

Effectiveness of Monitoring and Evaluation Structure on the Performance of County Government Projects in the Lake Region Economic Bloc of Nyanza, Kenya

Elijah O. Okeyo¹, Dr. Jeanne Mogusu², Dr. Nicholas K. Ombachi³

¹PhD. Student and Researcher, Kisii University

²Supervisor and Senior Lecturer, Department of Sociology and Development Studies (PhD); Kisii University

³Supervisor and Senior Lecturer, Department of Emergency Management Studies (PhD.) Masinde Muliro University of Science and Technology.

DOI: 10.29322/IJSRP.9.03.2019.p8798

<http://dx.doi.org/10.29322/IJSRP.9.03.2019.p8798>

Abstract- In Kenya, the newly promulgated constitution of 2010 (CoK, 2010), provides the basis of monitoring and evaluation as an important tool for operationalizing Government projects to ensure transparency, integrity and accountability. The study was conducted in six Lake Region economic Bloc Counties namely, Migori, Homabay, Kisumu, Siaya, Kakamega and Vihiga. This study specifically assessed the effectiveness of Monitoring and Evaluation Structure on the Performance of County Governments. The study was guided by the change and structural functionalism theories advanced by Emile Durkheim. The research was carried out using descriptive survey design which entails both qualitative and quantitative data collection procedures. The researcher used stratified random sampling techniques to draw a sample from the study population. The qualitative method focused on group discussion and in-depth interviews. The quantitative techniques employed questionnaires to 398 purposively selected subjects from the projects and programs. Data collection was from two main sources; primary and secondary. Data was analyzed using descriptive and inferential statistics techniques. The study findings indicated that M&E structure indicated by the coefficient of effectiveness (R²) which is also evidenced by F change 109.403 > p-values (0.05). This implies that this variable is significant (since the p values < 0.05) and therefore should be considered as part of effectiveness of M&E systems on the performance of County Government projects. The study concludes that there is no adequate monitoring and evaluation structure currently in place for County Government Projects that can facilitate the desired project performance and outcomes. The organizational diagram (organogram) did not include monitoring and evaluation offices as part of the functional structure. The study recommends that County Government should come up with a unified M&E structure under one M& E authority. Establish an office within the county governance structure (M&E organogram) solely responsible for all M&E activities for all County Government Projects. This Study recommends further research to be done in the other Regional County Blocs.

Index Terms- M&E Structure, effectiveness, Transparency, Accountability, Integrity, projects performance

I. INTRODUCTION

Monitoring and evaluation is an ongoing function that employs the systematic collection of data related to specified indicators in projects or programs. Monitoring and evaluation (M&E) is described as a process that assists project managers in improving performance and achieving results. The goal of M&E is to improve current and future management of outputs, outcomes and impact (UNDP, 2008). Williams (2000) asserts that, monitoring provides management and the main stakeholders of a development intervention with indications of the extent of progress and achievement of expected results and progress with respect to the use of allocated funds. Monitoring is the continuous collection of data on specified indicators to assess for a development intervention (project, programme or policy) its implementation in relation to activity schedules and expenditure of allocated funds, and its progress and achievements in relation to its objectives. Monitoring provides essential inputs for evaluation and therefore constitutes part of the overall evaluation procedure. Evaluation is an organized and objective assessment of an ongoing or concluded policy, program/project, its design, execution and results. The aim is to provide timely assessments of the relevance, efficiency, effectiveness, impact and sustainability of interventions and overall progress against original objectives. According to Willard (2008), monitoring and evaluation is a process that helps program implementers make informed decisions regarding program operations, service delivery and project effectiveness, using objective evidence.

Developed countries like the USA, China and Russia have resorted to decentralization of resources. Decentralization refers to “the transfer of political power, decision making capacity and resources from central to sub-national levels of government (Zaltsman, 2006). This has led to resuscitation of old institutions that seemed to offer opportunities for decentralization and devolution. Since 1990s decentralization and devolution has been linked to collective empowerment and democracy due to failure of institutional reforms to reduce poverty (Zaltsman, 2006). Democratic decentralization and devolution is more focused on democracy pluralism and human rights (Cook 2006, United Nations Capital Development Fund, 2004). Effective monitoring and evaluation is critical to the successful implementation and achievement of results for any project. Monitoring and Evaluation

is understood to be part of programme managing cycle and as the best way of measuring progress, detecting problems, correcting them, improving performance and learning levels. Institutionalization of M&E has meant creation of M&E structures, systems and process with policy, legal and institutional arrangements to produce monitoring information and evaluation findings have been judged valuably by key stakeholders (Woodhill,2006). Institutionalized M&E has served as an integral part of the development policy/programme cycle in improving the performance accountability to provide effective feedback which has improved planning, budgeting and policy making that has achieved development effectiveness.

In Canada, M&E system has invested heavily in both evaluation and performance monitoring as key tools to support accountability and results-based management. Furthermore, the current state of the M & E structure has evolved over time, as the central designers have recognized that the development and implementation of M & E is long term and iterative, therefore putting emphasis on the structure of implementation as an important mechanism in itself in developing an evaluation culture or “results culture” in an organization and across the entire system (Mulwa and Ngulu, 2007). According to ADB, (2009), since the early 1990s, monitoring and evaluation (M&E) has seen a steep climb within Sub-Saharan Africa, in terms of practice, profession and academic study. As a field of practice, specialized departments housing the practitioners now exist and the demand for evaluation of policies, projects, program and interventions remains on the increase. Legal and institutional frameworks for the practices of M&E are still weak in Africa (UNEG, 2017). As a profession, over 30 national evaluation associations under the umbrella body, the African Evaluation Association (AFREA) are in existence. As an academic field of study several institutions now offer programmes in M&E; notwithstanding the focus and locus dilemma regarding the discipline. Scholarship regarding the state of the field is thus of utmost importance to coherently describe the ‘ups and downs’ of the new field which has become a ‘grown up child’ having jumped the infancy stage (Basheka & Byamugisha,2015)

In Africa, M&E systems operate in complex terrain. To some extent they are hostages to other forces in government and those in authority, however given a results driven reform agenda, incentives can be put in place for the evidence generated to support developments in delivering results and budgeting(UNICEF,2008). Monitoring and evaluation are consistently designed to support valued change in people’s lives, particularly the underprivileged (Pollitt, 2009). In effect, the tools of governance are aligned to citizenry, not internal bureaucratic desires. The significance of results placement for government is extensively deliberated, and finds manifestation in public management and development literature (Baker, 2000; Bamberger, 2009; OECD, 2005).

In Ghana, after several years of implementing the National M&E System, significant progress has been made (Kessides,1993). However, challenges include severe financial constraints; institutional, operational and technical capacity constraints; fragmented and uncoordinated information, particularly at the sector level. To address these challenges the Clear report argues that the current institutional arrangements will have to be reinforced with adequate capacity, clear structures,

systems and process to support and sustain effective monitoring and evaluation, and existing M & E mechanisms must be strengthened, harmonized and effectively coordinated (Koffi, 2002).

In Kenya, Monitoring and Evaluation forms part of a result culture in the public service that is meant to provide value and service for all Kenyans. In the planning and implementation of development efforts, monitoring and evaluation is to ensure that intended targets are reached, remedies are taken when projects are off-track, and the lessons learned are used to promote efficiency and effectiveness (GoK, 2015). Furthermore, the constitution of 2010 provides the framework and basis for M&E as an important part of operationalizing government activities both at the national government and County Government levels to ensure that transparency, integrity and accountability principles are embraced in resources allocation, usage and management at national and devolved levels of Government. In addition, the scope of M&E is derived from the articles and provisions related to planning under articles 10, 56,174,195, 225 and 227 of the Constitution of Kenya, 2010. It proposes a robust M&E process as essential for efficient and effective implementation of MTP 2013-2017, County Integrated Development Plans (CIDP), and Ministries, Departments and Agencies (MDA) Strategic Plans. The Act and Policies related to M&E, supports the implementation of a computerized National Integrated Monitoring and Evaluation System (NIMES) from the national, county and the local levels of government agencies, it established Ministerial M&E committee and County M&E committees chaired by Principal Secretaries and County Governors respectively (MTP-2013-17),(GoK, 2015).

Furthermore, the legal mechanism spelt out in the 2010 Constitution have necessitated the development of M&E systems for the County Governments in Kenya. The constitution further demands adherence to transparency in conducting and management of public development projects and to the principle of good governance. The national and County Governments are therefore united in the recognition that performance monitoring and evaluation is a pivotal development process in the country. Both the national and County Governments are therefore increasing their focus on results and how they can better be measured (GoK, 2015). The Act and Policies related to M&E ensures that all Ministries and County Governments establish M&E units with specific budgets employ qualified M&E officers and acquire appropriate equipment for effective implementation of NIMES (GoK, 2012). It calls for capacity building and training on M&E both at national and local level throughout the MTP period to ensure effective implementation of NIMES. The stakeholders and the public are to access data on implementation of programs and projects at county levels through various channels, structures and forums. In spite of the foregoing, the influence of M&E systems, methods and structures on completion and success of the projects is not accorded significance in many County Government projects. In order for a county to achieve any meaningful economic growth and development, there is need therefore for sound economic policies. These policies should be the guide to program and projects on which development is pegged. Mackay (2007) and UNICEF (2009) pointed out that M&E has emerged as a Key economic policy development and performance management tool which is aimed at reducing economic and project risks and uncertainties. Both argue that

economic policy makers need the information generated from M&E to improve their economic performance while tax payers, donors and stakeholders need M&E results to ensure accountability of resources while at the same time improving the overall effectiveness of their policies (Kelly and Mangongo, 2015).

The major phase in the evolution of M&E in Kenya was the introduction of the Kenya Vision 2030 in 2008, which replaced the Economic recovery Strategy (ERS) as the country's development blueprint. Vision 2030 became the principle driver of development in Kenya and therefore the basis for National Integrated Monitoring and Evaluation System (NIMES). When in 2008, Kenya Vision 2030 as the national developmental policy replaced ERS; NIMES was re-oriented to M&E of the implementation of the Vision 2030. (GoK, 2012). The M&E responsibility was at this time, however, divided between Monitoring and Evaluation Directorate (MED) and a new tailor made body, within the then, Ministry of Planning responsible for flagship programs and projects in Kenya Vision 2030. The Kenya Vision 2030 Board and its Secretariat were created for that purpose. NIMES was designed to have a three tier institutional relationship for generating M&E information. At the national level is MED, that provides leadership and coordinates the system by ensuring that two vital sources of M&E information, namely Annual Progress Reports (APRs) on the Medium Term Plan (MTP) of Vision 2030 and Annual Public Expenditure Review (PER) are ably and timely produced (GoK, 2012). At ministerial level are the Central Project Planning and Monitoring Units (CPPMUs). The CPPMUs produce Ministerial Annual Monitoring and Evaluation Reports (MAMERs), and Ministerial Public Expenditure Reviews (MPERs) which are synthesized into the APR and PER respectively. At sub-national level, the District Development Officers, supervised by the Provincial Directors of Planning, were meant to produce the District Annual Monitoring and Evaluation Reports, (GoK, 2012).

Furthermore, the budget process takes into account the PER which is complemented by the work that goes into preparation of Ministerial Annual Monitoring and Evaluation Reports that subsequently becomes Annual Progress Reports on the implementation of Vision 2030 from the NIMES system (GoK, 2012). As one of the flagship projects of Kenya's M&E information, the Public Expenditure Review is an analysis, which covers vital factors as macroeconomic performance, spending trends, and implications for each of Kenya's socioeconomic and governance sectors. More recently the PER has begun to benchmark Kenya's economic management against selected peer countries that the country aspires to emulate. Despite the numerous efforts that have been made under NIMES and through the PER and APR, Kenya's M&E system still faces challenges (GoK, 2012). Kenya's Constitution has fundamentally changed central and devolved governance structures and provides an opportunity for strengthening her M&E system structures and methodology. By underscoring timely and accurate information sharing to support policymaking, the Constitution is calling for a stronger nation-wide and counties M&E systems and structures. This provides the greatest strength and opportunity for a county's M&E system in Kenya in support of the realization of the Kenya Vision 2030 blue print which is being implemented through successive five-year Medium Term Plans and is aimed at enabling

the Kenyan nation to achieve the long-term development goals. Kenya is now in the second medium term plan cycle (2013-2017). It's also noted that the Government of Kenya works in two levels, the National Government and the County Government respectively. For the National Government to achieve its four Agendas, she relies heavily on the achievements of County Government projects.

Many projects at County level have coming up as a result of this. These includes schools, health facilities; roads and water amongst others, since the management of financial resources from the government towards the projects has been partly in question, the government has been reviewing laws and procedures of governing allocation for instance the so as to enhance project development, monitoring and evaluation. In furtherance of the same objective, the National Integrated Monitoring and Evaluation System (NIMES) was established in 2004 by the Kenyan government. NIMES was launched during the London investment summit 2012. The system is used to trace development at both National and County Government level in the current devolved system of governance (GoK, 2013). In spite of the foregoing, the influence of M&E systems and tools on completion of the National Government projects is not accorded significance during projects design, planning and implementation face leave alone at the County Governments level. In the current system where there are no harmonized M&E systems, methods and structures in many projects, there is a possibility that this has impacted negatively on the level of completion of such projects. This creates formidable challenge in the County Governments, stakeholders and in the communities who are the beneficiaries at large hence the gap.

The Kenya Government's foremost strategy on economic development, Sessional paper No. 10 of 1965 on 'African Socialism and Application to Planning in Kenya' emphasized the importance of decentralized planning, implementation and monitoring and extended planning functions to provinces, districts, local authorities and municipalities now renamed County Governments under 2010 Constitution. This was to ensure the progress towards development made at each administrative unit. Various developmental committees were established to facilitate the coordination of development projects, activities and to provide assistance in monitoring and decision-making, among other objectives. Until the year 2000, M&E was not a strong feature in national and local government programs and projects. Information collection, analysis and reporting of results were in an ad hoc manner, and decision making at the local governments level was seldom based on verifiable evidence due to lack of comprehensive M&E policy and system. Integration of Monitoring and Evaluation into the planning process re-emerged in the year 2000 when the government came up with Interim Poverty Reduction Strategy Paper (IPRSP). This was instrumental for the Government to quickly determine whether its policies were positively impacting the development process.

In 2007, the Government recognized the importance of M&E in promoting accountability and enhancing good governance, as a result the government through Ministry of Planning and National Development established a Monitoring and Evaluation Unit (MEU) to coordinate the implementation of NIMES. MEU later on became the Monitoring and Evaluation Department (MED). The Government of Kenya has undertaken

development planning since independence. The ministry responsible for planning has been in existence even in the period prior to 2010 promulgated constitution of Kenya. Since then it has existed as a separate entity or a part of a wider Ministerial docket. The planning function has over the years been executed with complains of non-implementation of highly ambitious plans and projects. Execution of development projects has remained elusive over years partly because of weak or non-existent Monitoring and Evaluation, policy and Systems. Project supported by Development partners have normally had a good policy, systems and as such their performance has been regularly assessed, monitored and evaluated. Comprehensive monitoring and evaluation plans are included in their design and at times implemented through M&E units specifically established for each project or this purpose (Kelly and Mangongo, 2004).

II. REVIEW OF LITERATURE

2.1 Project Monitoring and Evaluation Structures

Project M&E structure is a hierarchy of monitoring and evaluation agency, Directorate department, sectional command that are aligned with the prevailing project organizational culture, such that indicators, data, information, resources, labor, responsibilities, and equipment ,tools for collection of M&E data is formally requested, approved, and completed all under the discretion and supervision of the leading M&E authority (Zaltsman,2006). Resources for projects are released to satisfy their M&E work responsibilities. M&E Directors, Managers have authority in this project structure.

Monitoring &Evaluation organizational structure provides guidance to all employees by laying out the official reporting relationships that govern monitoring and evaluation workflow of the institution, agency or department (PMI,2011). A formal outline of a project management monitoring and evaluation structure makes it easier to add new M&E positions in the in the project cycle, as well, as providing a flexible and ready means for the project growth and achievement of project objectives, goals, results and impacts. Without a formal project organizational structure, employees may find it difficult to know who they officially report to in different situations like reporting M&E data, M&E reports, and it may become unclear exactly who has the responsibility for what example who does M&E data collection, who analyses data, communication and implementation of findings among others (PMI,2011). Monitoring and Evaluation structure improves operational efficiency by providing clarity to M&E department employees at all levels of a program or project. By paying attention to the project implementation structure, fully fledged M&E department can work more focusing on time and energy on monitoring and evaluation of productive tasks. A thoroughly outlined M&E structure also provides a roadmap to ensure projects goals, objectives, deliverables, results and impact are surpassed (Zahidul, Doshi, Mahtab, Zainal, 2009).

Monitoring and evaluation structure should be contained in a plan document that helps to track and assess the results of the interventions throughout the life of a project. It shows how the project work flow is designed and responsibilities assigned to each office or position. While following the same basic structure and key elements geared towards achievement of objectives.

Developing an M&E structure before beginning any monitoring and evaluation activities is important so that there is a clear plan and responsibilities for each M&E activities. It helps project staff decide how they are going to collect data to track indicators, how monitoring data will be analyzed, and how the results of data collection will be disseminated both internally, externally and among staff members for project improvement (Zahidul, Doshi, Mahtab, Zainal, Ariffin and Ahmad, 2009). An M&E structure help make sure data is being used efficiently to make the project as effective as possible and to be able to report on results at the end of the project while showing the M&E office or officer's responsible for actions.

In Flat based Monitoring and evaluation structure, project based M&E agency, department or directorate, there are relatively few layers of management in what is termed a flat organizational structure. In a flat structure, front-line employees are empowered to make a range of decisions on their own (Zahidul, et al ,2009). Information flows from the top down and from the bottom up in a flat structure, meaning communication flows from top-level management to front-line employees and from front-line employees back to top management.

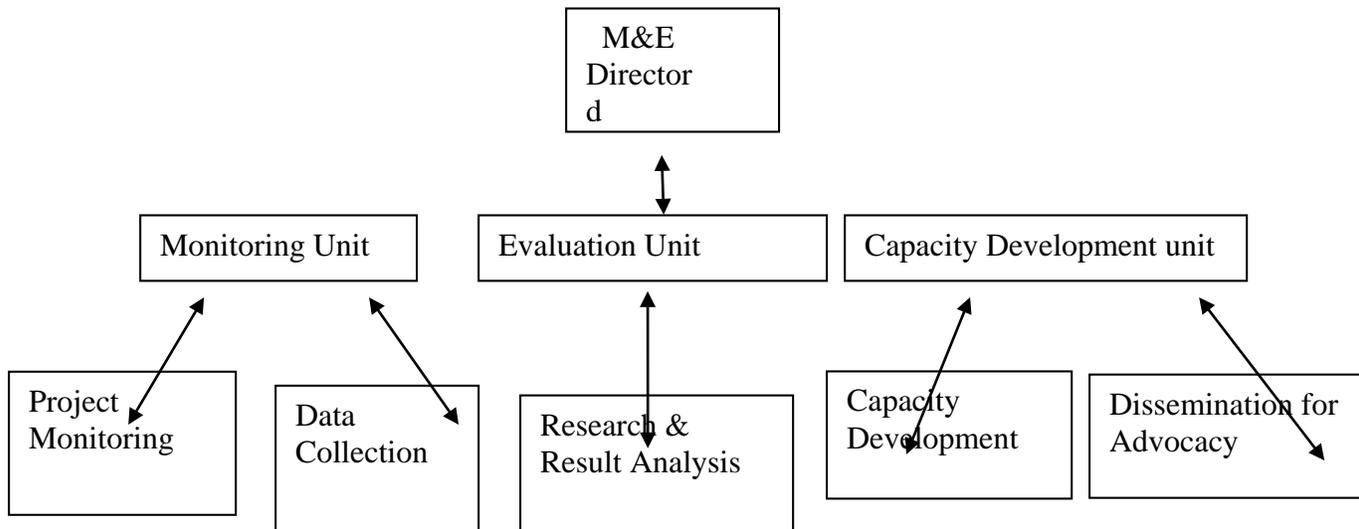


Figure 1: M and E framework for Kenya
Source: Ministry of Devolution & Planning, (2015)

In the tall based Monitoring and evaluation structure, there are numerous layers of Monitoring and Evaluation of project in a tall organizational structure, and often inefficient bureaucracies (Mackay, 2007). In a tall M&E structure, Project managers and evaluators make most monitoring and evaluation operational decisions and authority must be gained from several non M&E layers up before taking action. Information flows are generally one-way in a tall structure from the top down.

Project Monitoring and Evaluation organization structure is a type of structure where project managers. Project managers have complete control of the project. Resources are appointed to the project team and released from all traditional responsibilities until completion of the project (Rogers, 2008). The autonomy of the project creates a virtual department within the organization that acts as a cohesive unit. Communications and decision-making authority are contained within the team this type of structure may be created for monitoring and evaluation of projects within an institution.

In Special, or composite monitoring and evaluation structure are common occurrences in many organizations. These are temporary, commissioned teams designed to address critical, specialized or time-sensitive matters within an institution. Resources are dedicated or temporary, and budgets and authoritative structures are appointed at the time the project is appointed or vary depending on the level of complexity, breadth and width of the assignment (Boonstra,2013). Standard operational practices may be relaxed to achieve these goals or new policy and process can be established to fill a gap or discrepancy in the existing project organization, or structure. This type of structure requires special kind of Monitoring and Evaluation approaches.

An institution can be structured in various ways, and the structure of an institution determines how it operates and performs (Bardhan, Krishnan and Shu, 2007). The team based structure in an institution is considered a newer type of organization that is less hierarchical, less structured, and more fluid than traditional structures such as functional or divisional. A team is a group of employees specialized ideally with complementary skills and synergistic efforts working towards a common goal (Gladys, Katia, Lycia and Helena, 2010). Project teams are created by grouping employees in a way that generates a variety of expertise and addresses a specific operational component of an organization. These teams can change and adapt to fulfill project and organizational objectives.

III. THEORETICAL FRAMEWORK

The study was anchored on two theories namely the Structural Functionalism Theory of change respectively. Structural functionalism theory was advanced by Emile Durkheim 1858-1917). The theory suggests that a human society and organizations are like an organism and is made up of structures called social institutions. These institutions are specially structured so that they perform different functions on behalf of the society or the organizations. The theory of change is verified by evidence on the chain of objectives and expected results.

3.1. Structural Functionalism Theory

This theory was advanced by (Emile Durkheim, 1858-1917). The theory suggests that a human society is like an organism and is made up of structures called social institutions. These institutions are specially structured so that they perform different functions on behalf of the society or the institution. The

theory attempts to explain how human society is organized and what each of the various social institutions does in order for society to continue existing. According to the theory, a result of being interrelated and interdependent, one organ can affect the others and ultimately the whole. The whole can also affect one or all the social institution. It shows or points out why and how some institutions operate relatively well compared to others.

3.2. Theory of Change

The approach involves change process for the intervention showing how the specific intervention is intended to work. It tends to address the traditional evaluation questions of whether and to what extent the project intervention has worked. The theory of change is developed on the basis of a range of stakeholders' views and information sources. In addressing the County Government monitoring and evaluation of projects performance issues using theory based approach to monitoring and evaluation, the County Government identifies among other core issues, related to project objective, relevance (i.e. need or priority), and performance (i.e. effectiveness and efficiency) that should be addressed in all project monitoring and evaluations undertaken in response to success.

The theory of change in evaluation can be traced back to the late 1950s with Kirkpatrick's 'Four Levels of Learning Evaluation Model', context, input, processes and products and the use of logical frameworks (logframes) or logical models which set out causal chains usually consisting of inputs, activities, outputs and outcomes and goals.

This theory suggests that a framework is essential to guide monitoring and evaluation and explain how the project is supposed to work by laying out the components of the initiative and the order or the steps needed to achieve the desired results in order to increase the understanding of the project's [goals and objectives](#), defines the relationships between factors key to implementation, and articulates the internal and external elements that could affect the project's success (Davis and Newcomer, 2006).

The theory of change reflects the underlying process and pathways through which the hoped for change (in knowledge, behavior, attitudes or practices, at the individual, institutional, community or other level) is expected to occur (Guba & Lincoln, 1989). Helene Clark and Andrea. Anderson in Theories of Change and Logic Models: argues that theory of change adequately describes the actions, the desired change, and the underlying assumptions or strategy that is essential for monitoring and evaluating of project. This is in congruence with Corlazzoli and White (2013) on theories of change in monitoring and evaluation that using theories of change during the monitoring stage of project implementation provides feedback on whether a project, programme or strategy is on track to accomplish the desired change and if the environment is evolving as anticipated in the project or programme design. The power of using theories of change is not only important in monitoring but also in evaluation. Using theories of change during evaluation enables evaluators to ask hard questions about why certain changes are expected, the assumptions of how the change process unfolds, and which outcomes are being selected to focus on and why. This theory is incorporated as part of evaluation process whereby its relevance, efficacy and effectiveness is interrogated in relation to its use in monitoring and evaluation.

This study identified structural functionalism and the change theory as a basis of its theoretical frame work since it endeavors to establish the performance of M&E in the County Government's projects. This will include systems, methods and structures in relation to effective monitoring and evaluation.

IV. CONCEPTUAL FRAMEWORK MODEL

Conceptual frameworks are diagrams that identify and illustrate relationships among relevant organizational, institutions, individual and other factors that may influence a project and the successful achievement of goals and objectives (Abma & Wilddershoven, 2005). They Help determine which factors will influence the project and outline how each of these factors (underlying, structural, cultural, economic socio-political etc.) might relate to and affect the outcomes. They do not form the basis for monitoring and evaluation activities, but will help explain project results.

V. STUDY OBJECTIVE

The purpose of the study was to assess the effectiveness of M&E structures on the performance of County Government projects in the Lake Region Economic Bloc counties of Nyanza, Kenya

VI. RESEARCH METHODOLOGY AND DESIGN

6.1. Description of the Study Area

The Lake Region Economic Bloc Counties is one of the most densely populated regions of Kenya with over 10 million people which constitute about 25% of the population in Kenya. Their Economic Blueprint presents the socioeconomic aspirations of 14 counties in the Lake Basin Region and seeks to boldly secure and shape the region's economic destiny. There Economic Blueprint was designed to guide development efforts by leveraging existing assets, addressing constraints and defining key steps that leaders and citizens of the region can take to transform the shared vision of prosperity into reality.

The Lake Region counties which form the Lake Region Economic Bloc (LREB) is made up of 14 counties bordering the Lake Victoria, it acts as a one-stop shop for investors seeking opportunities in the region. It identifies seven strategic intervention areas (projects), namely: Agriculture, Tourism, Education, Health, ICT, Financial Services and Infrastructure

The fourteen (14) counties that constitute the Lake Region in the blueprint are Bungoma, Busia, Homa Bay, Kakamega, Kisii, Kisumu, Migori, Nyamira, Bungoma, Kakamega, Kericho, Transzoia, Siaya and Vihiga. They not only have similar ecological zones and natural resources, they have analogous cultural histories that date back to historical migrations and trading routes. Thus a partnership between the counties is both essential and timely and creates a practical framework through which County Government efforts can be pooled to harness the abundant natural resources, build on existing strengths and address challenges. For each of the intervention areas, the blueprint has designated a flagship project to be implemented in the region. There flagship projects are: an agricultural commodities exchange,

a regional bank, specialist hospitals and educational centers of excellence in each county, creating a Lake region ring road and tourism circuit.

The Lake Region Economic Blueprint was developed through a consultative process by the County Governments, including the public a part from individual counties' integrated development plans. Each of the counties identified one key pillar project for the economic bloc. The Lake Region Economic Blueprint is aligned with the national development plans of Vision 2030 and its Medium Term Plan II for 2013-2017, as well as the County Integrated Development Plans for each County Government.

6.2. Research Design

The study was conducted through a descriptive survey design, this described the situation and state of the affairs and conditions currently exist as regards monitoring and evaluation in the counties. Descriptive survey design is appropriate because it is not restricted only to the fact findings, but may often results in the formulation of important principles of knowledge and solutions to problems (Kerlinger, 2009). The design has been selected to facilitate rapid and cost effective collection of data and for its potential at enabling one understand the population as part of it. Furthermore, the researcher looked at the problem at hand thoroughly to define it, clarify it, and obtained pertinent information that may be useful to County Government's policy makers and oversight agencies. Several researchers have recommended it as the best for this kind of research (Orodho, 2004; Dane, 2000).

6.3. Target Population

Population is an identifiable total group or aggregation of elements/people that are of interest to a researcher and pertinent to the specified information problem Hair (2003). This includes defining the population from which our sample is drawn. According to Salkind (2008), population is the entire of some groups. This is also supported by Sekaran and Bougie (2010), population is defined as entire group of people the researcher wants to investigate.

The population of study consisted of a total of 100,000 project staff, stakeholders and benefactors drawn from the 6 counties which are part of Lake Region Economic Bloc (LREB) and will include County Chief Officers, Directors, Departmental Heads, Monitoring and Evaluation Officers, Oversight Committees Members, County Assembly Members, Senior Staff of Departments, Beneficiaries, Boards and Committee Members, Partners, Stakeholders and Members of the Public and Tax Payers.

6.4. Sample and Sample Techniques

The six selected Counties within the Lake Region Economic Bloc (LREB) that participated in the study included Kakamega, Vihiga ,Siaya, Kisumu, Homabay, and Migori County Governments who were selected randomly. Researchers such as Mugenda & Mugenda (1999) suggest that one may use a sample size of at least 10 per cent, but for better, more representative results, a higher percentage is better. To obtain sufficient sample, the following model was adopted as described by Yamane (2000) Sample size calculation $n = \frac{Z^2pq}{e^2}$

P= Proportion in the target population estimated to have a particular characteristic =0.6

Z=Standard normal deviation set at 1.96 which corresponds with 95% confidence level

$q = (1-p) = 1-0.6=0.4$

d= degree of accuracy desired, set at 0.05

Therefore $n = \frac{(1.96)^2 \cdot 0.6 \times 0.4}{0.05^2} = \frac{3.8416 \times 0.24}{0.0025} = \frac{0.921984}{0.0025} = 368.7936 \approx 369$

Group A: Proportion of respondents involved in M& E = $\frac{398 \times 60}{100} = 239$

Group B: Proportion of respondents in projects benefiting from M& E= $\frac{398 \times 40}{100} = 159$

Total sample size= 398

The number was distributed as follows: 66 respondents from each of the six counties totaling to 398 respondents and further distributed as follows, Chief officers- 15, Directors- 30, Departmental Managers -60, Project officers – 120, MCAs -20, County Assembly officers-15, Oversight committees -25, Partners-20, stakeholders-10, beneficiaries - 50, Ward Administrators-15, M&E officers-18. Multi-stage sampling will be utilized; cluster sampling will be used to segregate the population into subpopulation representing the target population. This will form the primary sampling units (PSU). Further sampling was done to identify departments/ministries and sectors from which individuals was investigated drawn.

Purposive sampling techniques was used to identify key informants and respondents knowledgeable in the field of study who constituted the focus group members, this sampling techniques has been suggested by Lwonga (2009) because it involves selection of individuals or objects that yield the most information about the subject under study. A additional secondary data was obtained from reports, publications, journals, policies and legislation.

6.5. Data collection instruments

The study used Likert scale questionnaires to collect data from respondents who were project officers depending on different departments. Interviews were administered to departmental project managers while focused group discussions were administered to officers who carry out projects at county level. It was used to obtain information and to provide an opportunity for the researcher to capture respondent's views on a whole range of issues.

There was three kinds of instruments administered; Likert Scale Questionnaires for the technical team which will include the M&E officers and departmental heads, interviews for Senior officers and Focused Groups Discussion for MCA,s. Likert Scale Questionnaires are useful instruments of collecting primary data since respondents can read and then give responses to each item and they can reach a large number of subjects (Orodho, 2004).

Likert Scale Questionnaire use also provides greater anonymity, through questionnaire coding and discrete analysis of the respondent personal details. Statpac (2011) notes that use of questionnaire are less intrusive than telephone interviews or face to face conversations. However, questionnaire format can be

limiting in the case of illiterate respondents but again the research assistants was used in clarifying the questions.

6.6. Validity of the Instrument

Validity is the degree to which results obtained from the analysis of data actually represent the phenomena under study, Mugenda and Mugenda (2003). Validity has to be assured both internally and externally. Internal and external validity relates to the overall organization of the research design (Twycross & Shields, 2004). This study recognized the reciprocal balance between the two.

External validity relates to the freedom of generalization provided for in the study. Internal validity on the other hand explained the degree to which the design of study actually render itself sufficient in answering the research questions or accepting /nullifying the stated hypothesis. To enhance external validity therefore the study endeavored to draw a representative sample that is randomly selected from the stratified target population of the citizenry in the mentioned counties as outlined in the sampling procedures.

There was three major ways of testing research work validity. These included Construct validity, Content validity and Criterion validity. Content validity is the extent to which research instrument measure what they are intended to measure (Oso & Onen, 2005). To establish validity, the instruments were given to the supervisors to evaluate the relevance of each item in the instrument to the objectives and rate each item on the scale. Validity were determined using Content Validity Index (C.V.I). This was symbolized as n^3_4 / N .

Content validity of the instrument was further ascertained through peer review and scrutiny by research experts, comprising of my supervisor, to ensure that the content in the questionnaire was appropriate and relevant to the study. Supervisor's opinion was sought to check the content and format of the research instrument.

6.7. Reliability of the Instrument

Consistency is very important in Research, Kothari (2004), a measuring instrument is reliable if it provides consistent results. This means that the instrument should give the same results if administered repeatedly. This study used internal consistency technique to ensure reliability. Mugenda and Mugenda (2003) state that in this approach, a score obtained in one item is correlated with scores obtained from other items in the instrument.

This is in agreement with Trochim (2002) that Reliability would refer to the consistency of the measured results over repeated attempts. Cronbach's coefficient alpha (KR20) is then computed to determine how items correlate among themselves.

The formula is as follows:-

$$KR20 = \frac{k(S^2 - \sum s^2)}{S^2(k - 1)}$$

Where k = Number of items used to measure the concept

S^2 = Variance of all scores

s^2 = Variance of individual items

Uma (2006) observes that the closer the reliability coefficient gets to 1.0, the better, and further that in general, reliabilities less than

0.60 are considered to be poor, those in the range of 0.70 acceptable, and those over 0.80 good.

Methods of Data Analysis

Primary data from the field was edited, coded then responses translated into specific categories. Coding is expected to organize and reduce research data into manageable summaries (Mugenda & Mugenda, 1999). Quantitative data collected was analyzed, presented and interpreted using both descriptive statistics while thematic analysis techniques was used to analyze qualitative data collected in the open ended questions. Inferential and Descriptive statistics was used to describe the data.

The analyzed data was presented in form of tables. Linear regression analysis was used to establish the relationship and magnitude between Monitoring and evaluation systems process, methods, structures and policies (independent variables) and project performance (dependent variable). The data obtained was also analyzed using SPSS software version 18. Data analysis was also done using multiple regression models since it allows simultaneous investigation of the effect of two or more variables.

The model was to establish the relationship between Monitoring and Evaluation systems process, structures, methods, policies and Performance of projects. The regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where Y= measure the key indicator being Performance of project
 β_0 =Constant

β_1 to β_3 =Regression coefficients

X_1 = Structures

X_2 = Systems

X_3 = Methods

X_4 = Policies

ϵ = Coefficient of error

The coefficient of multiple determinations (R^2) was used in this analysis to estimate the percentage of variation in the dependent variable that can be explained by the set of independent variables. Analysis of variance (ANOVA) statistics was used to test the significant of the regression model. Further, in the analysis of variance, the assumption when using student's *t-test* is that the samples have been drawn from a normally distributed population with equal variances.

The *t-test* was used to determine the ability of each of the independent variables in explaining the behavior of the dependent variable. Chi-square (χ^2) was used to determine the relationship between the independent variable and the dependent variable.

6.8. Results and Discussions

The data was analyzed, presented and discussed according to the research question guiding the study. The overall objective of the study was to assess the effectiveness of Monitoring and Evaluation structure on the performance of County Governments projects in Lake Region Economic Bloc of Nyanza, Kenya. The principal guiding factors on the analysis presented in this chapter are the specific objectives of the study.

Questionnaires Return / Response Rate

Table: 1 Response Rate

No. of Questionnaires administered	No. of questionnaires filled and returned	Percentage (%)
398	372	93%

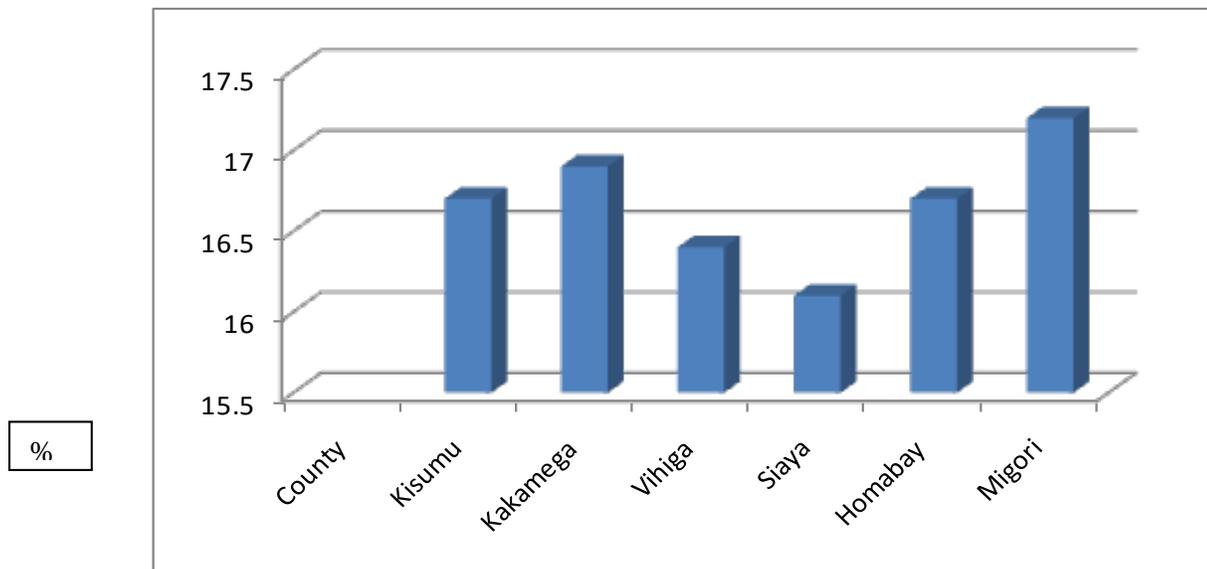
Source: Survey Data,(2018)

During the research study, the researcher distributed 398 questionnaires reflecting 100% of the questionnaires in six randomly sampled County Governments. Sixty six (66) questionnaires were distributed in each of the six counties to different levels of monitoring and evaluation or related projects personnel's. 372 (93%) of the questionnaires were returned fully answered while 26 (7%) of the questionnaires were not returned

or not properly answered thus not being able to be used for analysis in this research study. This was necessary to establish whether the study was representative or not.

According to Mugenda and Mugenda (2003) a 50% response rate is adequate, and a response rate greater than 70% is very good. Hence the response rate of 93% was excellent. This response rate can be attributed to the data collection procedures and research timing and duration, where the researcher pre-notified the potential participants and applied the drop and pick method to allow the respondents ample time to fill the questionnaires, another factor contributing to high questionnaire return rate was that the data collection was conducted during the months of November and December which is a period where most projects are slowed down as employees compile their annual reports before close of the year, these enabled the researcher to find most of the respondents in their offices and not in the field.

Figure 1 Respondents County of Employment

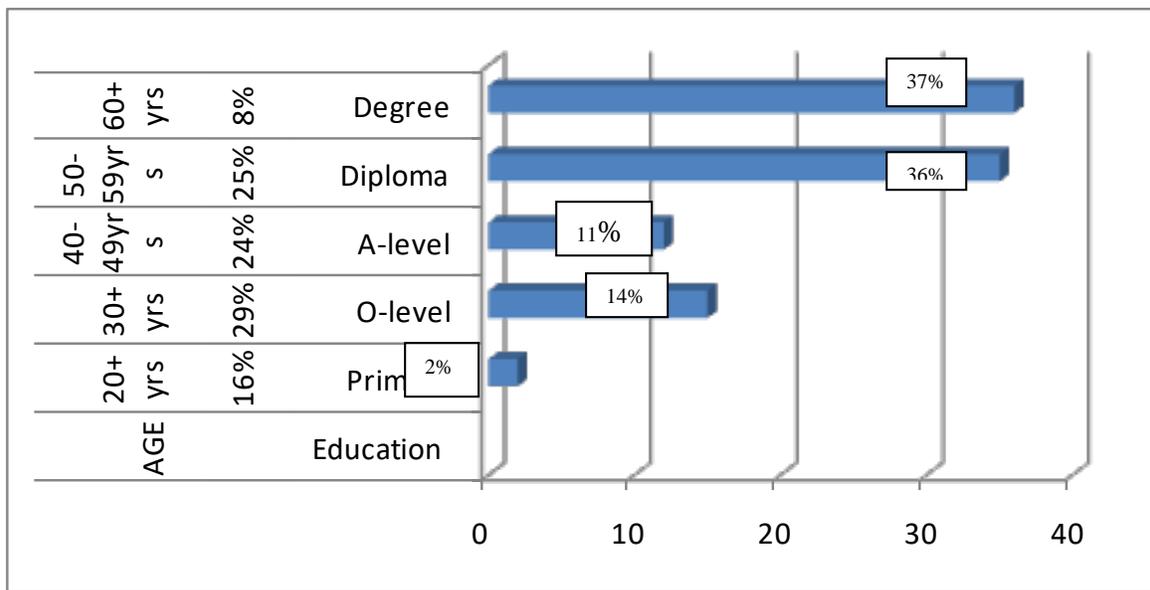


Source: Survey Data,(2018)

Figure 1. Above shows the distribution of respondents within the six counties of study selected randomly from fourteen counties forming the Lake Region Economic Bloc of Nyanza, Kenya. Kisumu had 62 (16.7%), Kakamega-63 (16.9%), Vihiga-62 (16.4%), Siaya-60 (16.1%), Homa- Bay-62 (16.7%) and Migori-64 (17.2%) questionnaires return rate per county. Majority

of counties had more than 91% questionnaire return rate on overall. There were sixty six (66) respondents from each of the six (6) counties and totaling to three hundred and ninety eight (398) respondents for the entire study. The questionnaires were distributed as follows Kisumu-66, Kakamega-66, Vihiga-66, Siaya-66, Homa-bay-66 and Migori-66 project respondents.

Figure: 2 Distribution of respondents age against education level in the County Government Projects



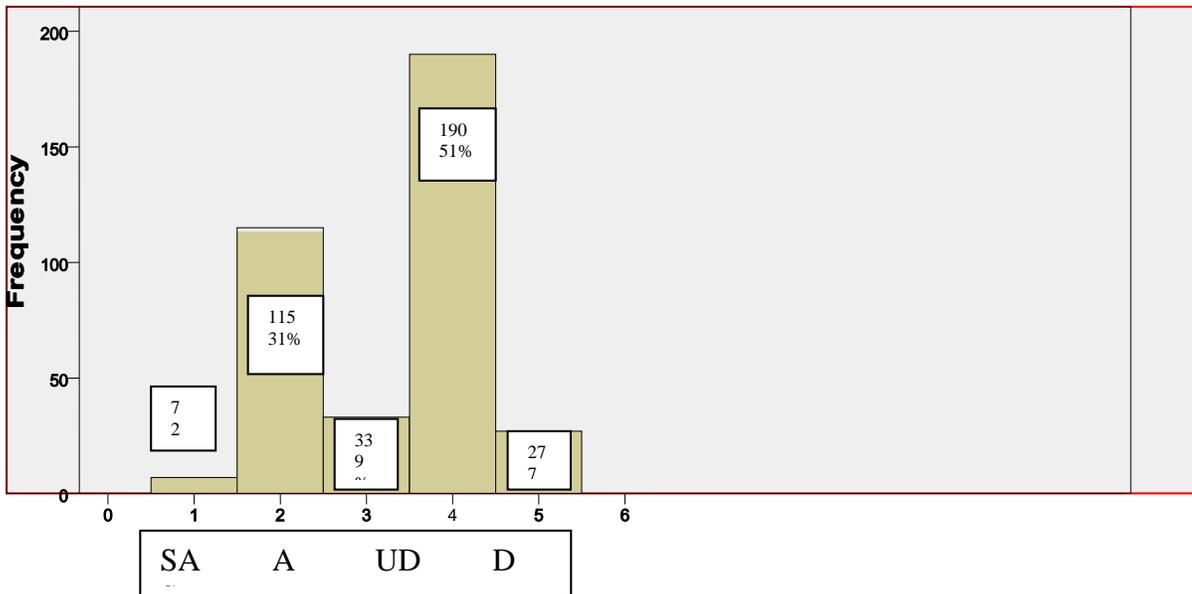
Source: Survey Data,(2018)

In Figure 2. above, on the level of education, degree holders were leading with 132 respondents being undergraduate and above accounting for (36.6%) of respondents, the diploma holders were 130 respondents being (36%) of total respondents. A level certificate holders were 40 (11.1%), O-level certificate 52 (14.4%) and Primary certificate holders 7 respondents translating to (1.9%).

During the focus group discussions, the researcher sought to find out why there is almost equal or small difference in the number of degree holders and diploma holders in the County Governments projects. The researcher found majority of former local government staff who were absorbed in counties went back to colleges and universities to either do a degree or a diploma course as a means to get promotion or move from one department to another or to avoid being rendered redundant in the projects.

The research question of this study was derived from the research objective. In order to answer the objective, several sub-questions answering the objective were developed. The questions sought to assess Monitoring and Evaluation Structure on the performance of County Governments Projects. In order to get answers to ascertain this research question, the researcher inquired from the respondents their views on a number of issues on Monitoring and Evaluation Structure of County Governments Projects. These included statements touching on Structure on M&E, Department responsible for M&E, structure flow on reporting of M&E information among others were asked, focus group discussions and interview scheduled was also conducted and clarified in the discussions.

Figure 3: The County Governments has a Structure for conducting M&E in projects



Source: *Survey Data (2018)*

Figure 3 above, it can be observed that on the statements touching on whether County Governments had Structures for Monitoring and Evaluation of Projects, the respondents views were as follows 190 representing 51% of respondents disagree, 27 representing 7% strongly disagree, while those who agreed were 115 representing 31% and 7 representing 2% of respondents and 33 representing 9% had no opinion whether the county has or has no structure for conducting Monitoring and Evaluation of Projects. The focus group discussion and the interview revealed and the respondents concurred that the County Government Projects had no structure for conducting M&E on its projects. It was noted that the business for conducting Projects M&E was left to the each department to decide but they were not compelled to perform Monitoring and Evaluation as a routine Policy. The County Government Project Structure has also not identified the person or office responsible for all M&E activities. The respondents agreed that this had hampered the performance of Projects and delivery of Quality Service to the beneficiaries and County Citizenship.

Zaltsman,(2006) affirms that Project M&E structure is a hierarchy of Monitoring and Evaluation e.g Directorate, Department, Sectional Command that are aligned with the prevailing Project Organizational Culture, such that Indicators, Data, Information, Resources, Labor, Responsibilities, and Equipment, Tools for Collection of M&E data is formally requested, approved, and completed all under the discretion and supervision of the leading M&E authority . Resources for Projects are released to satisfy their M&E work responsibilities. M&E Directors, Managers have authority in this Project Structure. M&E Organizational structure provides guidance to all Projects and employees by laying out the official reporting relationships that govern Monitoring and Evaluation workflow of the institution, Government or Department (PMI,2011).

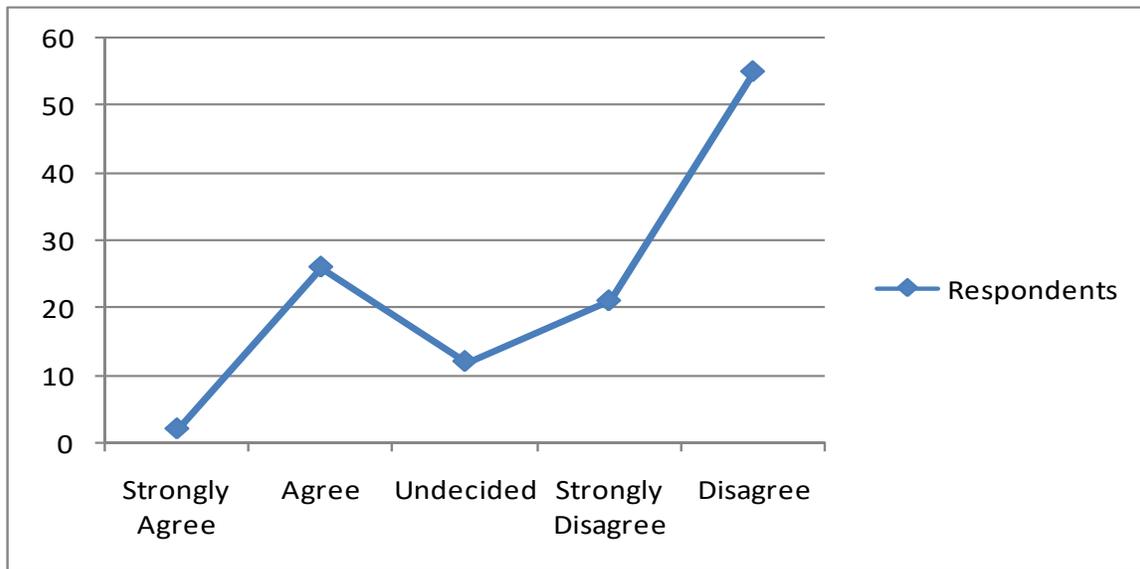
Without a formal Project Monitoring and Evaluation Organizational Structure, employees find it difficult to know who they officially report to in situations like reporting M&E data,

M&E reports, and it become unclear who has the responsibility for M&E data collection, who analyses data, communication and implementation of findings among others (PMI, 2011). Monitoring and Evaluation Structure improves operational efficiency by providing clarity to M&E Department, employees at all levels.

By paying attention to the Project Implementation Structure, fully fledged M&E Department can work more focusing on time and energy on Monitoring and Evaluation of productive tasks. A thoroughly outlined M&E Structure also provides a roadmap to ensure projects goals, objectives, deliverables, results and impact are surpassed. Monitoring and Evaluation structure should be contained in a plan document that helps to track and assess the results of the interventions throughout the life of a Project. It shows how the Project work flow is designed and responsibilities assigned to each office or position. While following the same basic structure and key elements geared towards achievement of objectives.

Developing an M&E structure before beginning any monitoring and evaluation activities is important so that there is a clear plan and responsibilities for each M&E activities. It helps Project staff decide how they are going to collect data to track indicators, how monitoring data will be analyzed, and how the results of data collection will be disseminated internally, externally and among staff members for Project improvement (Zahidul, Doshi, Mahtab, Zainal, Ariffin and Ahmad, 2009). An M&E structure help make sure data is being used efficiently to make the Project as effective as possible and to be able to report on results at the end of the Project while showing the M&E office or officer's responsible

Figure 4. County Governments Structure identifies M&E Data Analysis, reporting and information points



Source: *Survey Data (2018)*

From the figure above, 203 (55%), 21 (7%) of the respondents disagree and strongly disagree that the County Government structure identifies an M&E data analysis, reporting and information points, 96 (26%) has the opinion that the county structure has M&E data analysis, information points and reporting office while 7 (2%) strongly agree. 45(12%) were undecided. From the analysis above 62% of respondents stated that there is no M&E structure for data analysis, information and reporting within the project structure of County Governments with only 28% of respondents who agreed with the statement that County Government has some structure for analysis, information and reporting of M&E data.

Focus group discussions revealed that most County Government Projects has no M&E data analysis, information and reporting structure which is used for project dissemination or information points. This was noted to be due to lack of proper M&E structures in the county projects.

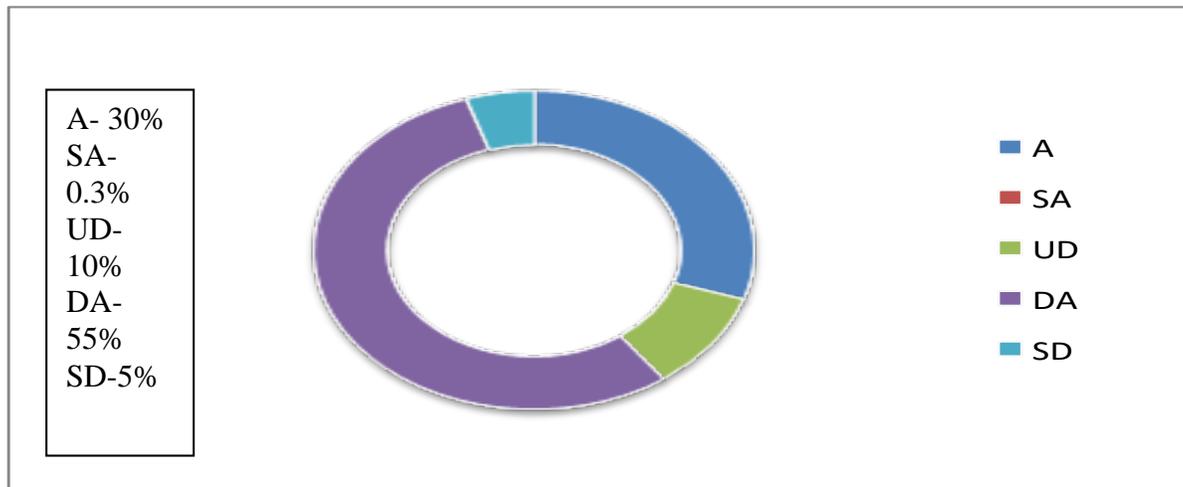
This findings contradicts, Mukhererjee (1993) who asserts that the data that is gathered during the project monitoring and evaluation needs to be analyzed, generated into meaningful, useful information and used to inform future activities, either to reinforce the implemented strategy or to change it. Additionally, results of both monitoring and evaluation outputs need to be

shared out to relevant stakeholders including national government, beneficiaries for accountability purposes. Furthermore, the information be kept and retrieved when need arise, Institutions should therefore ensure that there is M&E information dissemination, information and reporting points within the structure.

Markay (2007), also suggests that M&E data information and reporting usually provides for institutional learning and sharing of successes with other stakeholders. This ensures that M&E process is run efficiently since all project decisions are based on the data collected.

Data analysis reporting and information point takes stock of the capabilities of management Units to manage data related to the implementation of the projects, and assess the data-collection and reporting systems for each project, including reporting valid, accurate and high quality data and information related to implementation (Boonstra,2013). A well designed M&E information structure also describes process for data collection and usage, purposes and usage of data to be collected both qualitative and quantitative and frequency of data collection and reporting.

Figure 5: Statement on whether the structure has an officer that monitors M&E process and implements the findings.



Source: *Survey Data, (2018)*

Figure 5: shows the response from the respondents on the statement touching on whether the County Government M&E structure has an officer that monitors the M&E process and implements the findings. 60% representing 224 respondents disagree with the statement that the County Government has an officer responsible for M&E ,while 30% representing 109 respondents agreed with the statement, 10% of respondents were undecided on the statement as to whether there is a county officer in charge of M&E or not.

During the focus group discussion, the respondents reaffirmed that the County Government structure has not provided the office or officer responsible for monitoring and evaluation of all county projects. They noted that the structure allows the M&E to be conducted within the departments itself and this means each department has been responsible for their own M&E activities. The departmental structure may create an office for its M&E assigns or seconds a staff to coordinate the M&E within that office. The reports generated therefore are only for the consumption within that department and not for the entire county project.

Rogers (2008), suggest that for an effective monitoring and evaluation structure, for result based management, the structure for M&E should incorporate the position of a senior M&E officer responsible for developing M&E tools for each projects at the planning stage, the results framework of the project for ensuring that the aimed goals are achieved, come up with the design of M&E to ensure sustainability of institution of M&E , ensure sound management of M&E systems that offers the opportunity to better understand and learn in order to inform decisions to improve project implementation and achievements of results, while strengthening dialogue to improve coordination among

stakeholders and other partners based on common practices and evidence available.

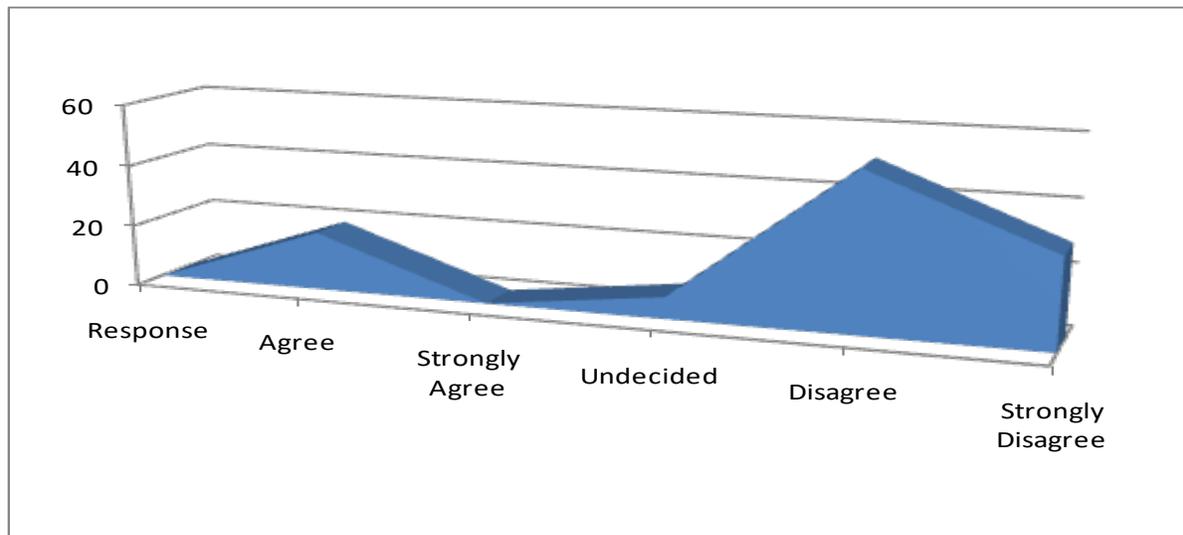
Boonstra(2013), reaffirms that M&E officer identified in the governance structure will also be responsible in ensuring that different project goals are programmed, organized and implemented differently to ensure sound and critical evaluation for each project, furthermore the officer and the department will ensure that the different projects objectives are translated into performance indicators and set targets, routine data is collected based on indicators and compares actual results with targets and report the progress to the top governance and alert them of challenges if any.

The M&E department with the officer in charge will also be able to provide lessons learnt , highlight significant accomplishments or project potentials and offer recommendations for improvement while examining the implementation process and assessing specific causal contribution of activities to results for each project or department.

The Officer will also be responsible in ensuring that M&E is planned, data is collected , processed , and analyzed as well as reporting, discussing and disseminating results so that they can be used by the different departments or projects for informing project improvements and for accountability purposes.

The officer in-charge should have complete control of monitoring and evaluation of all projects. Resources are appointed to the M&E department and released from all traditional responsibilities until completion of the project (Rogers, 2008). The autonomy of the M&E activities creates a virtual department within the county governance that acts as a cohesive unit. Communications and M&E decision-making authority are contained within the M&E department.

Figure 6: Structure of County Government Projects adequate for M&E data collection, information and dissemination



Source: Survey Data (2018)

Figure:6 above shows the response on whether the structure of County Government M&E is adequate for data collection, information and dissemination of M&E activities. The response is as follows, 219 respondents 59% disagree that the structure is adequate for M&E data collection, information and dissemination, 50(13%) strongly disagree and 71 (19%) agreed while 32 (7%) were undecided on whether the structure is adequate or not adequate.

During the focus group discussion, the respondents concurred that the current structure of County Government Projects monitoring and evaluation is not effective and adequate for proper M&E of county projects. Respondents further observed that the structure has no prescribed data collection, analysis, and information and dissemination structure; furthermore, there is no office within the structure where information and dissemination of county M&E data is based.

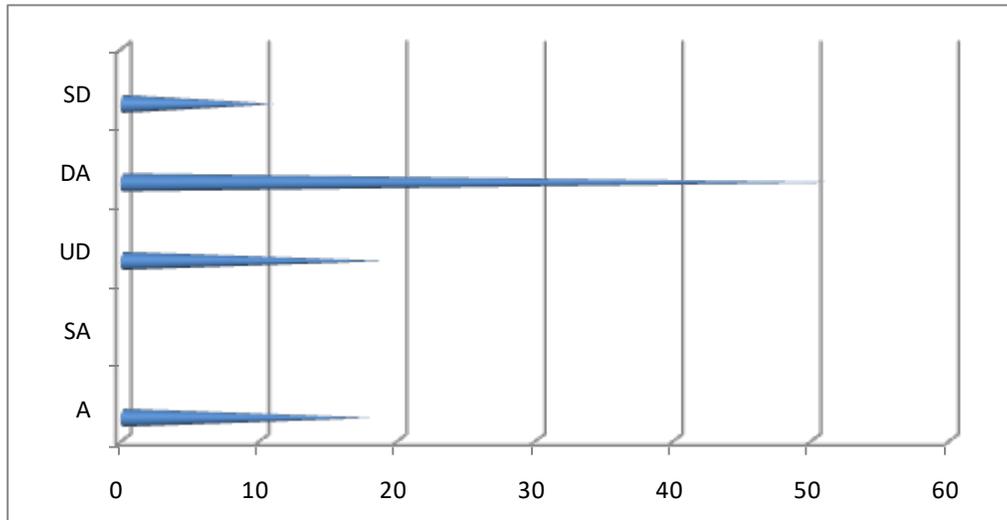
GoK, (2015) agrees that both National and County Governments M&E structure on data collection, information and dissemination still faces challenges due to the fact that Kenya's Constitution has fundamentally changed from central (national) and devolved governance structures (Counties) and this therefore provides an opportunity for strengthening her M&E systems, structures and methodology. By underscoring timely and accurate M& data collection, dissemination and information sharing to support policymaking, the Constitution is calling for a stronger nation-wide and counties M&E systems and structures to provides strength and opportunity for a County Governments M&E structure in Kenya in support of the realization of the Kenya Vision 2030 blue print which is being implemented through successive five-year Medium Term Plans and is aimed at enabling the Kenyan nation to achieve the long-term development goals.

The key characteristic of an effective M&E structure system includes the measures and reports on output that reflects the

critical stated strategic objectives of the institution. It provides clear indicators against which the institution is working and being measured on in terms of data information, collection and dissemination within the institution, the information for the outputs being measured if available and verifiable, it identifies the key data management issues and root of the problems that is being addressed through a cost effective manner and regularly updated (AMES, 2012). It provides a rationale for how future performance targets are set and makes the decision making of management level easy and efficient and reports its findings in a positive way. Mukherejee (1993), avers that Monitoring and Evaluation structure and systems Strengthening Tool (MESSST) should be developed by the institutions under the premise that it is important to understand the structure systems through which data are generated, aggregated and reported in order to assess their quality. This includes monitoring and evaluation (M&E) plans, Taking stock of the capabilities of M&E Management Units to manage data related to the implementation of the projects, and assess the data-collection and reporting structures for each project area, including the ability to report valid, accurate and high quality data related to implementation (Boonstra,2013).

A good M&E data collection, information and dissemination structure helps identify promising interventions early so that they can potentially be implemented elsewhere having data available about how well a particular project works (Hahn, & Sharrock, 2010). It also allows judicious allocation of scarce M&E resources to the interventions that will provide the greatest information benefits (UNEG, 2017). A well designed M&E data collection structure also describes process for data collection, analysis, information, purposes and usage of data to be collected both qualitative and quantitative and frequency of data collection and information and dissemination.

Figure: 7: Structure of County Government allows M&E reports to be used to improve project performance



Source: Survey Data, (2018)

In figure 7. above, the respondents disagree with the statement on whether the structure of County Governments allows for M&E reports used to improve project performance with 234 (53%) of respondents disagree with the statement. 67(18%) of respondents agree that the reports are used to improve projects performance while 71 (19%) of respondents neither disagreed or agreed (undecided). In general, this response indicates that the County Government monitoring and evaluation structure is inadequate in terms of M&E reports usage.

On focus group discussion, the respondents alluded to the fact that the structure of monitoring and evaluation of County Government Projects has no framework for the utility or implementation of M&E reports to improve future projects. The respondents also noted that the reports are never shared with the project implementers and beneficiaries. They also noted that the reports in situations where they have been produce in some projects, has been used for instance as a tool for project witch-hunt and not necessarily to improve the performance of projects.

In furtherance of the same objective, the National Integrated Monitoring and Evaluation System (NIMES) was established in 2004 by the Kenyan government. NIMES was launched during the London investment summit 2012. The aim was to develop structure and system that allows for both national government and County Government M&E data and reports generation, and is used to trace development at both National and County Government level in the current devolved system and structure of governance (GoK, 2013). The M&E structure should therefore be designed by counties in such a way that the reports are able to be feeds into National Integrated Monitoring and Evaluation Systems (NIMES) as well as being used to improve the projects performance at county level.

In spite of the foregoing, the influence of M&E structure, systems and tools on completion of the County Government Projects is not accorded significance during projects design, planning and implementation face. In the current system where there are no harmonized M&E systems, methods and structures in many projects, there is a possibility that this has impacted negatively on the level of completion of such projects. This creates

formidable challenge in the County Governments, stakeholders and in the communities who are the beneficiaries at large.

Scriven (1967), indicates that the Monitoring and Evaluation reports are important tool used to review and measure inputs, processes, outputs, outcomes and impacts of development interventions. The reports are also used for setting project performance targets and measuring progress towards the project and future interventions in order to improve the performance. PMI (2004), also affirms that, the structure should therefore allow for effective reports generation and usage if performances of future projects are to be realized, the structure also provides a deeper understanding of the workings of an intervention. It helps planning and management by identifying critical success factors (CSF) which generally improves project performance.

6.8. 1. Regression Model

Table 2 Regression of the Coefficient of Effectiveness of Monitoring and Evaluation System

Model	R	R ²	Adjusted R ²	Std Error of Estimate	Change (statistics)				
					R ² Change	F Change	df1	df2	Sig. F Change
1	0.888 ^a	0.896	0.887	0.44738	0.964	109.403	4	9	0.000

Source: Survey Data (2018)

Predictors: (Constant), M&E systems/procedures, M&E structure, M&E methods and M&E policies.

The table 2 above variables, collectively, show that 87.7% of variation or change in the effectiveness of M&E structure is explained by the variables considered in the model, being M&E

systems procedures, M&E structure, M&E methods and M&E policies indicated by the coefficient of effectiveness (R^2) which is also evidenced by F change $109.403 > p$ -values (0.05). This implies that these variables are significant (since the p values < 0.05) and therefore should be considered as part of effectiveness of M&E systems on the performance of County Governments projects. This study therefore identifies monitoring and evaluation systems process, monitoring and evaluation structure, monitoring and evaluation method and monitoring and evaluation policies as effective M&E systems on the performance of County Government Projects.

6.8.2. Correlation Coefficient

To measure the correlation, Pearson was used to measure the degree of association between variables. Pearson correlation coefficients range from -1 to +1. Negative values indicates negative correlation and positive values indicates positive correlation where Pearson coefficient indicates weak correlation, Pearson coefficient $> 0.3 < 0.5$ indicates moderate correlation and Pearson coefficient > 0.5 indicates strong correlation.

Table 4.9.3.1 Correlation Coefficient

	M&E systems procedures	M&E structures	M&E methods	M&E policies	Effectiveness of M&E
M&E systems Procedure	1				
M&E structure	0.624	1			
M&E methods	0.601	0.598	1		
M&E policies	0.628	0.611	0.543	1	
Effectiveness of systems	0.771	0.634	0.542	0.739	1

Source: Survey Data (2018)

Correlation is significant at the 0.05 level (1- tailed)

The analysis above shows monitoring and evaluation systems procedures has the strongest positive (Pearson correlation coefficient = 0.771) influence on effective M&E systems. In addition, M& E policies, M&E structures and M&E methods are positively correlated to effectiveness of M&E systems (Pearson correlation coefficient = 0.793, 0.634 and 0.542) respectively.

The correlation matrix implies that the independent variables: being M& E systems procedures, M&E structure, M&E method and M&E policies are crucial on the effectiveness of M&E systems and performance of the projects as shown by their strong and positive relationship with the dependent variables.

6.8.3 Analysis of Variance (ANOVA)

Table 3 Analysis of Variance

	Sum of squares	Df	Mean square	F	Significance
Regression	19.392	2	9.696	7.907	.000
Residual	452.472	369	1.226		
Total	471.864	371			

Source: Survey Data (2018)

Predictors: (Constant), M&E systems processes, M&E structures, M&E methods and M&E policies

The value of the F statistic, 7.907 indicates that the overall regression model is significant hence it has some explanatory value, which means that, there is a significant relationship between the predictor M&E systems procedure, M&E structures, M&E method and M&E policies (taken together) and the effectiveness of M&E systems on the performance of the projects.

VII. CONCLUSIONS

M&E structure provides guidance to all employees by laying out the official reporting relationships that govern monitoring and evaluation workflow of the institution, agency or department (PMI,2011). A formal outline of a project management monitoring and evaluation structure makes it easier to add new M&E positions in the in the project cycle, as well, as providing a flexible and ready means for the project growth and achievement of project objectives, goals, results and impacts.

Without a clear formal project monitoring and evaluation organizational structure, M&E employees may find it difficult to know who they officially report to in different situations like reporting M&E data, M&E reports, and it may become unclear exactly who has the responsibility for what example who does M&E data collection, who analyses data, communication and implementation of findings among others (PMI, 2011). Monitoring and Evaluation structure improves operational efficiency by providing clarity.

VIII. RECOMMENDATIONS

The County Government should come up with a unified M&E structure under one M& E authority. Establish an office within the county governance structure (M&E organogram) solely responsible for all M&E activities for all County Government Projects. This should be a fully functional department headed by the Chief Monitoring and Evaluation Officer (Chief Officer M&E) directly under office of the governor as the county M&E champion.

The structure of County Government monitoring and evaluation should be designed to ensure involvement of stakeholders in M&E from all stages and phases of the projects implementation including the design stage.

REFERENCES

- [1] African Development Bank, (2009). The Health Rural Project in Republic of Kenya, Project Appraisal Document.
- [2] African Monitoring and Evaluation Systems. (2012). Graduate School of Public and Development Management. Johannesburg: University of the Witwatersrand
- [3] Baker, J. (2000). Evaluating the Poverty Impact of Projects: A Handbook for Practitioners
- [4] Bamberger, M. (2009). Institutionalizing Impact Evaluation within the Framework of a Monitoring and Evaluation System. World Bank, Washington, DC
- [5] Basheka, C., Byamugisha A (2015) The state of Monitoring and Evaluation (M&E) as a discipline in Africa Volume 8 number 3 • September 2015
- [6] Bardhan, I. R., Krishnan, V. V., & Shu, L. (2007). Project Performance and the Enabling Role of Information Technology: An Exploratory Study on the Role of Alignment. *Manufacturing & Service Operations Management*, 9(4), 579-595.
- [7] Bamberger, M. (2009): Institutionalizing Impact Evaluation within the Framework of a Monitoring and Evaluation System. World Bank, Washington, DC.
- [8] Boonstra, A. (2013). How do top managers support strategic information system projects and why do they sometimes withhold this support? *International Journal of Project Management*, 31(4), 498-512.
- [9] Cook, T.D. 2010. Collaborative Acting research within development evaluation: Learning to see or the road to Myopia? *Evaluation* 12(4).
- [10] Corlazzoli, V. & White, J. (2013). Practical approaches to Theories of Change in Conflict, Security and Justice Programmes: Using Theories of Change in Monitoring and Evaluation (Part II). Retrieved on 21st march 2016, from: www.smallarmssurvey.org/fileadmin/docs/M-file/CCRVIDFID-Practical-approaches-to-theories-of-change.pdf
- [11] Davies, P., Newcomer, K., & Soydan, H. (2006). Government as structural context for evaluation, In Shaw, I.F, Greene, J.C. and Mark, M.M (Eds) *The SAGE Handbook of Evaluation*. London. Sage Publishers. pp. 163-.
- [12] Eastern Illinois University. and Carleton University. (IEG,2007). Module 1: Introduction to development evaluation. Independent Evaluation Group
- [13] Guba, E.G and Lincoln Y.S (1989) *Fourth Generation Evaluation*. Sage Publications. Government of Kenya (GoK). Medium Term Plan (2013-2017) MTP.
- [14] Gladys, L. A., Katia, R., Lycia, L. & Helena, H. (2010). Challenges in Monitoring and Evaluation: An Opportunity to Institutionalize M&E Systems
- [15] Government of Kenya [GoK]. (2007). Kenya Vision 2030. Nairobi: Kenya
- [16] Government of Kenya [GOK]. (2012). District Annual Monitoring and Evaluation Reports.
- [17] Government of Kenya [GOK]. (2013). Medium term plan cycle (2013-2017). Whose theme is —Transforming Kenya: Pathways to Devolution, Socio-economic Development, Equity and National Unity
- [18] Hahn, S., & Sharrock, G. (2010). ProPack III: A guide to creating a SMILER M&E system. Baltimore, MD: Catholic Relief Services.
- [19] Kelly, K. & Magongo, B. (2004). Report on Assessment of the Monitoring and Evaluation Capacity of HIV/AIDS Organisations in Swaziland. Retrieved January 07, 2015
- [20] Kessides, C. (1993). *The Contributions of Infrastructure to Economic Development: A Review of Experience and Policy Implications*. World Bank Discussion Paper 213. Washington: World Bank.
- [21] Kothari, C. R. (2004). *Research Methodology: Methods and Techniques* (2nd Ed.). New Delhi: New Age International limited.
- [22] Koffi-T. B. (2002). Efficacy and efficiency of Monitoring-Evaluation (MES) for Projects Financed by the Bank Group. African Development Bank Group.
- [23] Mackay, K. (2007). *The Nuts & Bolts of M&E Systems*. Washington, D.C. The World Bank
- [24] Mugenda O.M. & Mugenda, A.G. (2003). *Research methods: quantitative and qualitative approaches*. Nairobi: ACTS Press
- [25] Mulwa, F. W., & Nguluu, S. N. (2007). *Participatory Monitoring and Evaluation: A Strategy for Organization Strengthening*. Nairobi and Eldoret: Zapf Chancery and Premise-Olivex Publishers.
- [26] Mackay, K. (2007). *How to Build M&E Systems to Better Support Government*. Washington: World Bank.
- [27] Mugenda, O. M & Mugenda, A.G. (2003). *Research method: Qualitative and Quantitative approaches*. Nairobi African centre for technology studies
- [28] Mukherjee, R. (1993) *Action Plan: Monitoring and Evaluation Reporting and Research* pretoria: Department of Basic Education and MIET Africa
- [29] OECD, DAC (2005), Paris Declaration on Aid Effectiveness and the Accra Agenda for Action', (28; Paris: OECD).
- [30] Organisation for Economic Co-operation and Development [OECD 2005]. (2002). *Glossary of Keyterms in Evaluation and Results based management*. Paris: OECD.
- [31] Orodho, A. J. (2004). *Technologies of writing Research proposals and report in Education and Social Science*. Nairobi: Masola publishers
- [32] Oso, W. Y & Onen, D. (2005). *A general guide to writing research proposal and reports. A hand book for beginning Researchers*, (2nd ed.). Kampala: Makerere University press.
- [33] Paquette, Laure (2002). *Analyzing National and International Policy*. Rowman Littlefield.
- [34] PMI (2011). *Organizational Project Management Maturity Model (OPM3) Knowledge Foundation*. PMI Standards Committee, Project Management Institute, Newtown Square, PA.
- [35] Republic of Kenya. (2012). *African Monitoring and Evaluation Systems Workshop Report: Republic of Kenya (2008). 2008-2012 First Medium Term Plan*, Nairobi: Government Printer.
- [36] Republic of Kenya. (2011). *Second Annual Progress Report on the Implementation of the First Medium Term Plan (2008-2012)*, May 2011 (Nairobi: Republic of Kenya)
- [37] Republic of Kenya, "Master plan for Implementation of NIMES," Nairobi: Government Printer, 2007.
- [38] Republic of Kenya, "Annual Progress Review," Nairobi: Government Printers, 2010.
- [39] Republic of Kenya, "The 2013- 2017 Second Medium Term Plan," Nairobi: Government Printer, 2013.
- [40] Rogers, P., (2008). *Matching Impact Evaluation Design to the Nature of the Intervention and the Purpose of the Evaluation in Designing Impact Evaluations*," London, 2008.
- [41] Scriven, M. (1967). *The methodology of evaluation*. R.W. Tyler, R M. Gagne, M. Scriven (eds.), *Perspectives of curriculum evaluation*, pp.39-83. Chicago, IL: Rand McNally.
- [42] Trochim, M.K. (2002). *Research Methods Knowledge base*. Retrieved 9th January 2015 from <http://trochim.human.cornell.edu/kb/measerr.htm> (1 of 4)
- [43] Twycross, A. & Shields, L. (2004). *Validity and Reliability – what's it all about?* *Pediatric Nursing*, 16(9): 28
- [44] UNICEF. (2008). *Bridging the gap: The Role of Monitoring and Evaluation in Evidence Based Policy Making*. Romania: Pirozzi
- [45] United Nations development programme evaluation office (2004)- *Handbook on Monitoring and Evaluating for Results*.
- [46] Williams, R. (2000). *Diffusion of appropriate educational technology in open and distance learning in developing Commonwealth countries*. ERIC46237.
- [47] Willard, A. (2008). *Managing and implementing an evaluation: Guidelines on managing and implementing a successful evaluation*. Baltimore, MD: Catholic Relief Services.
- [48] Woodhill J (2006) *Monitoring & evaluation as learning: rethinking the dominant paradigm*. *Sustaining livelihoods in Sub-Saharan Africa Newsletter*, Issue 21, African Institute for Community Driven Development
- [49] Zaltsman, A. (2006): *Experience with Institutionalizing Monitoring and Evaluation Systems in Five Latin American Countries: Argentina, Chile, Colombia, Costa Rica and Uruguay*. ECD Working Paper Series 16. World Bank, Washington, DC.
- [50] Zahidul, M. I., Doshi, J. A., Mahtab, H. Zainal Ariffin Ahmad, (2009). *Team learning, top management support and new product development success*. *International Journal of Managing Projects in Business*, 2(2), 238 - 260

AUTHORS

First Author – Elijah O. Okeyo, PhD. Student and Researcher, Kisii University

Second Author – Dr. Jeanne Mogusu, Supervisor and Senior Lecturer, Department of Sociology and Development Studies (PhD); Kisii University

Third Author – Dr. Nicholas K. Ombachi, Supervisor and Senior Lecturer, Department of Emergency Management Studies (PhD.) Masinde Muliro University of Science and Technology.