

# Influence of Monitoring and Evaluation Training on Implementation of County Government Funded Water Projects In Kisii County, Kenya.

Mutuku Mary Miombe\*, Dr. Josephat Kwasira\*, Dr. Benard Lango\*

P.O. Box 408 – 40200; PhD student, School of Business and Entrepreneurship, Jomo Kenyatta University of Agriculture and Technology.

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**Abstract-** Globally, Monitoring and Evaluation (M & E) has become a necessity for governments, development and humanitarian organizations, since they enhance the quality of project management. One aspect that has not been given much consideration is effective implementation of M&E systems as advised by M & E experts. For instance, not much is known how M&E Training influences the implementation of water projects. The general objective of the study was to assess the role of M & E Training on implementation of county government funded water projects in Kisii County. This study was anchored on the Theory of Change. The study adopted a descriptive survey design. The target population included 200 county water staff managing 90 water projects across the county. Census method was used to collect data. The primary data was collected by use of questionnaires. Quantitative data was analyzed by employing descriptive statistics and inferential analysis, and the results were presented by tables and figures.

## I. INTRODUCTION

Project Monitoring and Evaluation Training is among the most critical factors that contribute to the success of implementation of water projects. It is described as an organized activity for increasing the knowledge and skills of M&E unit in order to impact knowledge on how to handle projects. Globally, progressive projects pivot their success on routine and continuous training of staff involved in project implementation. Kenya faces transitional challenges from a centralized state to devolved governance system. This has prefigured both challenges and opportunities. The decentralized form of governance has exerted pressure on especially the performance of government water departments. Therefore, this calls for effective monitoring and evaluation systems. Though M & E practices implementation have substantial cost, time as well as human resource implications, they are significant for successful projects and should not be overlooked at the beginning of the process (Khan, 2013). Counties and government ministries have an established M&E system of reporting that helps to keep projects on track and assists in

reporting within the departments and agencies. However, monitoring and evaluation reports generated are not used to guide policy makers and other relevant stakeholders (Senelwa, 2021). Similarly, National and county Governments according to (Senelwa, 2021) do not have adequate capacity to monitor and evaluate their own projects due to inadequate human and financial resources. The government of Tanzania has been experiencing challenges in implementation of their water projects. Despite most of the projects being implemented at community level failing to meet expectations, Participatory M&E is still critical at the infancy stages of projects (Mgoba & Kabote, 2020).

## II. RESEARCH ELABORATIONS

### 3.1: Theoretical Framework

This study was guided by the Theory of Change which traces its roots to community development programmes in the US in the early nineties. Weiss pointed out that it could be understood as a way to describe the set of assumptions that explain both the min-steps that lead to a long-term goal and the connections between these activities and the outcomes of an intervention or programme. Theory of change is a model that explains how an intervention is expected to lead to intended or observed impacts. According to Jean, Diana and Avan (2011), a theory of change is utilized in strategic planning by management and decision making as a project or programme develops and progresses. It can also reveal what should be evaluated, and when and how, so that project and programme managers can use feedback to adjust what they do and how they do it to achieve the best results. A theory of change methodology helped to identify the way people, organizations and situations change as a result of an organization activities or services, helping to develop models of good practice (Jean, Diana & Avan, 2011).

A Theory of Change according to the (International Labour organization (ILO)) describes how an intervention delivers planned results. A causal/result chain commonly known as a logical framework describes how the sequence of inputs, activities and outputs of a project, programme or portfolio attains specific

outcomes (objectives). As a result it contributes to the achievement of the overall aim. A causal chain map constitutes Inputs such as financial, human, technological and other resources; activities such as actions or work performed to translate inputs into outputs); outputs such as goods produced and services delivered; outcomes such as use of outputs by the target groups and lastly the aim or final, long-term outcome of the intervention. In planning, Annie (2009) states that the theory of change can help an organization achieve a variety of results which are instrumental in its growth namely; strengthened organizational capacity through skills, staffing and leadership; strengthened alliances through level of coordination, collaboration and mission alignment; strengthened base of support through the grassroots, leadership and institutional relationships and alliances; improved policy through stages of policy change in the public policy arena,

including adoption, implementation and funding; shift in social norms through the knowledge, attitude, values and behaviors ;changes in impact through the ultimate changes in social and physical lives and conditions. Impact is affected not just by policy change, but by other strategies, such as community support and changes to behaviors (Annie, 2009). This theory thus is relevant to the study in relation to monitoring and evaluation of projects.

### 3.1.1 Conceptual Framework

The conceptual framework discusses the inter-relationship between the independent variable and the dependent variable. The study will establish the extent to which Monitoring and evaluation training (Independent Variable) influences implementation of county government funded water projects (dependent variable).

#### Independent Variables

#### Dependent Variable

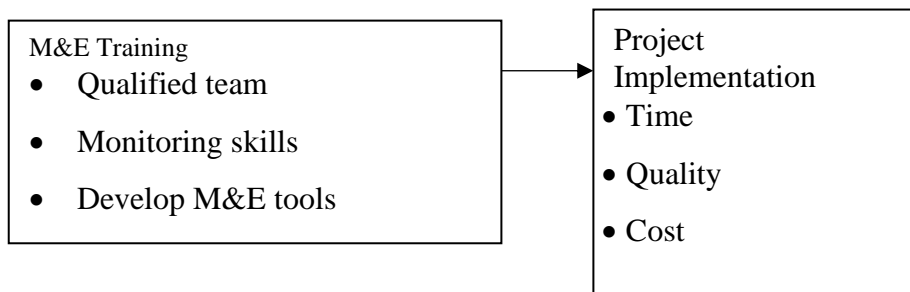


Figure 1: Conceptual Framework

Figure 1 above, the M& E training is the independent variable, whereas implementation of County water funded project in depended variable. The researcher argues that for effective implementation of county water funded project, the county staff involved should qualified, have monitoring skills and should also be trained to develop **M&E tools**.

### 3.1.2 Influence of M&E Training on Implementation of Water Funded Projects

A study conducted by (Chege & Dr. Omondi, 2020) on Monitoring and Evaluation and project performance in Kenya: The Case of Nongovernmental Organizations implementing Education Projects In Nairobi County found out that the strength of the M&E team positively influenced the performance of projects with a p-value=0.000. It also established that strength of the M&E team accounted for 19.4% of the improvement in the performance of the project. The study therefore recommended that the M&E team should be up to date and keep abreast with the current trends in M&E.

Abraham and Farhad (2016) stated that project performance relies upon the managerial abilities and competence of the project manager. An important, but continually overlooked element of the implementation method is the nature of personnel involved. Many a times, the staff for the project is selected with much less than the required competencies necessary to make the assignment a success. It is vital to develop a project team that has the requisite competencies to perform their functions and also to understand the mission well. Staff traininf to enhance competency needs to be

factored in water projects. Effective coaching must be carried out and the trainees given an opportunity to exercise the newly received abilities on completion of the training. The focal point on capacity building of the project staff ensures a workforce with suitable skills to promote participatory and sustainable implementation of projects (Ubah & Ibrahim, 2016).

According to Ademiluyi and Odugbesan (2018), inadequate or lack of community and organizational training is among the factors that adversely affect the success and sustainability of rural-based water and sanitation projects in developing nations. The study further asserts that empowering community members with the necessary skills is significant as it enables the community to take ownership of water projects long after the donors, project managers, and other stakeholders have accomplished their duties.

## III. FINDINGS

The research study adopted a descriptive survey design and the study target population according to (Kisii County Government, 2018) Annual Development plan included 200 respondents drawn from the Ministry of water both at the county and at the sub-counties spread across the 90 Water Projects. Census was used to select all 200 respondents for data collection by use of questionnaires, observation as well as secondary published data.

### Table1: Target Population

Target Population

Ministry of Water, Energy, Environment, Natural Resources and Climate Change  
Water Resource and Management Authority (WARMA)  
Sub-counties water officers  
M&E Department  
Gusii Water and Sanitation Company (GWASCO)  
Total

county government-funded water projects in Kisii County. The significant positive effect of M&E training on project implementation underscored this conclusion. Notably, the t-value highlighted the meaningful impact of training on project outcomes. This outcome aligns with prior research that has consistently emphasized the pivotal role of M&E training in bolstering project implementation and overall performance. The synchronization between the descriptive findings and the regression results underscores the importance of targeted M&E training as a factor influencing the success of county government-funded water projects in Kisii County.

#### 4.1: Regression Analysis

Regression analysis focused on establishing the direct effects of background characteristics alone on project implementation and then the combined effect of background characteristics and the monitoring and evaluation function.

**Table 2:** Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-.032	.260		-.124	.901		
M&E Training	.269	.073	.247	3.680	.000	.631	1.584

##### a. Dependent Variable: Project implementation

The regression coefficients (Table 2) confirmed that M&E training ( $\beta=0.247$ ,  $p<0.05$ ); was a positive and significant predictors of project implementation at the 5% significance level.

#### 4.1.2: HYPOTHESIS TESTING

Hypothesis was formulated and tested in this study at 5% significance level. Therefore, the researcher undertook a 5% risk of rejecting the null hypothesis when it could be true in each case. The decision criteria was: 1) to reject the null hypothesis if the p-value was less than 0.05, and 2) to fail to reject otherwise.

$H_{01}$ : There is no significant relationship between M&E training and implementation of County governments funded water projects in Kisii County

**The hypothesis formulated and tested for this study presupposed that M&E training had no significant effect on implementation of county funded water projects in Kisii County. The p-value from the regression results in table 2 above was 0.000, a value very much less than the 5% significance level. This hypothesis was subsequently rejected and a conclusion drawn that there was sufficient evidence at the 5% significance level to suggest that M&E training had a significant effect on implementation of county government funded water projects in Kisii County.**

#### IV. CONCLUSIONS

The results demonstrated a significant and positive relationship between M&E training practices and implementing

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AUTHORS

**First Author** – Mutuku Mary Miombe, Kenya, +254719769263, miombemary@gmail.com, P.O. Box 408 – 40200; PhD student, School of Business and Entrepreneurship, JomoKenyatta University of Agriculture and Technology.

**Second Author** – Dr. Josephat Kwasira, PhD, Kenya, +254723981946, jkwasira@jkuat.ac.ke; P.O.

Box 62000 –00200, Lecturer, School of Business and Entrepreneurship, JomoKenyatta University of Agriculture and Technology.

**Third Author** – Dr. Benard Lango, PhD, Kenya, +254720430336, benard.lango@gmail.com; P.O. Box 62000 – 00200, Lecturer, School of Business and Entrepreneurship, JomoKenyatta University of Agriculture and Technology.

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<b><i>Target Population</i></b>	<b><i>Total</i></b>
<b>Ministry of Water, Energy, Environment, Natural Resources and Climate change</b>	<b>60</b>
<b>Water Resource and Management Authority (WARMA)</b>	<b>12</b>
<b>Sub-counties water officers</b>	<b>90</b>
<b>M&amp;E Department</b>	<b>18</b>
<b>Gusii Water and Sanitation Company (GWASCO)</b>	<b>20</b>
<b>Total</b>	<b>200</b>

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