technical or social performance goals.	2	5	3.462	0.903
Projects implemented meet their schedule objectives.	2	5	3.415	0.827
Project results meet stakeholders' expectations.	2	5	3.339	0.853
Stakeholders are satisfied with project results.	2	5	3.385	0.823
Programs achieve cost-benefits objectives.	2	5	3.539	0.867
Most of the projects implemented provide good returns.	2	5	3.339	0.871
Value For Money	1	4.75	2.918	0.898

Source: Field Data (2021)

The findings show that projects implemented meet their operational performance goal meeting economic value (Mean=3.662, SD=0.776), likewise projects achieve cost-benefits objectives (3.539, SD=0.867). It was further established that projects moderately meet their technical or social performance goals (Mean=3.462, SD=0.903), besides projects implemented moderately meet their schedule objectives (Mean=3.415, SD=0.827). Moreover, there was uncertainty as to whether stakeholders are satisfied with project results (Mean=3.385, SD=0.823).Moreover, it was not fully established if project results meet their stakeholders' expectations (Mean=3.339, SD=0.853). The review also demonstrated doubts on whether projects stay within set out budget limits indicating

project efficiency (Mean= 3.339, SD=0.853).Likewise, it was not fully ascertained whether projects implemented provide good returns (Mean=3.339, SD=0.871).

The overall mean value for money was 2.918 with standard deviations of 0.898, indicating that there exist several gaps related to achieving value for money in development projects in Nyandarua County.

4.6 Assumptions of Linear Regression

Prior to carrying out a linear regression analysis and testing the hypotheses, the research confirmed that the elemental conditions for the application and elucidation of outcomes were observed. Green (2007) observed that, ahead of conducting regression analysis, it is important to investigate the basic assumptions of regression. Teddlie and Tashakkori (2010) adds that, approximating the research equations when the assumptions of linear regression are violated is dangerous because it may result in the risk of prejudiced, incompetent and incompatible parameter estimates. These tests include; normality, linearity, autocorrelation, multicollinearity, homoscedasticity and outliers in the dependent variable.

4.6.1 Normality Test

According to Ghasemi & Zahediasl (2012), Normality tests are employed in ascertaining whether a data set is drawn from a normal distribution and to calculate the probability of a random variable representing the data set being normally distributed. This study used graphical method (histogram) and Normal P-P plot of normality to guarantee normal distribution of residuals of regression models, presented in figure 4.1.

The histogram is a goodness-of-fit statistics estimating measures of shape to test whether sample data has the skewedness correspondent to a normal distribution. Skewedness and kurtosis results ranging between -2 to +2 will indicate that a variance is considered normal (Gravetter & Wallnau, 2016).

Table 4.13:

Normality Test

	N	Mean	Std. Deviation	Skewness	Kurtosis
Value for money	65	2.9181	0.89794	0.097	-1.494
M & E Capacity Building	65	2.5169	0.81758	0.759	-0.366
M & E Planning	65	2.8334	0.83271	0.154	-1.177
M & E structural Framework	65	2.7875	0.74217	0.34	-0.332
M & E information Use	65	2.767	0.64906	0.332	-0.746

Source: Field Data (2021)

Results in Table 4.13 The values for skewness and kurtosis for all variables with regard to the were within the acceptable value of < 3 for skewness and value of < 10 for kurtosis (Kline, 2005, 2011) respectively as shown in Table 4.3. Hence, the results suggest that there is a normal distribution.

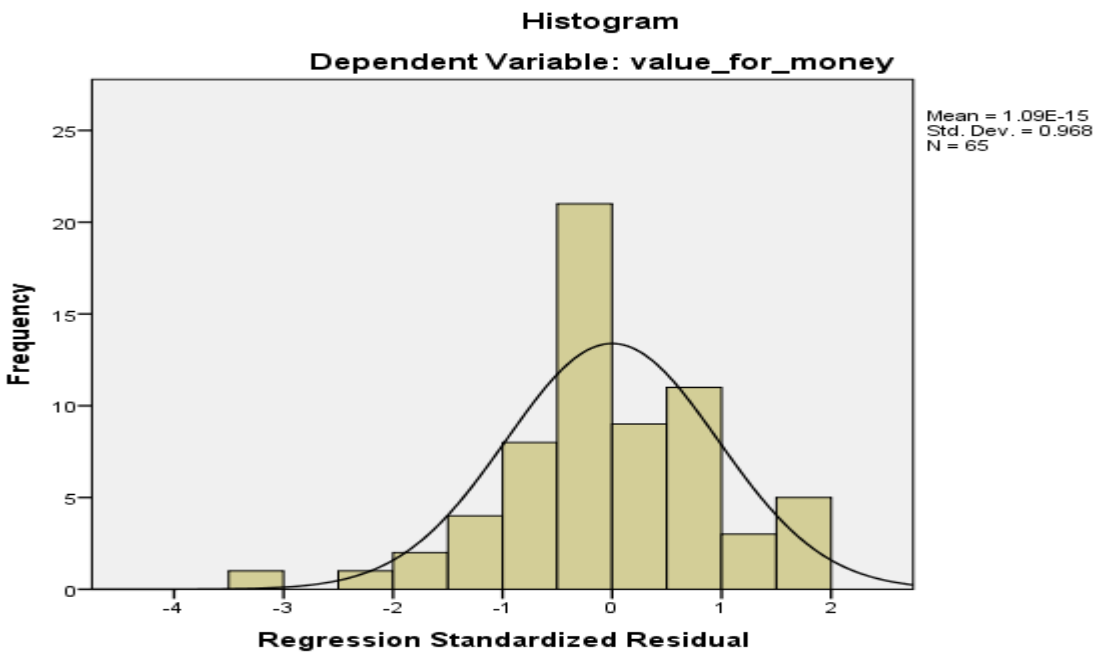


Figure 4.1:

Histogram for normal distribution

Source: Field Data (2021)

A test on normality using Histogram on fFgure 4.1 show that the standardized residuals are significantly normally distributed with both skewness and kurtosis results ranging between -2 to +2. Furthermore, a normality check was done by generating a histogram from the data using the SPSS software version 24 and the findings are presented in figure 4.1.

4.6.2 Test for Multicollinearity

Multicollinearity exists when there is a linear relation among two or more idepedent variables which can be used to predict the other, when IVs are too highly correlated with each other, therefore making it hard to get dependable estimates of their

individual coefficients (Cooper & Schindle, 2013). Imperfect Multicollinearity normally leads to badly determined regression coefficients and infinite standard errors, which in turn affects accuracy of rejection or failure to reject the null hypothesis. Multicollinearity exist if tolerance is <0.1 or VIF>10 for all variables. The findings were presented in table 4.14

Table 4.14:

Test for Multicollinearity

	Collinearity Statistics	
	Tolerance	**VIF**
M & E Capacity Building	0.651	1.536
M & E Planning	0.469	2.134
M & E structural Framework	0.597	1.675
M & E information Use	0.472	2.12

a Dependent Variable: Value For Money

Source: Field Data (2021

From the results presented in table 4.14, the data was observed to have no multicollinearity present as none of the variables had tolerance <0.1 and VIF more than 10

4.6.3 Test of Homoscedasticity

Homoscedasticity, denoting same variance, implies equal levels of variability between dependent variable over a range of independent variables that are either categorical or continuous. There is data homoscedasticity when residuals are equivalent across the regression line for all values of the predictor variable (Hair *et al.*, 2015). A scatter diagram was formulated using SPSS software in order to measure homoscedasticity of variance, the findings are presented in figure 4.2.

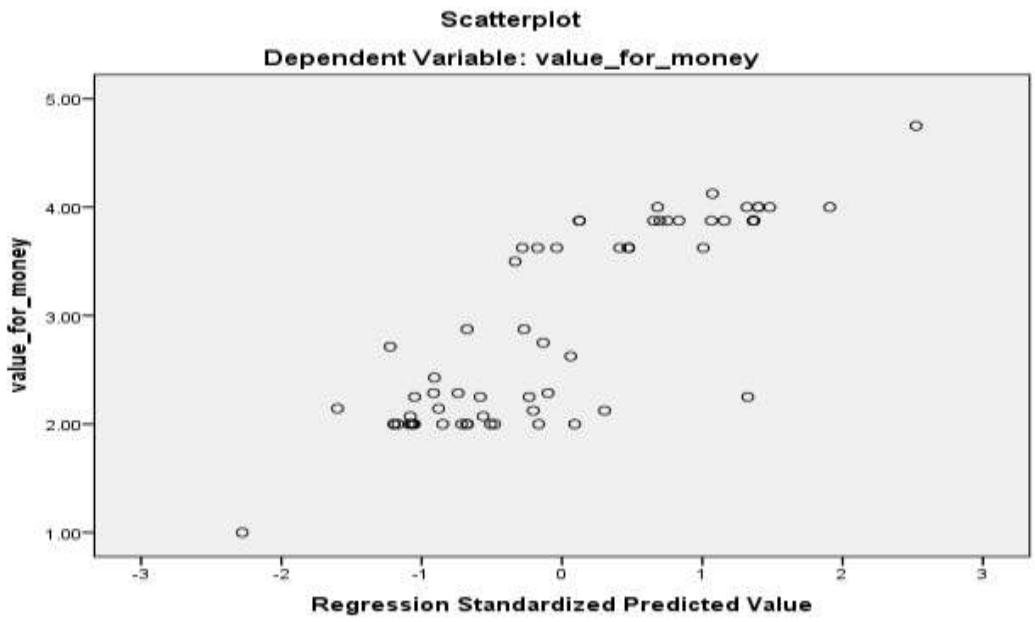


Figure 4.2:

Scatter Plot for Testing Heteroscedasticity

Source: Field Data (2021

From figure 4.2, the dependent variable (value for money) was observed to be homoscedastic as the scatter dots failed to make up a structured sequence that was either disintegrating or clustering from the source (Shen, Cui & Wang, 2014).

4.7 Correlation results

Correlation analysis was employed in establishing the strength, direction and significance of relationship between variable sets and to estimate the degree of variation in the dependent variable (value for money) caused by the independent variable (monitoring and evaluation practices). Pearson Product Moment correlation analysis was used to investigate the outlook of the relationship between the dependent and independent variables including the linkages among the independent variables. Table 4.8 illustrates the results.

Table 4.15: Pearson's Correlations

		VM	M&ECB	M&EP	M&ESF	M&EIU
Value for money (VM)	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	65				
M &E capacity building(M&ECB)	Pearson Correlation	.524**	1			
	Sig. (2-tailed)	0.000				
	N	65	65			
M &E Planning(M&EP)	Pearson Correlation	.696**	.533**	1		
	Sig. (2-tailed)	0.000	0.000			
	N	65	65	65		
M&E structural framework(M&ESF)	Pearson Correlation	.692**	0.189	.528**	1	
	Sig. (2-tailed)	0.000	0.131	0.000		
	N	65	65	65	65	
M & E information Use (M&EIU)	Pearson Correlation	.702**	.477**	.644**	.573**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	65	65	65	65	65

** Correlation is significant at the 0.01 level (2-tailed).
Source: Field Data (2021

The findings from Table 4.14 demonstrate a positive correlation among each of the independent variables and value of money. The survey results established that there is a positive and strong relationship between M&E capacity building ($r=0.524$, $p<0.01$). Further, the correlation was found to be statistically significant at 5% confidence level ($p=0.00$, $p<0.01$). Likewise, the findings revealed that M&E planning and value for money ($r=0.696$. $p<0.01$), the relationship was also found to be statistically significant at

5% confidence level (p=0.00, p<0.01). The survey results established that M&E structural framework is positively linked with value for money (r=0.692, p<0.01), the relationship was also discovered to be statistically significant at 5% confidence level (p<0.01, p=0.00). Besides the study revealed that M&E information use has a positive relationship with value of money (r=0.702, p<0.01), further the relationship was discovered to be statistically significant at 5 % confidence level (p<0.01, p=0.00).

4.8 Regression Analysis

Regression analysis was conducted for the purpose of creating a framework of demonstrating the link between the independent variables and dependent variable (value for money). Regression analysis was carried out to establish the measure in the predicted variable (value of money) which can be estimated from the control variables (M&E capacity building, M&E planning, M&E structural framework, and M&E information use).

Table 4.16:

Model summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.841a	0.706	0.687	0.50246

a Predictors: (Constant), M &E capacity building, M &E Planning, M&E structural framework, M & E information Use

b Dependent Variable: Value For Money

Based on the findings in Table 4.14, the independent variable reported R value of .841a, demonstrating a strong relationship between (M&E capacity building, M&E planning, M&E structural framework and M&E information use in development projects

within Nyandarua County. The R square value of 0.706 suggests that 70.6% of the variation in value for money can be explained by M&E capacity building, M&E planning, M&E structural framework and M&E information use showing that the model fitted the research data. The findings of regression analysis demonstrated a significant positive relationship between dependent variable and independent variable.

Table 4.17:

Analysis of Variance (ANOVA)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	36.455	4	9.114	36.1	.000b
Residual	15.148	60	0.252		
Total	51.603	64			

a Dependent Variable: value for money
b Predictors: (Constant), M &E capacity building, M &E Planning, M&E structural framework, M & E information Use

The ANOVA results in Table 4.17 showed the significant value was 0.000 which is less than 0.05 therefore the model is statistically significant in predicting how M&E capacity building, M&E planning, M&E structural framework and M&E information use influence value of money in development projects within Nyandarua County. Given that F computed as seen from the ANOVA table was 36.1, it was deduced that the overall model was significant. As such, the model was fit to predict the effect of M&E capacity building, M&E planning, M&E structural framework and M&E information use value of money in development projects in Nyandarua County. The ANOVA findings are presented in table 4.18 below.

Table 4.18: Coefficients of Estimate

	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	-0.588	0.305		-1.925	0.059
M & E Capacity Building	0.247	0.095	0.225	2.592	0.012
M & E Planning	0.238	0.110	0.221	2.160	0.035
M & E structural Framework	0.493	0.110	0.407	4.500	0.000
M & E information Use	0.303	0.141	0.219	2.147	0.036

a Dependent Variable: Value For Money

Table 4.18 presents the coefficient of estimate. All unstandardized beta coefficients were significant, indicating a positive effect of all the independent variables to the dependent variable.

Hypothesis 1(H_{o1}) predicted that there is no significant effect of M&E capacity building on value of money in development projects in Nyandarua County. The findings presented in table 4.12 above show that M&E capacity building has a positive and significant influence on value for money as shown by β=.225, and a significance value of 0.012 ($p<0.05$). As such, the null hypothesis was rejected, implying that an increase in one unit of M&E capacity building increase value of money by 0.225. The results iterate conclusions made Karanja (2013) who asserted capacity building in monitoring and evaluation to be consequential in the overall performance and sustainability of development projects. Also, results are supported by Mugabe and Kanda (2013) who noted that inadequate monitoring and evaluation skills have negative impact on projects success which also negative affect project value for money. The results also agrees with Adrien & Jobin (2008) that investing training of M&E increases the effectiveness and acceptance of monitoring and evaluation in all projects that is likely to enhance value for

money of the projects. Similarly, Valery and Shakir (2007) see evaluation capacity-building activities as instruments for strengthening evaluators' professional capacity to not only perform assessments but also to boost clients' and stakeholders' capacity to understand and use the assessment results. These results also tally with social learning by Albert Bandura (1977) which is most widely used learning and growth philosophy through and motivation (Muro & Jeffrey, 2008). Thus, based on the findings capacity building from the county governments is social programs that is successful in facilitating double-loop learning experiences to the project beneficiaries rather than just single-loop learn.

Hypothesis 2 (H_{o2}) predicted that there is no significant effect of M&E planning on value for money in development projects in Nyandarua County. Based on the results in the coefficient of estimates table, the p value was 0.035 ($p<0.05$), we therefore reject the null hypothesis and conclude that M&E planning has a positive and significant relationship with value for money. Therefore, an increase in one unit of M& E planning increases value for money by 0.221. The findings align with assertions by Ernest Kissi et al., George Effah & Emmanuel Tweneboah Andam (2019) who maintain that not only is planning an essential monitoring and evaluation practices, but it also corroborates the premises under which the attainment of project goals relies on. The findings concurs with Kamau and Mohamed (2015) finding that planning in M&E is critical in ensuring value for money in development projects. The study concluded that monitoring and evaluation planning is significance in ensuring development project achieve value. Similarly, results related with Njama (2015) findings that planning practice encompasses budgetary resources, feasibility, capacity, timeline and ethics. On echoing the same, Wachaiyu

(2016) postulated in order to ensure proper and effective monitoring and evaluation of projects, it is imperative for the allocated project budget to make a clear as well as adequate provision for the involved activities. Also, Wachaiyu (2016) concluded that M&E planning is critical in ensuring the projects realize value for money and are beneficial to the targeted beneficiaries. Further, results from this study support and contribute to Institutional theory by showing how organization compliance to proper planning and structure of M&E enhances successful implementation of project which enhances value for money (Andrew, 2008).

Hypothesis 3 (H_{o3}) predicted that there is no significant effect of M&E structural framework on value for money in development projects in Nyandarua County. The findings in the coefficient of estimates table demonstrate that the p value was 0.000 ($p<0.05$), therefore the null hypothesis was rejected, leading to the conclusion that M&E structural framework has a positive and significant influence on value for money. As such an increase in one unit of M&E structural framework increases value for money by 0.407. The results lend support to assertions provided by Jones (2012), stating that putting up M&E systems in project management makes it possible for implementing agencies to achieve the pre-requisites of donors and benefactors. the study findings are similar to in Kissi, et al., (2019) findings that M&E frameworks significantly influence the success of the construction projects in Ghana. For successful implementation of projects results to value for money M&E structural framework must be incorporated in all the development project phases (Kissi, et al., 2019). The results also tally with Hassan (2013) findings that monitoring and evaluation framework significantly influences road project quality. The study concluded that M&E structural framework increased the quality of the road

construction projects in Kenya. The results also concurs with discussions by Busilie (2017) government M&E framework which encompasses coordination between the ministries, decentralized levels of government and the projects. The evaluation systems, particularly aim at keeping track of programmes and projects by the local governments, public institutions and government ministries. Based on The Structural Functionalism Theory by Talcott (1991) the findings showed that bringing together stakeholders by the management of development projects to form a M&E team that has a uniform goals and targets of working together and building a cohesive system to achieve project goals, in achievement of value for money in development projects is possible. Hences, the teory support the findings that it is imperative mperative to take into consideration the views and interests of various stakeholders in order to achieve certain organisational goals and objectives (Carr & Capey, 1982).

Hypothesis 4(H_{o4}) predicted that there is no significant effect of M& E information use on value for Money in development projects in Nyandarua County. According to the results in table 4.12 above, the p value was found to be less than 0.05 ($P<0.05$), we therefore reject the null hypothesis and conclude that M&E information use has a positive a significant effect on value for money. Therefore an increase in one unit of M&E information use increases value for money by 0.219. The results correspond with assertions made by IFRC, 2011), claiming that M&E is instrumental to project managers by providing accurate and empirical information from data obtain in the field and from various stakeholders. The findings agree with Wanjala et al., (2017) that use of M&E information project performance. Also, Adek (2016) found that use of M&E information use which is aimed at identifying the rationale of measuring performance as well as

project elements how the latter relate. Asare and Prempeh (2016) on the other hand conducted showed that there was a significant correlation between use of monitoring and evaluation information and road project quality. The study concluded that M&E information is crucial in providing useful feedback required to enhance the success of projects or interventions funded by the government. These findings concur with Theory of Planned Behaviour that subjective norms much determine whether or not an individual has the intention of carrying out a specific behaviour and such norms arise from a available information. Therefore, practitioners' perceptions of the surrounding normative forces to conduct outcome M&E play an important role in understanding their M&E actions.

The following equation was derived from the regression coefficients in the matrix.

$$Y = -0.588+0.247_{X1}+0.238_{X2}+0.493_{X3}+0.303_{X4}$$

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The study evaluated the relationship between Monitoring and Evaluation practices and Value for Money in development projects in Nyandarua County. This chapter presents the summary of findings; conclusion and recommendations. The findings follow the specific objectives of the research. Also presented in this chapter are recommendations and conclusion.

5.2 Summary of the Findings

The regression results showed that capability building has significant and positive influence on value for money in development projects in Nyandarua County. Based on the descriptive results capacity building demonstrated that there is uncertainty if projects organize trainings on M&E for staff. Besides, there are doubts as to whether Key M&E staff participates in workshops, webinars and conferences. Likewise, there are gaps as to whether the project has hired M&E experts to give advice on the effective use of M&E tools. Nonetheless it appears that the project doesn't have activities to conduct an M&E capacity strengthening workshop. Further, it is evident that the project management does not allocate funds for training of staff in M&E process. Additionally, the top leadership have not been trained on M&E process, similarly the project barely promotes stakeholder learning in an attempt to clarify demystify and institutionalize M&E practices. It was also

established that technical capacity building is seldom carried out in the context of a specific project.

Findings revealed that that M&E planning has a positive and significant relationship with value for money in development projects in Nyandarua County. Thus, there is doubt as to whether there is development of work schedule before project implementation, likewise it has not been fully ascertained if there is assessment of feasibility of the proposed project activities. In addition to this there is uncertainty as to whether there is development of resource mobilization mechanisms, similarly there is moderate planning of the project time span. The findings also revealed gaps in the development of quality plans for the development projects before implementation. It was also established that there is no development of project cost plan, moreover there is inadequate development of change management strategies to be followed when implementing the development project.

Regression results also indicated a significant and positive effect of M&E structural framework on value for money in development projects in Nyandarua County. The results on M&E structural framework indicated that it is in doubt whether there is measurement of the overall progress of the development project. There is also uncertainty as to whether a structural framework is designed to monitor and track project progress and the results of the implementation. Nonetheless, it was reviewed that there is barely a framework guiding participatory tracking, likewise outcomes assessment framework is barely developed. In addition, there is no framework for collecting and analyzing data to assess project performance, besides there is no development of a structured framework to

promote learning and knowledge sharing by providing a network and systematic linkages for the development projects. Last but no least it was revealed that the project seldom uses a result based monitoring ad evaluation framework.

The finding on M&E information shows that there is significant and positive effect of M&E information on value for money in development projects in Nyandarua County. This shows that that it is unknown if the project uses information from M&E processes for strategic decision making. Moreover, it is in doubt as to whether the project provides feedback for all phases. Besides, there are gaps as to whether the project conducts frequent data review for project and product effectiveness. Further, it is in doubt if the project disseminates information to demonstrated accountability and earns client loyalty. Nevertheless, M&E data is rarely used for management and improvement. Similarly, M& E information is not used during budgeting sessions. Finally, M&E information is seldom used to explain to stakeholders and the community what the project program is doing.

5.3 Conclusion

It is evident that capacity building in Monitoring and evaluation plays a critical role in the general performance of development projects. The implication is that proper training of stakeholders in evaluation capacity is critical to the success of development projects and attainment of value for money. However there is a gap in capacity strengthening of key stakeholders in Monitoring & Evaluation process. This is seen in the poor allocation of funds for training staff on M& E processes in addition to few opportunities for stakeholders to learn more on M&E practices.

Additionally, Monitoring and evaluation planning contributes to value for money in development projects. There is nonetheless poor planning of Monitoring and evaluation process. This is seen in the dearth of a proper resource allocation framework by resource by the project managers as well as quality plans before undertaking the project. For successful implementation of the Monitoring & Evaluation process, it is imperative for project managers to ensure proper planning and allocation of project resources is conducted prior to implementation of project activities.

Monitoring and Evaluation structural framework positively influences the value for money in development projects. The findings suggest that designing effective structural frameworks that streamline the monitoring and evaluation process ensures value for money in development projects. It has however been established that there are gaps in Monitoring and evaluation structural frameworks pertaining to development projects. This is evident in the dearth of effective frameworks for guiding the evaluation process, furthermore there is a dearth in systems for measuring the overall progress of the development project.

Finally, Monitoring & Evaluation information use positively and significantly impacts the value for money in development projects. This implies that development projects use information and data gathered during evaluation to inform strategic decisions and the project implementation process. Nonetheless, the review reveals discrepancies in Monitoring and Evaluation information use. This is evident in the feedback systems and involvement of stakeholders on the project activities and overall progress, additionally, there is inadequate provision of feedback during the evaluation process. By and large

information gained during the monitoring and evaluation process is not fully capitalized on by the project, hence impacting the overall performance of development projects.

5.4 Recommendations.

Based on the study results, it is evident that M&E capacity building positively influences value for money in development projects in Nyandarua County. Therefore there is need for project managers to employ the advisory skills of M&E experts on the use of M&E tools. Moreover, there is need for adequate funding to be allocated to the evaluation process for the purpose of training key stakeholders and educating them in Monitoring and evaluation practices. It is also imperative for project implementers to encourage the participation ad involvement of Monitoring and Evaluation staff in capacity strengthening activities such as workshops, webinars.

It is evident that Monitoring and evaluation planning contributes to value for money in development projects. In light of this, proper planning of the project timeline should be undertaken by project executives. It is also necessary for projects to conduct feasibility of project activities to determine the success of the project. Further, project implementers should develop project cost plans in addition to quality plans for the implementation of the project. It is also essential for projects to formulate works schedules before executing the project to ensure effective use of resources and timely execution of project activities. By and large, resource mobilization techniques are essential for successful evaluation of project phases, project managers ought to see to effective systems for raising and distributing funds prior to undertaking a project.

Since effective Monitoring and Evaluation structural framework promotes value for money in development projects. Project managers need to put into place a structural framework to guide the monitoring and evaluation process. It is therefore fundamental for project managers to develop a strong framework for collecting and analyzing data to assess project performance. In addition to this, it is imperative for projects to develop a framework for guiding the participatory evaluation. Furthermore, the project should employ a result-based monitoring and evaluation framework to inform the steps taken during the evaluation process.

Last but not least, as Monitoring and Evaluation information use is instrumental in promoting value for money it is critical for project managers to apply data gathered during the evaluation process in making strategic decisions regarding the project implementation, Additionally, there is need for a smooth flow of information among project implementers and key stakeholders regarding the evaluation process, similarly feedback for all phases of the project evaluation should be communicated in a timely and efficient manner. This is not only significant in decision making during budgeting sessions, but also essential in demonstrating accountability to the clients and earning their loyalty. Moreover, the information is critical for the management and enhancement of the project activities, the findings gathered also inform future project activities and approaches, consequently saving o time and extra costs. By and large, project implementers should ensure effective use of information to streamline the evaluation process and communicate the evaluation activities to key stakeholders and clientele.

5.5 Areas for Further Studies

The study is a landmark for further research on effect for monitoring and evaluation on value for money for county governments. The findings demonstrated the important capacity building in Monitoring and evaluation, Monitoring and evaluation planning, Monitoring and Evaluation structural framework and Monitoring & Evaluation information use on value for money. Existing literature indicates that as a future avenue of research, there is need to undertake similar research in other countries so as to establish whether the explored factors can be generalized to affect effective M & E. There is also need for more than one data collection instrument for example interviews and focus group discussions, as these will help to counter check the information provided by the respondents. Finally, a further study needs to be conducted using more variables that may be relevant to this study.

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APPENDICES

Appendix I: Introduction Letter

Kibui Susan Muringi

To whom it may concern,

I am a postgraduate student studying at KCA University. As part of my course, I am required to undertake a research and present a Project on '***Effect of monitoring and evaluation practices on value for money in development projects in Nyandarua County, Kenya''***. To facilitate this, you have been identified one of the focus of the study. All responses received will be strictly used for the purpose of this study and anonymity of respondents will be maintained.

Thanks in advance for your willingness to contribute to this research.

Yours faithfully,

Kibui Susan Muringi

Appendix II: Questionnaire

Kindly answer the following questions by writing a brief answer or ticking in the boxes provided.

SECTION A: GENERAL INFORMATION

1. Age

Below 30 years	[ ]
31 –40 years	[ ]
41 – 50 years	[ ]
51 – 60 years	[ ]
Above 60 years	[ ]

2. Highest Level of education

Postgraduate	[ ]
Undergraduate	[ ]
Diploma	[ ]
Certificate	[ ]

3. Working Experience

Below 5 yrs.	[ ]
5-10 yrs.	[ ]
11- 15 yrs.	[ ]
Above 15 yrs.	[ ]

SECTION B: M&E CAPACITY BUILDING

This section seeks to assess the level of Stakeholder Involvement in M&E of development projects in Nyandarua County. The statements therein are therefore

designed to establish M&E capacity building. Kindly indicate your level of agreement on the statements based on a scale provided.

		5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
CB1	The project has hired M&E experts to give advice of effective use of M&E tools					
CB2	The project management allocates funds for training of staff in M&E process.					
CB3	The projects organizes trainings on M&E for staff					
CB4	Key M&E staff participate in M&E workshops, Webinars, Conferences					
CB5	The top leadership have been trained on M&E processes					
CB6	The project has activities to conduct a M&E Capacity Strengthening workshop.					
CB7	Project promote stakeholder learning in an attempt to clarify, demystify and institutionalize M&E practices					
CB8	Technical capacity building is often carried out in the context of a specific project					

SECTION C: M&E PLANNING

This section seeks to assess M&E planning of development projects in Nyandarua County. Kindly indicate your level of agreement on the following statements-based scale provided

	Statement	5	4	3	2	1

		(SA)	(A)	(N)	(D)	(SD)
M&EP1	There is development of project cost plan					
M&EP2	There is assessment of feasibility of the proposed project activities					
M&EP3	There is proper planning of the time span of the project					
M&EP4	There is development of work schedule before project implementation					
M&EP5	There is development of change management strategies to be followed when implementing the development project					
M&EP6	There is development of resource mobilization mechanisms					
M&EP7	There is development of quality plans for the development projects before implementation					
M&EP8	A proper resource allocation framework is developed					
M&EP9	There is clear definition of the scope of work to be covered					
M&EP10	Project appraisal framework is developed					

SECTION D: M&E Structural Framework

This section seeks to assess the effect of M&E structural framework on Value for money in development projects in Nyandarua County. The statements therein are therefore designed to assess the M&E structural framework at the county. Kindly indicate your level of agreement on the statements based on scale provided.

	Statement	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
SF1	A structural framework is designed to monitor and track project progress and the results of the implementation					
SF2	A structural framework is designed to provide a platform for identifying and sharing challenges for corrective action and best practices on					

	implementation					
SF3	There is a framework for collecting and analysing data to assess project performance					
SF4	There is a framework guiding participatory tracking					
SF5	Outcomes assessment framework is developed					
SF6	Measurement of the overall progress of the development project					
SF7	Development of a structured framework to promote learning and knowledge sharing by providing a network and systematic linkages for the development projects					
SF8	The project uses a result based monitoring and evaluation framework					
SF9	The project uses logical framework to illustrate desired results and means of verification					

SECTION E: M&E INFORMATION USE

This section seeks to assess M&e information use of development projects in Nyandarua County. Kindly indicate your level of agreement on the following statements based scale provided.

		5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
IU1	The project conducts frequent data review to for project, product effectiveness					
IU2	The project uses information from M&E processes for strategic decision making					
IU3	The project disseminates information to demonstrate accountability and earn client loyalty					
IU4	The project provide feedback for all phases					
IU5	M&E data is used for management, and improvement.					
IU6	The M&E information is used during budgeting sessions					
IU7	M&E data is used in managing key numeric information related to the project/plan and the analysis					
IU8	M&E information is used to explain to stakeholders and the community what the project					

	program is doing,					

SECTION G: Value for Money in Development Projects

This section seeks to assess the Value for money in development projects in Nyandarua County. Kindly indicate your level of agreement on the statements based on a scale provided

	Statement	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
FoM1	Projects implemented meet their operational performance goal meeting economic value					
FoM2	Projects stay within set out budget limits indicating project efficiency					
FoM3	Projects meet their technical or social performance goals.					
FoM4	Projects implemented meet their schedule objectives.					
FoM5	Project results meet stakeholders' expectations.					
FoM6	Stakeholders are satisfied with project results.					
FoM7	Programs achieve cost-benefits objectives.					
FoM8	Most of the projects implemented provide good returns.					