Influence of Monitoring Practices on Projects Performance of Kenya State Corporations

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other University.

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DEDICATION

I would like to dedicate this entire work to my dear parents Mr. Ismail Muchelule Chibololo and Mrs. Jamila Muchelule Wanjala. Dad and Mum it's only through your love, patience, motivation, support and understanding made this lifelong dream possible.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of variance
CAP	Capable partners program
EAC	East Africa Community
GDP	Gross Domestic Product
GOES	Government Owned Entities
GOK	Government of Kenya
HRM	Human Resource Management
ICT	Information and Communications Technology
ITC	International trade centre
JIT	Just in time
KHRC	Kenya Human Rights Commission
LFA	Logical Framework Approach
M&E	Monitoring and Evaluation
MRP	Materials requirement Planning
NGO	Non-Governmental Organization
NIMES	National Integrated Monitoring System
NMPF	National Monitoring Policy Framework
OC	Organization culture
OL	Organizational Learning
PMI	Project Management Institute
RCA	Requirements Capturing and Analysis
ROK	Republic of Kenya
SPSS	Statistical Package for Social Sciences
TOC	Theory of constraints
TPB	Theory of Planned Behaviour
TQM	Total Quality Management
UNHCR	United Nations High Commissioner for Refugees
WB	World Bank

DEFINITION OF TERMS

Adoption Is the act or process of giving official acceptance or approval to something either by selection or assent (Stem 2005).

Communication Refers to the process whereby individuals and groups transact in a variety of ways and within different areas with the aim of carrying out organizational goals (Smidts et al, 2001).

Monitoring planning is part of project management that relates to the use of schedules such as Gantt charts to plan and report progress within the project environment (PMI, 2014).

Monitoring Its collection of project performance data with respect to a plan or a practice to produce performance measures, and report and disseminate performance information (McCoy et al, 2005).

Monitoring and Evaluation Monitoring is defined as the routine continuous tracking of the key elements of project implementation performance inputs activities and outputs, through recordkeeping and regular reporting while evaluation is the episodic assessment of an ongoing or completed project to determine its actual impact against the planned impact, efficiency, sustainability, effectiveness (McCoy, Ngari & Krumpe, 2005)

Performance This is the success in meeting pre-defined objectives, targets and goals i.e. simple terms refers to getting the job done or producing the result that you aim at (Harish, 2010) Performance of a project is multifaceted and may include unit cost, delivery speeds and the level of client satisfaction (Ling, 2004).

Practice A specific type of professional or management activity that contributes to execution of a process and that may employ adoption of a plan, technique and tools (PMI, 2014).

Project A project is a temporary endeavor undertaken to create a unique product, service or result (PMI, 2008).

Project Management refers to the application of knowledge skills, tools and techniques to undertake a project successfully in order to add value (PMI, 2014).

Technique Is a defined systematic procedure employed by a human resource to perform an activity to produce a product or result or deliver a service, and that may employ one or more tools (PMI, 2008).

Tool Is something tangible, such as a template or software program, used in performing an activity to produce a product or result (PMI, 2014).

ABSTRACT

Monitoring practices is the continuous routine in tracking of key elements of project implementation performance that is: inputs (resources, equipment) activities and outputs, through recordkeeping and regular reporting through assessment of an on-going or completed project to determine its actual impact against the planned impact in relation to its design, implementation and results. However, monitoring practices implementation has been a challenge over years within organizations in their projects performance. The main objective of this study was to investigate the influence of monitoring practices on project performance of Kenya State Corporations. Specifically, seeking whether monitoring practices planning, tools, techniques and its adoption has an influence on project performance of Kenya state corporations. The study adopted descriptive research design method as well as positivism research philosophy; with a target population of 187 state corporations. Simple random sampling was used to select 65 state corporations who form the sample size which forms 30% of the population. Primary data was collected from the sample size using questionnaires while secondary data was collected through reviews of both theoretical and empirical literatures. Pilot testing was conducted to asses' questions validity and reliability. Data collected was analysed using both qualitative and quantitative analysis. The relationships between variables were determined using person correlation, multiple regressions, t-test and the analysis of variance (ANOVA). Assessments of normality was done by Shapiro-Wilk test basing on correlation between data while multicollinearity was detected by use of variation inflation factor (VIF) and heteroscedasticity was minimized or eliminated where possible by ensuring data used in hypothesis testing was approximately normal and is accurately transformed and that the right functional forms of regression model are selected and variables presented by scatter plot diagrams of the dependent variable (DV) was widen or narrowed as the value of the independent variable (IV) increases. The study found out that monitoring techniques and its adoption contributes to project performance significantly as well as monitoring planning and tools contributes to organization performance. Based on the findings, it can be concluded that the data and perceptions of state corporation professions showed higher performance if monitoring best practices are embraced in their organizations. On comparison, all the betas showed that the independent variables were strong predictors of project performance thus the study recommended that monitoring planning and tools should be improved to mitigate project risks. In order to improve project performance State Corporations should enhance Monitoring best practices to enable them enjoy benefits of their service through employment of competent professionals to manage projects in form of increased efficiency in service delivery and increased returns on value of money; as well as to examine the roles or influences of monitoring practices that have not been covered in the study on sharing and transferring project management skills within or outside organizations projects. The study conclusion on the basis of findings reveals that monitoring best practices have positive impact on projects performance in Kenya state corporations. The results of the study will contribute greatly to various project monitoring constraints that organizations go through in implementations of their projects.

CHAPTER ONE

INTRODUCTION

1.0 Introduction of the Study

In this chapter an overview of the background of the study highlighting influence of monitoring practices on performance of Kenya states corporation projects. Global and local of monitoring practices are discussed as well as state corporations and relevant Monitoring and Evaluation systems. The chapter also highlights the statement of the problem, objectives, research hypothesis, scope, significance and limitation of the study.

1.1 Background of the Study

Performance of the project is considered as a source of concern to both public and private sector clients. Project success requires creating a well-planned project schedule as well as understanding of the key success factors also. It helps the project manager and the stakeholders to take the right decisions and act towards the project success. Most popular determinants of project successes accepted by research community are-project mission, top management support, project schedule/plan, client consultation, personnel, technology to support the project, client acceptance, monitoring and feedback, channels of communication, troubleshooting expertise (Serrador & Turner, 2014).

Quality can be assured by identifying and eliminating the factors that cause poor project performance. Over many decades monitoring practices has become a mainstay and a major process (organizational activity) in for-profit and not-for-profit organizations. These organizations have refined and used the practices to understand issues which they cannot control but have a significant impact on their survival and success within their limited resources and competencies to improve their competitive positions. It was hypothesized that a firm could exert some positive control over market forces, create competitive advantages, improve organizational effectiveness, and improve its performance through effective monitoring practices (Pheng, 2006).

As a result, new concepts and tools were developed and added in an aspect of the development programs management within the development sectorover time to bring formality and uniformity to project management practices (Muller, 2007). Organizations worldwide in the public sectors have established Monitoring functions to improve their sustainability outcomes. Due to the growing importance of the monitoring & evaluation all-over the world, many projects identified the benefits and they are trying to establish it in their operations (Baker, 2011).

Government projects have been occupying the role of main service providers over the past few years (Ashbaugh, 2004). At national and international scales, sustainability criteria and indicators for Monitoring were important tools for project management towards goals, and influencing policy and practices. At regional and sub-regional scales Monitoring is important for assessing the sustainability of local practices, and can be an important tool to assist with management planning in Non-Government Projects (Margoluis, & Salafsky, 2010).

A substantial amount of annual budget (two to fifteen percent) of a development program spent on monitoring activities. Such activities include writing proposals, designing programs, and developing frameworks, compiling action plans, collecting data, writing reports and maintaining information systems by carrying out monitoring studies. Monitoring started a long time ago, in Western Australia. Prior to 1950's teachers professional development was relatively unknown. By the 1970's teachers professional development started expanding in, 1980 it was a period of rationalization. It was recognized by this time although achieving change in practice, the classroom level was the hallmark of effective professional development. Since then school improvement has been sought through introduction of teacher standards and registration, competency frame works and efforts to transform schools from industrial organization to learning organizations (Fullan, 2001).

Monitoring is an activity that involves continuous and systematic checking and observing a program or a project. Evaluation on the other hand is judging, appraising or determining the worth, the value and quality of a program. It involves comparing the present situation with the past in order to find out the extent to which the laid

down objectives have been achieved (RoK, 2000). The importance of Monitoring in global efforts toward achieving environmental, economic and social development cannot be understated (Muller, 2007).

Monitoring is the continuous assessment of project implementation about design schedules on inputs, infrastructure, and services by project beneficiaries. Simon further observes that project monitoring is periodic of a project's relevance, performance, efficiency, and impact both expected and unexpected about stated objectives.In 1960's the approach of earned value managementdevelopment whose aim is to monitor project progress based on scope, time, cost and quality. According to most literature monitoring provide information to make decisions regarding project activities require diverse types of monitoring (Shapiro, 2011).

However, the most in monitoring with project practitionerswere developed on monitoring Matrix, basing on Logical Framework Approach to monitoring (Pinto, 2007). Ling (2009) reported that no conflict exists between performance and results indicators; while effective monitoring track both nounifying principles apply to ensure their synchronicity either. A project that is diligently monitored and evaluated for financial oversight and compliance with sound management and performance principles may very well achieve no impacts. The emphasis on aid effectiveness andresults-based development obliges practitioners empirically to demonstrate the impacts of their projects and programs.Monitoring is a routine, ongoing, internal activity which is used to collect information on a programme's activities, outputs, and outcomes to track its performance (Kusek, *et al*, 2004).

As a process, monitoring systematically collects data against specified indicators at each stage of the programme/ project cycle. Hence there is evidence-based reporting on programme progress at every stage, relative to respective targets and outcomes. The Implementation-Focused Monitoring Systems focus on monitoring and assessing how well a project, programme, or policy is being executed (Amjad, 2009). And it can be distilled from the foregoing that monitoring is a detective tool, continuously generating information that enables programme managers to make adjustments during the implementation phase of a programme/ project. So, it follows then, that

for the tool to provide accurate, valid and consistent information usable to programme managers, it must be well-designed and functioning smoothly. Understanding of Monitoring Systems presupposes appreciation of conceptual building blocks. The terms monitoring and evaluation are distinct, yet complementary (Kusek, *et al*, 2004).

Monitoring provides the background for reducing schedule and cost overruns (Crawford & Bryce, 2003), while ensuring that required quality standards are achieved in project implementation. Monitoring is regarded as core tool for enhancing the quality of project management, taking into account that in short and medium run managing complex projects will involve corresponding strategies from the financial point of view, which are supposed to respect the criteria of effectiveness, sustainability and durability (Dobrea et al., 2010). Monitoring activity supports both project managers and staff in the process of understanding whether the projects are progressing on schedule or meet their objectives, inputs, activities and deadlines (Solomon & Young, 2007).

Monitoring and evaluation processes are complementary and are part of the same project management function, they are regarded separately (Pollack, 2007). According to Fortune and White (2006), a sustainable investment project may be described as a discrete investment activity, with a specific starting point and a specific ending point, intended to accomplish specific economic, social and environmental objectives simultaneously. It comprises a well-defined sequence of investments, which are expected to result in a stream of specific benefits over time. Monitoring refers to baseline monitoring, which is regarded as the measurement of economic, social and environmental variables during a representative pre-project period to determine existing conditions, ranges of variation, and process of change (Reeve, 2002).

Monitoring is regarded as impact monitoring, encompassing the quantification of social and environmental variables during project development and operation, to determine changes that may have been caused by the project, while the last category of monitoring, is regarded as compliance monitoring and takes the form of periodic

sampling and/or continuous measurement of levels different economic or social parameters (Wiersma, 2004). Monitoring is a powerful management tool that can assist a government and state institutions to improve the manner in which tasks are undertaken to achieve a country's vision and mission. The data and evidence that the government and state institutions needs to make decisions, implement policy and hold officials accountable should be derived from a results based performance feedback system to ensure that it is possible to make strategic, tactical and operational decisions more relevant (Mackay 2007).

In Chile teacher monitoring system is aimed at the improvement of teaching and consequently also of education results. It is designed to stimulate teachers to further their own improvement through learning about their strengths and weaknesses. It is a mandatory process and it is carried out the school level and follows a mixed internal and external approach. In the evaluation aspects such as preparation for teaching, creation of positive classroom environment, effective teaching for all the students and professional responsibilities are assessed. The teachers assess their own performance and the principals also do their own evaluation (Piper, 2007).

1.1.1 Global Perspective on Monitoring Practices

Developing countries are performing some kind of regular monitoring activities, these ranges from comprehensive national evaluation systems in countries such as India and Malaysia to basic monitoring of selected projects in many countries in Africa and the Middle East (Zvoushe & Gideon, 2013). The imperative is to focus and strengthen monitoring and evaluation capacity across all spheres of government (Mackay, 2007). Similarly, project sustainability is a major challenge in many developing countries, Large number of projects are implemented at huge costs often tend to experience difficulties with sustainability. All major donors, such as the World Bank, the Asian Development bank and the bilateral aid agencies have been expressing concerns on this matter (Khan, 2012).

In African context, the South African government has placed increasing importance on Monitoring during its third term of office since democracy (Florin, 2011). Several studies were done to examine factors impacting on project performance in

developing countries. A study by Faridi and El-Sayegh (2006) reported that shortage of skilled manpower, poor supervision and poor site management, unsuitable leadership; shortage and breakdown of equipment due to ineffective monitoring practices contributed to project delays in the United Arab Emirates. As established by Mbachu and Nkando (2007), that quality and attitude of service are key factors constraining successful monitoring practices on project delivery in South Africa.

Performance measurement defined by Thomas (2002) as a monitoring practice of projects on regular basis. Performance measurement is related to indicators such as time, budget, quality and stakeholder's satisfaction (Long, Ogunlana, Quang & Lam, 2004). Navon (2005) defined performance measurement in his study as a comparison between desired and actual performance. According to (Cheung et al, 2004), performance is measured and evaluated using performance indicators that can be related to various dimensions of scope, time, cost, quality, client satisfaction, client changes, business performance, health, and safety. Time, cost and quality are, however, the ascendant performance monitoring dimensions.performancewas evaluated through indicators that are related to owners, users, stakeholders, public and private individuals, who will look at performance from the macro viewpoint (Pheng & Chuan, 2006).

Monitoring in Spain has become an increasingly important tool within global efforts toward achieving environmental, economic and social sustainability (Mrosek, Balsillie & Schleifenbaum, 2006). The evolution of Monitoring in France has been grouped into several distinct phases for the purpose of clarity, and it does help to show how ideas have generally evolved and how expectations have expanded over the years (Roger & Tim, 2008). In China, there were special officers in the government to control the duties of Monitoring (Angus & Mohammed, 2014).

As of date, the M&E function has grown in its importance, partly because it helps the management to compensate for the loss of control as a result of increase in organization complexity, but most importantly it helps management to detect and manage risks which is a crucial part of corporate governance process (Mu'azu & Siti, 2012). Developed countries' Government projects, particularly those of the

Organization for European Cooperation and Development (OECD), have had as many as 20 or more years of experience in M&E, while many developing countries are just beginning to use this key public management tool. The experiences of the developed countries are instructive, and can provide important lessons for developing countries (World Bank, 2004).

Countries such as the United States of America have been able to achieve successful development because they have put in place effective and efficient systems that track achievement of development objectives (Katharine Mark et al., 2011). In the United States of America, the last two decades have noted an increased interest in outcomes-based performance monitoring of policies and development programs under the administrations of three successive Presidents, namely, Bill Clinton, George W. Bush and Barrack Obama (Katharine et al., 2011).

Implementation of Government Performance and Results Act of 1993 (GPRA) under President Clinton, the President's Management Agenda and Program Assessment Rating Tool (PART) under President Bush and most recently, the High Priority Performance Goals (HPPG) Initiative and the Program Monitoring Initiative under President Obama have brought greater emphasis on transparency and results performance measurement are more prominence (Katharine et al., 2011). The GPRA, for example, did require that a summary of the findings from any program monitoring completed during the fiscal year covered by the annual performance reports. The Bush administration introduced part, assessment reviewed overall program efficacy, from design to implementation and results (Katharine et al., 2011).

The South Africa National Monitoring Policy Framework (NMPF) is the last of the three policy elements introduced in the Policy Framework for the Government-Wide Monitoring practices, which was approved by Cabinet in 2005 (National Monitoring Policy Framework, 2005). The other two elements are program performance information and quality of statistical data. This policy framework provides the basis for a system of monitoring across the government with the purpose of promoting quality monitoring providing a learning opportunity to the Government

aboutwhat is and is not working hence the need to take corrective measures (National Monitoring Policy Framework, 2005).

The policy framework seeks to ensure that credible and objective evidence from on-going programs and general project management to ensure efficiency and improve performance. Rwanda has suffered from an acute shortage of electricity supply and severe load shedding. Its installed generation capacity has been severely constrained by regional drought, which led to a rapid draw-down of the reservoirs. Furthermore, the poor quality of supply severely limits the competitiveness of Rwandan businesses; the sector has emerged from a period of supply shortages, helped by better-than average rainfall and additional base-load thermal generation (Republic of Rwanda, 2013).

Water and Sanitation Authority (EWSA) performance has been poor that caused inefficient electricity in Rwanda. This poor performance should be a result of an increasing maintenance costs may be due to lack of effective Monitoring. Hence, currently most Monitoring works related to performance of the projects, internal accounting control and security over assets rather sustainability of the projects outcome.United States Environmental Protection Agency (2002) states that a project involves utilization of scarce or limited resources in the hope of obtaining some benefits over a long period of time due to proper monitoring. Monitoring activity supports both project managers and staff in the process of understanding whether the projects are progressing on schedule or meet their objectives, inputs, activities and deadlines (Solomon & Young, 2007).

However, monitoring itself was not a substitute for experience and professional judgement and must also be complemented by the application of other specific tools (such as Economic and Financial Analysis and Environmental Impact Assessment) and through the application of working techniques which promote the effective participation of stakeholders (Europe Aid, 2012). Further it has been observed that some decisions regarding its design might be due to negotiations between stakeholders which can make the implementation of certain recommendations difficult (Europe Aid, 2012).

The nature of project funding monitoring in Ghana poses a significant challenge for government as well as non-governmental agencies. The funding provided by donors for development projects is so extensive that they are now referred to as development partners; a reflection of how dependent Ghana's monitoring development is on donor support (Ofori, 2006). This financial support comes with conditionality's which affect the project right from the pre-planning stage throughout the entire project life cycle. The experience is that, in addition to projects reflecting the donor's thematic area rather than meeting a development need of the expected beneficiaries, donor interests often put a spanner in the wheels resulting in delays in implementation, changes in scope, and occasionally an abrupt cancellation of a project. Furthermore, cultural issues related to deferment, hierarchy, notions of respect, taboos and other aversions often impact project management negatively (Awuah, 2008). These challenges in project monitoring have an impact on the overall quality and success of projects in Ghana.

In Chile teacher monitoring system is aimed at the improvement of teaching and consequently also of education results. It is designed to stimulate teachers to further their own improvement through learning about their strengths and weaknesses. It is a mandatory process and it is carried out the school level and follows a mixed internal and external approach. In the evaluation aspects such as preparation for teaching, creation of positive classroom environment, effective teaching for all the students and professional responsibilities are assessed. The teachers assess their own performance and the principals also do their own evaluation (Piper, 2007).

The donors have guidelines on how project monitoring is to be done for example the ten steps results based monitoring and evaluation (World Bank, 2004), Participatory Monitoring, Evaluation, Reflection and Learning for Community-based Adaptation (CARE_PMERL, 2012), Results-oriented Monitoring (Europe Aid, 2012), little has been documented on how these guidelines have been followed during project implementation. Available researches mainly dealt in food security intervention models (Lemba, 2009, Nzuma *et al*, 2010). This was in response to the donors guidelines which demand a participatory monitoring and evaluation to deliver

desired results to beneficiaries ACF,(2011) and demand for accountability (IIRR, 2012).

The South African public sector faces daily criticism about its perceived inability to render effective services; its inability to complete developmental programmes according to plan, and in such a way that its citizens are of the opinion that they derive value for their tax revenue (Davids, Theron & Mapunye,2009).In a project management environment, implementation of projects as per the project plans, project managers in particular and project stakeholders in general are often ill-informed as to the status and progress of their projects' journey toward completion (Burke, 2000). Ile, Eresia-Eke & Allen-Ile (2012) mention that monitoring and evaluation (M&E) within a projects-type of management approach enhances the probability of project success.

Project performance is generally measured against the criteria of on-time, in-budget and required quality (Knipe, Van der Waldt, Van Niekerk, Burger & Nell, 2002). Local government is often the first point of contact between an individual and a government institution. Therefore, it is often argued that local government is the form of government closest to the people (Thornhill 2008). The often violent service delivery protests since 2005, if left to continue unabated, could pose a major threat to South Africa's fledgling democracy (Shaid, Taylor & Raga 2014).

1.1.2 Kenya Perspective on Monitoring Practices

In Kenya there are quality assurance and standards officers, who have one of their roles being monitoring and advising on standards in education based on all round aspects. Standard performance indicators for various areas, including sports, games, drama, music, science congress, scouting/girl guide, academic performance environmental education health care and nutrition, pupils' welfare, pupils provision and optimum use of available resources (RoK, 2000). Kenya Ministry of Education has well laid down monitoring and evaluation processes that guide the principals on the day to day running of the schools Republic of Kenya (2006). The evidence shows that Kenya mostly relies on traditional and informal control structure to fulfill their welfare agendas. Formal Monitoring systems as practiced in Kenya have not fully

been incorporated in the Government projects control systems under M &E (Abdulkadir, 2014).

In 2005, the Ministry of Planning and National Development commissioned work on the design of an appropriate framework for Monitoring in the National Development Programme as a collective effort by the Government, Private Sector and Civil Societies, Republic of Kenya implementation of monitoring and evaluation (2005).This proposed monitoring framework has not been fully operational to track projects performance of development projects had not gone unnoticed in Kenya with the context in which the National Integrated Monitoring System (NIMES) was established in 2003/2004 and adjusted in 2007/2008 when Kenya's Vision 2030 and its five-year Medium Term Plan replaced Economic Recovery Strategy.

Monitoring, therefore, is a practice that is useful and relevant for the actors in the development world (Asare, 2010). However, many mainstream Monitoring practices tend to be isolated and disconnected from management and decision-making. Many programs and projects are driven by pre-set targets and actions, such that is an additional burden onapplicationteams, and their monitoring practice is limited to the fulfilment of reporting requirements of governments (Steff, 2008). Ochieng et al (2012) analyzed the effectiveness of monitoring and evaluation of Constituency Development Fund *(*CDF) projects in Kenya, A case of Ainamoi constituency. The objective of the study was to look at the effectiveness of monitoring and evaluation process on CDF projects in Ainamoi constituency, Kenya. Karanja (2014) investigated the influence of management practices on sustainability of projects in Kangema District (Kenya).

The objective of the study was to assess the influence of management practices on sustainability of the projects in Kangema District, Murang'a County, Kenya. It focused on Training, Monitoring &Evaluation, Leadership and financial management aspects in relation to project sustainability. Organizations are currently in the process of reviewing ways in which monitoring can achieve greater consistency and effectiveness (World Bank, 2008), that is, where monitoring will enable them to judge the impact of a performance as well as obtain recommendations on how future

interventions can be improved (UNDP, 2009). However, one shortcoming of monitoring practices is that there are no set standards for measuring its quality (Chaplowe, 2008). It is, therefore, subjective and relies on the rule of thumb. Although monitoringare used mainly for checking projects impact as well as establish whether it meets its goals and objectives, they are also a mandatory requirement for government sponsored projects where governments use them to determine efficient use of their funds by organizations.

The ability to measure and demonstrate outcomes and impacts relies on the use of indicators that are reliable data, and on the capacity to systematically collect and analyze that information. Kimweli (2013) analyzed the role of monitoring practices to the success of donor funded food security intervention projects in Kenya. The purpose of the study was to find out the role of monitoring and evaluation practices to the success of donor funded food security intervention projects. The study targeted residents of Kibwezi district who have benefited from donor funded food security projects. The study utilized a case study design because it was considered a robust research method particularly when a holistic and in-depth investigation is required.

Andove and Mike (2015) assessed how monitoring affects the outcome of constituency development fund projects in Kenya. The aim of the study was to establish whether the project monitoring and control efforts of the contractors and project supervisors contribute to an improved project outcome. Jackson et al (2015) analyzed factors affecting the effectiveness of monitoring and evaluation of constituency development fund projects in Kenya. The objective of the study was to establish the factors affecting monitoring and evaluation on the projects with reference to technical capacity, political influence, stakeholders' participation, and budgetary allocation of Constituency Development Fund (CDF) projects in Kenya.

Monitoring practices in government owned entities play critical roles in the national development effort. First, government-owned entities are important in promoting or accelerating economic growth and development. They are essential to building capability and technical capacity of states in facilitating and/or promoting national

development. Third, they are necessaryinstruments in improving the delivery of public services, including meeting the basic needs of citizens. Fourth, they have been variously applied to the creation of real and widespread employment opportunities in various jurisdictions, and lastly the state corporations are useful for targeted and judicious building of international partnerships. They, therefore, play a major role in enabling the social and economic transformation of the country economies in which they operate through various projects under them (RoK, 2011).

1.1.3 State Corporations in Kenya

State corporation is a government owned corporation, state owned company, state owned entity, state enterprise, publicly owned corporation, government business enterprise, and commercial government agency and parastatal is a legal entity created by a government in correcting market failure, health, redistributing, income or developed marginal areas. Their legal status varies from being a part of government into companies with a state as a regular stock holder. There is no standard definition of a government owned corporation (GOC) or state-owned enterprise (SOE), although the two terms can be used interchangeably for various reasons including. The majority of key parastatals that exists today was established in the 1960's and 1970's. By 1955, there were 240 Parastatals in Kenya.

The State corporations in Kenya are regarded as the agencies that have a great potential to facilitate growth (Njiru, 2008). In Kenya, most State-corporations were first established during the colonial era where majority were in Agricultural sector which predominate the country's economy since independence. As at 2007 the Ministry of Agriculture accounted 24.2% of the Gross Domestic Product (RoK, 2011). The formation of State-Corporations was driven by a national desire to accelerate socio-economic development, need to redress regional economic imbalance, citizen's participation in economy and promoting indigenous entrepreneurship through good governance.

Recently there are numbers of State-corporation which have been a burden on the exchequer over decades due to dismal performance, while many others have been operating below their potential (RoK,2011). Against the background of economic

growth that started from an all-time low of 0.3% GDP in 2001, Kenya has been experiencing positive growth rate that is still not good enough especially with its ambitious Vision 2030. At its current economic growth there is still need for boosted strategies to achieve sustained growth of 10%.

However, State Corporations in Kenya have been experiencing myriad of problems, including impunity and poor corporate governance, weak supervisory mechanism, financial structure and management and abuse of office (Petiffor, 2001). This is a clear manifestation of governance problems which require a critical examination of effective monitoring practices approach in practice. According to Kenya National Bureau of Statistics paper (2012), monitoring practices was one of the medium-term objectives which were to be implemented in all state corporations projects, but the process has been very slow due to significant changes that have evolved on project management practices despite lack of a legislative framework to guide it.

Due to that an inclusive monitoring practices policy process has been catalysed, resulting in the country's monitoring policy document, approved by cabinet in February 2006 (Republic of Kenya, 2006). According to Chesos (2010) ineffective monitoring practices has generated a lot of interest due to its ability in improving efficiency and transparency, thereby reducing the cost of operation within and between business parties. According to (Kim et al, 2008), only 33% of firms in Kenyan private sector have implemented monitoring practices to improve services. It would therefore be of importance to identify the underlying factors impeding private and public sector in Kenya from integrating their monitoring practices.

As the East African Community (EAC) member states the element of having legislative structures that will monitor and allow an effective monitoring practices implementation of the systems is still an impediment to promote transparency and ensure efficiency in project management practices. Kimaiyo (2012) narrates that the Kenya state corporation has evolved from the acute system, with no regulations to an orderly legally regulated monitoring practices system currently in use.

However, many times monitoring practices are complicated with disputable mechanism relating to projects accountability, procedures unfairness, and lack of

transparency. According to presidential task force on parastatals reforms report of 2013, all entities previously known as state corporations shall henceforth been known as Government Owned Entities (GEOs), clustered into five broad classifications: state corporations; State Agencies (executive agencies, in depended regulatory agencies, research institutions, public universities, tertiary education and training providers) (RoK, 2013).

1.1.4 Monitoring System

Monitoring can be characterized as the continuous procedure by which partners get standard criticism on the advance being made towards accomplishing their objectives and targets while assessment is a thorough and autonomous evaluation of either finished or progressing exercises to decide the degree to which they are accomplishing expressed goals and adding to basic leadership (UNDP, 2009). Observing and assessment is led for a few purposes in particular to realize what works and does not; to settle on educated choices with respect to program operations and administration conveyance in view of target information; to guarantee viable and productive utilization of assets; to track advance of projects; to evaluate degree the program is having its coveted effect; to make straightforwardness and encourage open trust; to comprehend support and address giver issues; and to make institutional memory.

As indicated by UNDP (2009), observing narrows down on the execution procedure and asks the key inquiry how well is the program being actualized while assessment investigations the usage procedure. Assessment measures how well program exercises have met goals, looks at degree to which results can be credited to extend destinations and portrays quality and viability of program by reporting sway on members and group. Observing produces intermittent reports all through the program cycle, concentrates on extend yields for checking advancement and making proper International Journal of Innovative Development and Policy Studies adjustments, features regions for development for staff and tracks budgetary expenses against spending plan (UNDP, 2009).

Monitoring and Evaluation system or framework is the essential archive to direct the plan of the observing framework as far as the point by point assignments and assets that should be controlled all together for the venture to accomplish now is the ideal time, cost, and execution objectives. Samuel et al. (2001) characterize checking and assessment framework as an activity arrange for that recognizes what is being done, when, and the arranged level of asset use for each assignment and sub errand in the venture. Setting up monitoring and evaluation system is an important management tool because it helps in providing insights in achievement and lessons learned on what works and what does not.

The main elements of an M&E system, according to VNG international are: logical framework, instructions for data collection, timeframes and frequency of data collection, Reporting system as well as the responsible persons for data collection. The normal mistakes in setting up checking frameworks are observing simple measures rather than significant measures, checking action set up of results, observing contributions as surrogates for yields, and checking measures that don't change starting with one period then onto the next. Ideally, an M&E system should be designed to meet specific needs, yet these will vary according to the nature and aims of the work. The system itself can then be monitored and evaluated to see whether it is meeting its objectives and can be adjusted if necessary (Gosling, 2003).

Perhaps the most important requirement and must satisfy is credibility and usefulness (Wholey et al. 2010). Fundamentally it must address: it's identity for and why; what questions it needs to answer and which markers will help answer the inquiries; what data ought to be assembled; how the data ought to be gathered and investigated; how the outcomes ought to be displayed and utilized and hierarchical issues: who does what, the amount it will cost (Gosling, 2003). Analysis of the steps taken to designing an M&E system have been presented by various authors Kusek & Rist (2004), Gebremedhin, Getachew & Amha, (2010), Hatry 1999 & Poister 2003 in Wholey et al (2010) and they hold common points.

Consistent in their arguments is the need to design a results-based M&E system which is ‘fit for purpose’ i.e. useful and credible. This capacitates managers to use

the system thereby adding value (Wholey et al. 2010). Kusek & Rist (2004) identified six essential components in ensuring the sustainability and relevance of a results-based M&E system. These are demand for information, clear roles and responsibilities, trustworthy and credible information must be produced by the system, accountability and transparency, organizational capacity and appropriate incentives. The components of an M&E system and how the components function in making an effective system are discussed below.

The Monitoring and Evaluation system as a component of M&E is the interaction of stakeholders and processes that allows the monitoring and evaluation of a specific programme (Measure Evaluation, 2006). Identification of components of an M&E system and the mechanism of collaboration between components is fundamental in designing a relevant and reliable system. The components alone do not constitute a system but the interaction among the components, which enables the system to achieve the purpose for which it is designed (De Savigny & Adam, 2009; Biesma et al. 2009).

The components of results-based M&E system from various authors appear similar in broad terms. For instance, the UNDP (2002) focuses on outcome monitoring and outcome evaluation, components of which are projects, programmes, partnerships, soft assistance -policy advice, policy dialogue, and advocacy and implementation strategies. Components of outcome evaluation include progress towards outcome, factors contributing to the outcome (substantive influences) and partnerships. Lopez-Acevedo & Mackay (2012) and Gosling (2003) identified similar the components as goals, outcomes, and outputs; defining targets and setting performance indicators; the importance of institutional arrangements and procedures for consultation and political validation and the role of indicators in linking funding to results.

The components as shown in Table 2.1 somehow encompass components identified by various authors and in the context of the current study; the three categories of the components will be the guide. The components in the first subcategory emphasize the importance of having skilled personnel. Secondly, effective leadership and clear roles and responsibilities to execute M&E functions efficiently are important.

Advocacy and communication are the third most critical aspect highlighting that each role player understands his/her function in making M&E system work within an organization (Gorgens 2009; Wulczyn et al. 2010).

Table 2.1: The 12 Components of a functional M&E system categorized into three groups (Gorgens and Kusek, 2009:7-9)

Components relating to "people, partnerships and planning"	1. Structure and organizational alignment for M&E 2. Systems 3. Human capacity for M&E systems 4. M&E partnerships 5. M&E plans 6. M&E work plans with cost and 7. Advocacy, communication, and culture for M&E systems
Components relating to "collecting, capturing and verifying data"	8. Routine monitoring, 9. Periodic surveys, 10. Databases useful to M&E systems, 11. Supportive supervision and data auditing and 12. Evaluation and research 13. Data collecting tools
Final component about "using data for decision making"	14. Using information to improve results

Another important component is information management, which ensures the production, analysis, dissemination and use of reliable and timely information in an integrated and coordinated manner. Information management likewise decides the arrangement of information gathering, regardless of whether it is electronic or manual (De Savigny and Adam, 2009). Gorgens and Kusek (2009) describe the second subgroup in table 2.1 as placing the importance on collection, capturing and verifying the data.

Development of relevant and useful indicators is required to make data collection work. Monitoring and Evaluation system or venture execution empowers the enhanced administration of the outputs and results while empowering the allotment of exertion and assets toward the path where it will have the best effect. M&E can assume an essential part in keeping ventures on track, make the reason for institutional learning and make a confirmation base for present and future undertakings through the methodical gathering and examination of data on the execution of a venture (IFC, 2008).

Nash et al. (2009) adds that meaningful quality Indicators as a component must not only be numerical but must also capture contextual information about facilities and communities that have relevance across different the geographical spread of , such as disease burden in the community so as to determine what complementary services are available at community. The components of a Monitoring and Evaluation framework or system are mainly determined by its purpose and people are central to a functioning M&E system influencing all other components (De Savigny & Adam, (2009), Wulczyn et al. (2010:24). Governance and leadership provides an effective oversight (De Savigny & Adam 2009).

1.2 Statement of the problem

In Kenya, state corporations are useful engine of economic growth and recovery through provision of public services (Njiru, 2008). However, poor service delivery - due to corruption, fraud, nepotism and gross mismanagement- in state corporations has increased the country's cost of production there by adversely affecting Kenya's external competitiveness and leading to loss of jobs and of economic opportunities (RoK, 2005).

On international scenes the global economy recorded a growth of 5.1% in 2006 compared to 4.5% (World Bank, 2003). Kenya state corporations accounted for 20% of the country's Gross Domestic Product (GDP), provided employment opportunities to about 300,000 people in the formal sector and 3.7 million persons in the informal sectors of the economy (GOK, 2004). Currently 31% of Kenya state corporation's

projects have already set their monitoring practices, while 69% there are still struggling in setting up their monitoring practices (RoK, 2011).

Several studies agree that monitoring practices is a factor to project performance (Prabhakar, 2008; Ika et' al, 2012; Chin, 2012; Yusuf et' al, 2015). However, monitoring practices of projects in Kenya state corporations are weak due to poor practices embraced (KNBS, 2012). Hyvai (2006) found out that over 60% of substantive projects fail to meet targeted goals due to ineffective monitoring practices. This leads to project being delivered over budget, behind schedule and time frame thus affecting quality and projects performance (Ike, Diallo & Thuillier, 2012).

According to Chesos (2010) and Mamer (2010) most organizations lack effective monitoring practicesdue to misuse of resources, poor planning, conflict of interest and poor communication in meeting obligatory requirements; hence failing to deliver results that don't meet stakeholders needs despite monitoring practices being in place. However, none of the studies has addressed specific link between monitoring practices on project performance from a Kenya's perspective.This clearly depicts a need to bridge the knowledge and practices gap in monitoring practices in the Kenya context. It is with this in mind that the study seeks to establish how monitoring practices influences performance of projects in Kenya State Corporations.

1.3 Research Objectives

1.3.1 General Objectives

The main objective of this study is to investigate the influence of monitoring practices on performance of projects in Kenya State Corporations

1.3.2 Specific objectives

i. To investigate the influence of monitoring planning on performance of project in Kenya State Corporations
ii. To examine the influence of monitoring tools on performance of project in Kenya State Corporations

iii. To investigate the influence of monitoring techniques on project performance in Kenya state corporations.
iv. To examine the influence of adoption of monitoring practices on project performance in Kenya state corporations.

1.4 Research Hypothesis

i. **Ha1** Monitoring planning significantly influences project performance.
ii. **Ha2** Monitoring tools significantly influences project performance.
iii. **Ha3** Monitoring techniques significantly influences project performance.
iv. **Ha4** Adoption of Monitoring Practices significantly influences project performance.
v. **Ha5** Monitoring Practices significantly influences project performance.

1.5 Justification of the Study

This study is of significance and interest to public sectors, state corporations, private sectors, academicians & researchers, policy makers and both project internal and external stakeholders depending on their interest and influence on the project as follows:

1.5.1 Public sector

Public sector organizations use monitoring practices for efficient service delivery and also to achieve profits such as increased efficiency and cost savings (faster and cheaper) in government projects and improved transparency (to reduce corruption) in their services delivery. Effective Monitoring Practices support projects and programmes implementation with accurate, evidence-based reporting that informs public sectors management and decision-making to guide and improve their performance.

1.5.2 State corporations

State corporations might use the findings from the study to improving their performance in their projects and programmes and in contract management and

resource planning. As well as to uphold accountability and compliance by demonstrating whether or not our work has been carried out as agreed and in compliance with established standards and with any other stakeholder requirements. Hence promoting and celebrate project/program work by highlighting accomplishments and achievements, building morale and contributing to resource mobilization.

1.5.3 Academicians and researchers

Increasingly, academics are positing the view that user perceptions of Project appear to play a significant role in influencing levels of compliance (Croom, 2005)). In this regard further insights in this issue are of great importance to scholars in project management generally. As well as contribute to organizational learning and knowledge sharing by reflecting upon and sharing experiences and lessons within state corporations. To academic fraternity, the study will enable them understand monitoring dimensions and open up opportunities for further research in monitoring field and contribute to the body of knowledge through diversity ideas to narrow the research gap in the area of monitoring.

1.5.4 Stakeholders

The project management internal and external stakeholders might use the research findings to evaluate the managerial strategies and the extent to which they affect Project process in advent of improving its performance as well as strategic management in provision of information to inform setting and adjustment of objectives and strategies according to their interest, influence and impact to the project.

1.5.5 Administration

This study will help state corporations administrations in understanding the implication of monitoring on their performance; through a better understanding of the Monitoring practices and how to improve them to meet the expectations of their stakeholders, as well as to provide a framework for sound decision making as far as

projects performance within the required legal and ethical frameworks.

1.5.6 Policy Makers

Despite many guidelines and policies to guide projects, there are still monitoring practices issues arising in State Corporation. Many programs and actions have been taken by government, professional associations and non-governmental organizations to overcome monitoring failures in their systems but still not sufficient. This research will study various monitoring practices and how they influence state corporations projects functions. The findings of the study will help policy makers and oversight authorities to formulate effective monitoring practices that will ensure state corporation projects processes are transparent, efficient, fairness and accountable among stakeholders involved, by building the capacity, self-reliance and confidence stakeholders, especially beneficiaries and implementing

1.6 Scope of the Study

The study was concerned with examining monitoring practices on projects performance in Kenya state corporations, focussing on one hundred and eighty-seven state corporations countrywide classified by presidential task force on parastatals reforms of October 2013, that states corporations with strategic functions, state agencies (executive agencies), state agencies (independent regulatory agencies) and state agencies (research institutions, public universities, tertiary education and training institutions) (RoK, 2013) involving project management departments, procurement, Human resource, Finance, Operation and ICT departments and the staffs affected directly and indirectly with projects activities.

State corporations was selected because they play a major role in the development of the country through provision of public services and have become a strong entity in Kenya and very useful engines in promoting development through meeting both commercial and social goals despite of myriad projects problems including Inefficiency and ineptness of overall best monitoring practices in project performance resulting to nepotism, corruption and conflict of interest on its stakeholders while carrying out their duties leading to state corporations projects

mismanagement due to lax oversight and fiduciary control procedures in their monitoring practices. The study covered all state corporations in Kenya with project management functions for the past 17 years from the year 2000 to the year 2017; and was conducted during 2015/2016 and 2016/2017 academic years using a descriptive research design.

1.7 Limitation of the Study

The organizations confidentiality policy restricted most of the respondents from answering some questionnaires since it was considered to be against the organization confidentiality policy to expose the organization confidential matters. The suspicion normally associated with any kind of a research study. This was solved by assuring the respondent of utmost confidentiality and disclosing the academic purpose and intention of the study. Other challenges included some of the respondents not filling or completing the questionnaire or some issues being misunderstood, inadequate responses to questions and unexpected occurrences like respondents proceeding on leave before completing the questionnaire. This was mitigated through constant reminder to the respondents during the period they were having the questionnaire, through presenting an introduction letter obtained from the university and also a research permit from the national council of research science and technology (NACOST) to the organization management and this helped to avoid suspicion and enable the organization management to disclose much of the information sought by the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The objective of this chapter is to gain considerable insight into earlier literature and comprehend the theories that underlie this study. It outlines the theoretical review, conceptual framework, and influence on monitoring practices on project performance, empirical review, and critique of the existing literature relevant to the study, research gap and summary.

2.2 Theoretical review

According to Kneller (1964), a hypothesis can be regularizing (or prescriptive), which means a proposition about what should be. It gives "objectives, standards, and models" (Dolhenty, 2010). Hypothesis can likewise be a collection of information, which might be related with specific logical models. To estimate is to build up this collection of information (Thomas, 2007). Dorin et al (1990) argue that theoryprovides a general explanation for observations over time. It attempts to explain and predict behavior based on observations, and conclusions are basing on data that is systematically collected, analyzed and interpreted. These definitions imply that theories are based on findings and observations that have stood the test of time and conditions and thus beyond all doubt.

This notwithstanding, a theory may be modified depending on new observations. Kirkpatrick (2001) links the theories of monitoring to different learning theories arguing that the goal of monitoring is learning. This study will look at the theories that are relevant to monitoring on performance and these theories include; complexity theory by Stuart Kauffman, the Arnstein's ladder stakeholders participation theory authored by Woodard (1958), the theory of change and the theory of constraints by Eliyau Goldratt.

2.2.1 Complexity Theory

One of the main advocates of many-sided quality hypothesis is Stuart Kauffman in the 1950's. An intricate framework is characterized by Thompson (1967) as one in which numerous autonomous specialists collaborate with other in different (now and again unbounded) ways. Simon (1969) depicts an unpredictable framework as one of the huge number of parts which can communicate in a non-basic manner. Arthur, Durlauf and Lane (1997) express that fundamental start of intricacy hypothesis is that there is a shrouded request to the conduct (and development) of complex frameworks, regardless of whether that framework is a national economy, a biological community, an association, or a creation line.

Later analysts construct their definitions in light of this one and promoted by including ideas, for example, non-linearity (Richardson & Cilliers, 2001). It is obvious that the administration of ventures happens in a mind-boggling condition. The use of unpredictability hypothesis can empower the efficient thought of the conditions that offer ascent to such multifaceted nature (Baccarin, 1996). As indicated by Lucas (2000), multifaceted nature can be connected more with the bury association structures that connection different protests and not simply the items. He likewise contends that other ventures, specifically, can include a critical number of gatherings and heap interconnections creating multifaceted nature with defined qualities (Lucas, 2000).

Understanding the multifaceted nature hypothesis from a socio-authoritative point of view and how these influences the execution can add to the plan of more proficient venture conveyance frameworks. Specifically, it should empower extend directors to react with the fundamental activities and enhance the setting up of tasks, the administration style received and the basic leadership process. The attributes specifically applicable have been mapped onto extend conditions (Antoniadis, Edum-Fotwe& Thorpe, 2006). From an administration viewpoint, unpredictability hypothesis gives a fairly extraordinary view, and it is grabbing steam in the field of administration science particularly that of venture administration.

Casing (2002) states that Project Management has worked in an administration situation of confusion and multifaceted nature for decades.Janice and Mengel (2008) then again concur that the part of many-sided quality, tumult, and instability inside our tasks and venture condition is picking up acknowledgment both in research and practice. The greater part of the examinations have been completed on the specialized agree with little consideration paid to the socio-authoritative parts of complex interconnections and their belongings while choosing an administration style or colleagues and organizing the venture group (Williams, 1999).

The connection amongst execution and unpredictability affirms the non-linearity of venture administration, particularly with respect to socio-authoritative issues, and can be extrapolated to issues of frameworks checking. If the characteristics of complexity are known, it is feasible to establish a means to manage its effects and to this end, a framework was developed and validated by project management practitioners. This will measure the level of monitoring planning implementation of the respective process against each complexity characteristic measurement indicators and by providing a set of actions enables Project Managers and Team Leaders to manage the effects of complex interconnections through project management processes (Perrow, 1967).

2.2.2 Theory of Change

The theory popularized by Carol Weiss in 1995, conjectures that a key motivation behind why complex projects are so hard to assess is that the presumptions that rouse them are ineffectively enunciated. Hypothesis of Change clarifies the procedure of progress by sketching out causal linkages in an activity, i.e., its shorter-term, middle of the road, and longer-term results. The distinguished changes are mapped as the "outcomes pathway" demonstrating every result in intelligent relationship to all the others, and additionally sequential stream.

Monitoring is concerned with assessing how change occurs within the components of the project and the surrounding environment, which was considered as a result of the interventions from the project. A theory of change is a model that explains how an intervention is expected to lead to intended or observed impacts and utility. Often

referred to as the program theory, results chain, program logic model or attribution logic (TOC origins 2015), the theory of change illustrates the series of assumptions and links identifying the presumed relationships and has great relevance to planning and coordination as well as research and surveillance.

Using the theory of change the M&E practices can be regarded as inputs whose outcome will be visible in more effective M&E system. The theory of change can indicate which aspects of implementation need to be checked for quality, to help distinguish between implementation failure and theory failure. It also provides a basis for identifying where along the impact pathway (or causal chain) an intervention may stop working. This type of information is essential to draw a causal link between any documented outcomes or impacts and the intervention. It is also essential to explain and interpret the meaning and implications of impact evaluation findings.

Further, if a participatory approach is taken, the development of the theory of change can help all participants think in outcome terms facilitating surveillance. The process can help develop ownership and a common understanding of the program's planning and coordination and what is needed for it to be effective (Ika, 2009). Theory of Change is integrated into the cycle project planning, monitoring, and monitoring or applied at different points. These include the pre-planning stages of scoping and strategic analysis, design and planning, and throughout implementation.

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

It is important that due diligence in a project set up is adhered to regarding carrying out of M&E practices, whether in planning and coordination , capacity building, data

demand and use or even in research and surveillance and that this should be done ethically with a view of mitigating likely adversity that may accrue if is omitted. Further M&E reports should meet the requisite ethical standards to be accommodated. The theory of social change and it advocated for combining theory and action to create social change through the requisite capacity building initiatives as well as engagement in appropriate planning and coordination. It aims at addressing the issue of how development projects did not lead to sustainable changes and this is particularly relevant to the agriculture sector because of failure to meet targets a likely pointer to capacity inadequacy, poor planning and accountability and low incomes derived from the production units (Campbell, 2014).

As to why economic growth should lead to rich nations getting richer is an issue that requires to be addressed and raises ethical questions since implementation of projects is supposed to be an empowering process and M&E application should be able to identify loopholes in existence. Involvement of communities in community projects is not an arbitrary occurrence but is anchored on anticipated gains for the target communities. In Kenya currently there has been a propensity to involve target groups in project work right from initiation, formulation, implementation, M&E up to project closure. This approach is in stark contrast to what was hitherto practiced before 1980s when the government was solely responsible for initiating and implementing development to the people the unlike the position taken by leading social change theorists such as Paulo (1973) who advocated that it was necessary to empower people to participate in their own development.

Further Frere work "pedagogy of the oppressed" provided a basis for discussion on empowerment. Zimmerman *et al* (1993) also highlighted the need for interventions to facilitate empowerment such interventions would entail capacity development, involvement in planning and coordination as well as an active role in matters surveillance. The focus of empowerment Zimmerman *et al* (1993) observed is an understanding and a strengthening process through which individual take charge of their lives. This empowerment should facilitate the individual's involvement in M&E during the lifetime of the project.

The nature of interaction involving M&E official and farmers should be cordial and empowering, likewise the relationship between junior and senior officials in the ministry of agriculture should have positive results and all this be carried out cognizant of ethics in M&E. The social change theory as opposed to advocating for bottom up approach should have advocated for a mixed mode since a bottom up approach might be lead to conflict and inadequate appreciation of complex issues particularly by those at the grassroots. Passia (2001) contended that M&E system should be seen as something that helps a project or organizations know when plans are not working and when circumstances have changed giving management the requisite information it needs to make decisions about the project, organization or about changes that are necessary to strategy or planning.

Chaplowe (2008) stated that M&E system provides effective operations, meet internal and external reporting requirements of uniform future programming and further noted there is not a single recognized industry standard for, assessing the quality of M&E system. A big number in the field of international development, argue that Freire's conceptualization of use of communities through mobilization as a strategy for radical social change has been used by neo-liberal development agencies as a means for extending their control in setting of targets (Cooke & Kothari, 2001).

Critics suggest Freire's ideas have been used to frame the agendas of powerful international development agencies rather than communities (Campbell, 2014). As the theory of change process enhances the understanding of stakes and stakeholders, this will assist in thinking through the utilization of the M&E data and lessons and increase the consequence awareness. Monitoring involves tracking progress against plans, milestones and expected results while theory of change takes a broader perspective looking at the problem the project is addressing, its wider context and changes in the relationships between the process indicators and outcomes that are unintended to prove if they are valid, revisiting the assumptions that have been made at the beginning during project implementation is importance.

Theory of change is helpful to not only measure outcomes but also to understand the role of your project and other factors in contributing to outcomes. The main objective of this theory is checking if project monitoring techniques is contributing to the

intended change in line with the underlying theory of change and if the theory of change needs to be revised in order to align by organizational techniques to achieve its performance (Hinchcliffe *et al.*, 1996).

2.2.3 Utilitarian Theory

The greater good in line with the utilitarian theory should suffice. In the Anglo Saxon world, the philosophies of utilitarianism has been one of the most commonly accepted theories It' genesis is linked to the names of the British philosophers and economists Jeremy (1748-1832) and John (1806-1873) and has been influential in modern economics in general, it's basic principle can be defined as follows, an action is right if it results in greater amount of good for the greatest number of people affected by its action although this raises ethical issues. According to Crane and Matten (2007).

Utilitarianism puts at the centre of its decision a variable which is very commonly used in economics as a parameter which measures the value of actions: utility. In analysing two possible actions in a single business decision, a certain utility can be assigned to each consequence and each person involved, and the action with the highest aggregate utility can be determined to be correct though not always ethical. In M&E an analysis of costs and benefits is important since it enhances us to understand the viability of a project and enhances surveillance and this is also very relevant when it comes to data demand and use particularly making sure data collection is relevant sound and cost effective Wholey et al (2010).

The terms of reference should be clear so that boundaries and decisions are less open to misinterpretation and challenges associated with ethical decision making and in value of actions is duly considered. Contractual agreement should be detailed with clearly defined procedures for benefits to be fully realized; this can be helpful if disagreements arise. (Kusek and Rist, 2004). Further Monitoring tools should meet the requisite standards to be accommodated for use through better practices embraced and making it to be factual.

2.2.4 Theory of Constraints

The theory of constraints (TOC) can be used to demonstrate how managers can effectively manage organizations based on the assumption of system thinking and constraint management (Kohli & Gupta, 2010) . TOC-based management philosophy focuses on change at three levels; mind-set of the organization, measures that drive the organization, and methods employed within the organization (Gupta & Boyd, 2008). Needs and constraints in a multi-party working situation which is necessary for construction projects bring complications in project management (Lau & Kong, 2006) and therefore for effective project management, constraints have to be managed.

According Jacob and McClelland (2001), most projects are difficult to manage because they involve uncertainty, and involve three different and opposing commitments i.e. due date, budget, and content. Triple constraints criteria (time, scope and cost) in project management have been accepted as a measure of project success. Venture supervisors see triple limitations as key to a venture's prerequisites and achievement. Streamlining these three elements learn extend quality and auspicious finish. Every one of the three limitations of tasks scope (a measure of value), cost and time have their individual impacts on ventures' execution yet since these components have some relationship, one imperative bears an impact on the other two, in the long run influencing ventures expectations to a more prominent degree (Hamid et al, 2012).

This study is based on the triple constraint theory where most of adopted monitoring practices from organizational perspectives may work well or fail hence leading to delays if this theory is not well embraced. Delays in project completion are a common problem in the construction industry not only with an immeasurable cost to society but also with debilitating effects on the contracting parties (Ondari & Gekara, 2013). Other factors which measure project performance include cost and quality requirements (Nwachukwu & Emoh, 2011).

2.2.5 Social Change Theory

The social change theory is associated with among others Julius Nye ere and Paulo Freire a Brazilian scholar. Most development practitioners are influenced by the work of Paulo (1973), that was developed in the context of his work with communities battling against poverty and social inequalities (Frere, 1992). For Freire, Community Mobilization involves the processes of dialogue and critical thinking by marginalized people (Vaughan, 2010), facilitated by an external change agent, and generating a reflection– action cycle that 'empowers' vulnerable communities through interventions such as projects (Rifkin and Primrose, 2001).

Small-scale local activism swells over time, coalescing into larger scale groups with shared identities, goals and strategies that ultimately serve as agents of change, with the capacity of transforming society. In practice the social change theory, aims at enhancing empowerment through participation of vulnerable groups enhancing prudent planning and coordination, surveillance and capacity building as opposed to the top down approach, previously practiced in implementation of project, something that negatively affected project sustainability. It is important that due diligence in a project set up is adhered to regarding carrying out of M&E practices, whether in planning and coordination , capacity building, data demand and use or even in research and surveillance and that this should be done ethically with a view of mitigating likely adversity that may accrue if is omitted.

Further M&E reports should meet the requisite ethical standards to be accommodated. The theory of social change and it advocated for combining theory and action to create social change through the requisite capacity building initiatives as well as engagement in appropriate planning and coordination. It aims at addressing the issue of how development projects did not lead to sustainable changes and this is particularly relevant to the agriculture sector because of failure to meet targets a likely pointer to capacity inadequacy, poor planning and accountability and low incomes derived from the production units. As to why economic growth should lead to rich nations getting richer is an issue that requires to be addressed and raises

ethical questions since implementation of projects is supposed to be an empowering process and M&E application should be able to identify loopholes in existence.

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2.3 The Conceptual Framework

A conceptual framework is a theorized display recognizing the model under investigation and the connections between the needy variable and the autonomous factors (Mugenda & Mugenda, 2006). At the point when unmistakably verbalized, a theoretical system has potential convenience as an instrument to platform inquire about and, consequently, to help an examination to make importance of resulting discoveries (Smyth, 2002). Such a structure ought to be expected as a beginning stage for reflection about the examination and its setting as an instrument intended to help an investigation to create mindfulness and comprehension of the circumstance under investigation; by comprising of Independent and Dependent factors. As per Kothari (2003), a variable is an idea, which can go up against characteristics of quantitative values.

A response variable is the outcome variable that is being predicted and whose variety is the thing that the examination tries to clarify. The explanatory factors, otherwise called the indicator or logical factors will be factors that clarify variety in the dependent variable (Alison, 2006).The conceptual framework of this study bases on four independent factors and one dependent variable as spoke to diagrammatically in Figure 2.1. The Study utilized a conceptual framework to answer the study research questions. As per the study, project performance is conceptualized as being subject to monitoring exercises planning, instruments, strategies and its receptions.

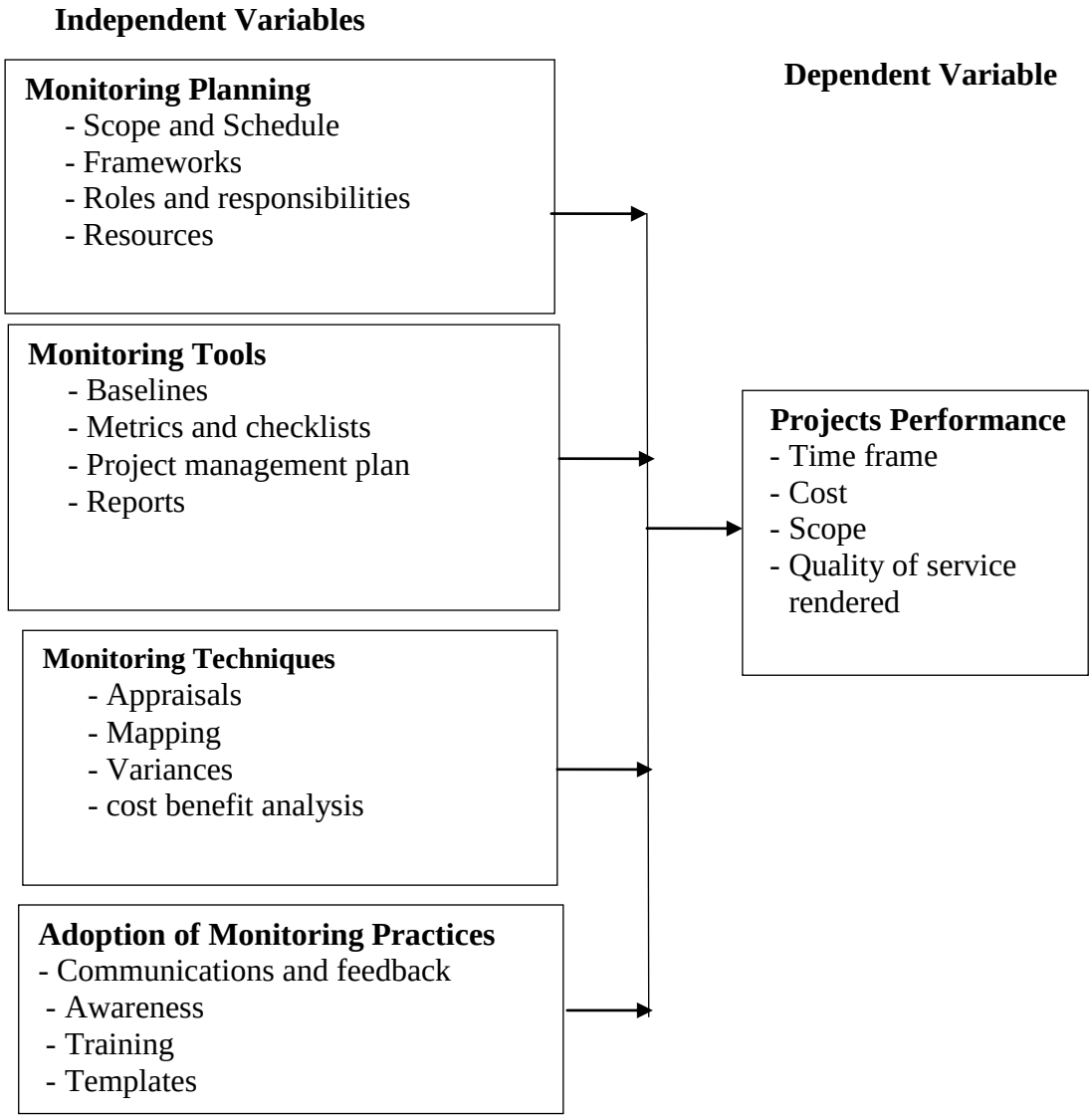

Figure 2.1: Conceptual Framework

2.4 Variables Review

2.4.1 Monitoring Planning

Monitoring planning is recognized as one of the key apparatuses that partners use to guarantee that undertakings are effective (Naoum, Fong and Walker, 2004; Ling and Chan, 2002; Thomas, Macken, Chung and Kim, 2002; Naoum 1991). In particular investigations Faniran, Love and Smith (2000) depicted monitoring planning as the precise course of action of venture assets in the most ideal route in order to accomplish extend targets. As indicated by Faniran et al. (2000), extend achievement is measured as far as the accomplishment of venture goals.

Naoum et al. (2004) express that observing arranging is the way toward deciding proper procedures for the accomplishment of predefined extend goals and it grouped into preconstruction and development arranging. Preconstruction arranging is likewise alluded to as pre-contract arranging which is the arranging done amid the origination, outline and offering phases of a venture. Development anticipating the other hand alludes to contract arranging which depicts the arranging done amid the development of a venture (Faniran et al., 1998). All around, key or strategic planning has been identified with association changes in the earth (Pearce & Robison, 2012).

For any association, system helps in incorporating the long haul designs and guaranteeing that there is agreement between the vision, mission, targets, centre esteems, exercises and its condition. As indicated by Thompson and Strickland (2012), methodology plan and usage are centre administration capacities. The created procedure might be great yet in the event that its usage is poor, the planned key destinations may not be accomplished. To guarantee survival and achievement, an association does not just need to figure methodologies that try to always keep up a match between the association and its condition yet in addition must guarantee proper execution of methodology at all levels.

A strategic plan is an arrangement of procedures attempted so as to build up a scope of methodologies that will add to accomplishing the authoritative heading (Srivastava and Teo, 2012). This accordingly calls for detailing of a sound record

which will manage the endeavours of the considerable number of partners, plot what the association is attempting to accomplish and how it plans to accomplish it. Techniques can be planned in three levels that is; corporate, business and practical level. In a school circumstance, the long-haul choices and systems are made by the Board of Governors in conference with the school Principal. Heads of divisions settle on choices on business level procedures, offer initiative and assume a key part in detailing of key designs in their organizations.

Guardians and instructors being key partners display their interests through the Parents Teachers Association. Likewise, they are extremely basic in vital usage. Before methodology definition is done, the administration must dissect the earth utilizing instruments, for example, SWOT investigation, PESTEL examination, Porters five powers show, contender examination, client examination and whole investigation among others (Aldehayyat, Al Khattab & Anchor, 2011). A venture will be considered absolutely effective on the off chance that it gets finished on time, inside spending plan and performs precisely to the architect's determinations. Be that as it may, this is a difficult request and many activities would not meet these prerequisites (Kikwasi, 2012).

Project execution changes among different choices. In all the usage choices, different variables will play out to decide whether the venture will be executed effectively. It is however settled that financial specialists have an enthusiasm for extend being finished on time and as indicated by the financial plan and that it will meet quality desires. However, in maintenance project, Gwayo et al. (2014) noted, there is a growing concern regarding the reasons why the requisite objectives are not achieved as per the projects' client's expectation.

Muchung'u (2012) lamented that, some projects take as many as 3 years before they are completed; a scenario that is usually accompanied by huge cost overruns. Project execution are interested in a wide range of outer impact, sudden occasions, consistently developing prerequisites, changing limitations and fluctuating asset streams. This obviously demonstrates if ventures are connected and steps are not taken keeping in mind the end goal to oversee them adequately and effectively, the

possibility of disappointment is high. The foregoing has resulted in evitable cost overruns, time overrun, idling resources, and also inconveniences to the targeted beneficiaries of such projects (Kikwasi, 2012). This is so due to the fact that, incomplete and/or unsuccessfully completed construction projects effect service delivery.

Projects which have stalled or are unsuccessfully completed will negatively affect beneficiaries. Strategic planning exercises improve worker performance and the capacity of agencies to accomplish their central goal. Incorporating the utilization of faculty hones into the key arranging process empowers an association to better accomplish its objectives and goals. Execution picks up from the dissemination of mechanical advancements are likewise joined into both open and private segment associations (Kochhar, 2011). Antikainen (2014) declares that execution is a key factor determining the association limit with respect to advance in the opposition field.

Execution change gives a chance to associations to add to the associations' benefits by means of enhancing the creation forms, instead of simply looking for the lessening or oversight of costs (Ramirez & Nembhard, 2014). In the words of Crawford and Bryce (2003), M&E planning and coordination enhances understanding of how project attainment will be measured and observe how the management is functioning. It also enables detection of any problems early and enhances improvement in carrying out M&E activities. Planning should indicate what verifiable indicators will be measured and what will be the means of verification and who is responsible for collecting information.

Kerzner, (1998) noticed that projects neglect to convey the particulars in light of the fact that the venture director sets up an arrangement of headings with lacking subtle elements to tell the venture group what must be done; when it must be done and what assets to use so as to create the expectations of the venture effectively. As indicated by UNDP Evaluation site (2011), there are a wide range of variables that impact the accomplishment of procedure M&E in group based tasks incorporating frameworks or instruments set up for co-appointment and control. These factors need to be

identified and dealt with to ensure efficiency and effectiveness in M&E of the community based projects as recommended by John & Khilesh., (2008).

Spinner (1981) stated that some organizations do not spend sufficient time and efforts on planning and controlling the project. Further planning should indicate when & how often data will be collected as well who is responsible for compiling &disseminating reports to the organization, the beneficiaries or even the donors as part of coordination Crawford& Bryce,(2003). There are three levels of monitoring planning, specifically: the end-client level of planning where planning centres for the most part around the utilitarian attributes of the venture and the finished result, the second level is the specialized level that spotlights on the specialized determinations of the venture expectations that are expected to help the practical necessities, and the last level is the venture administration level which concentrates on arranging the exercises and procedures that should be completed to guarantee that the specialized work continue adequately (Dvir, Raz & Shenhar, 2003).

These three levels of planning can likewise be alluded to as project origination planning, project design planning and contract planning. From the audit above, it can be comprehended that diverse types of arranging are done in each of the five phases in particular: origination, plan, offering, development and closeout (Dvir et al., 2003). It is additionally brought up by Dvir et al. (2003) that in checking arranging, extend goals are the point of convergence of each exertion and movement and they are essential in arranging since extend plans are gotten from them. Venture goals in checking arranging are first characterized; at that point the techniques to accomplish them are figured and displayed as venture designs and these are utilized as a part of assessing the accomplishment of the targets (Dvir et al., 2003).

Monitoring planning can consequently be viewed as the way toward characterizing venture goals, deciding the system, strategies, methodologies, strategies, targets and due dates to accomplish the destinations and the procedures of conveying them to extend partners. The way toward monitoring planning requires that customers' desires and accessible assets are characterized initially, coordinated to set venture targets, with the goal that accessible choices are distinguished and assessed and the

most proper systems, techniques and strategies to accomplish the destinations are chosen (Puthamont & Charoenngam, 2004).

The last planning process is conveying the goals and the systems, techniques, methodologies, targets/due dates to accomplish them to individuals, gatherings and associations worried about their usage, checking and control. The finished results of monitoring planning are various project designs that speak to characterized systems to accomplish characterized extend destinations (Puthamont & Charoenngam, 2004).The state corporationsmainly use two major frameworks in their monitoring planning: result framework and logical framework (Jaszczolt et al., 2010).

A framework is a fundamental manual for checking as it clarifies how the venture should function by laying the means expected to accomplish the coveted outcomes. A structure, along these lines, expands the comprehension of the project objectives and target by characterizing the connections between factors key to usage, and in addition articulating the interior and outer components that could influence the project's prosperity. A decent monitoring system can help with thoughts through the venture procedures and destinations on whether they are perfect and most suitable to execute.

The monitoring framework should also include details on budgeting and allocation of technical expertise, as well as inform government and project management on its implementation (Guijt et al., 2002). While the logical framework identified internationally, is a matrix thatmakesuse of planning indicators at each stage of the project as well as identifies possible risks. The logical framework hence shows the conceptual foundation on which the project monitoring system is built (Chaplowe, 2008). It also works well with other monitoring planning (Jaszczolt et al., 2010). Monitoring use different instruments and approaches, some of which are either correlative or substitute to each other while others are either wide or limit (World Bank, 2008).

An evaluator, however, may choose to use a combination of methods and sources of information in order to cross-validate data (Nabris, 2002). Monitoring framework instruments incorporate execution markers, intelligent system approach, and

hypothesis based monitoring, set studies, fast evaluation strategies, and participatory techniques, open use following studies, effect monitoring, cost-benefit and cost-adequacy examination. The choice of these instruments, be that as it may, rely upon the data required, partners and the cost included (World Bank, 2012). There are likewise two principal techniques for information accumulation which are customary and less formal strategies (Nabris, 2002). General strategies albeit exorbitant, they have a high level of dependability and legitimacy and incorporate overviews, participatory perceptions, and direct estimations among others. Less consistent techniques which are also rich in data are subjective and instinctive, consequently less exact in conclusion. They incorporate, among others, field visits, and unstructured meetings.

To increase the effectiveness of an Monitoring system, the monitoring plan and design need to be prepared as a constituent part of the project (Nabris, 2002). Monitoring planning vary with type, sector and country of application, (Koffi-Tessio 2002 and Fitzgerald et al., 2009). A successful monitoring system, therefore, should be modified to a specific setting with allowance for flexibility and imagination (Jha et al., 2010). The Kenya government when establishing monitoring planning within its state corporation is it should also consider experiences from other organizations in the world (Briceno, 2010). A well prepared and executed monitoring will contribute to both project outcomes and international standards of doing things (Jha et al., 2010).

According to experience drawn from USAID Turkey monitoring planning , best practices not only include linking monitoring to project strategic plans and work plans, yet in addition concentrating on proficiency and cost viability of tasks, utilizing a participatory way to deal with checking progress, using both universal and nearby ability, spreading comes about broadly, utilizing information from numerous sources, and encouraging the utilization of information for program change (Mathis et al., 2001). Monitoring planning that are set based on ‘acceptable best practices’ aid in making ‘data-based’ decisions as well as provide state corporations with ‘evidence-based’ project results.

Monitoring plan has been seen to be costly to actualize, tedious and required abilities (specific preparing) particularly when Primary information accumulation was required. it was not generally pertinent nor constantly dependable (ACF, 2011).The benefactors have rules on how extend monitoring and evaluation is to be accomplished for instance the ten stages to an outcomes based observing and assessment (World Bank, 2004), Participatory Monitoring, Evaluation, Reflection and Learning for Community-based Adaptation (CARE_PMERL, 2012), Results-situated Monitoring (Europe Aid, 2012), little has been recorded on how these rules have been taken after amid extend usage.

Accessible investigates basically managed in sustenance security mediation models (Lemba, 2009, Nzuma et al, 2010). This was in light of the benefactors rules which request a participatory monitoring and evaluation to convey wanted outcomes to recipients ACF, (2011) and interest for responsibility (IIRR, 2012). Monitoring Plan ought to be straightforwardly engaged with recognizing their own particular need, characterizing the program destinations, executing the exercises and monitoring and evaluating the program? This investment was basic to guarantee that the projects were best adjusted and addressed both the issues and desires of the populace (ACF, 2011).

Getting ready for observing illuminated venture destinations, suspicions, pointers and exercises. Great pointers, for which information could be gathered, broke down and used to settle on choices about the project's bearing, made monitoring and project administration less demanding (ACF, 2011).Support was additionally a strong operational standard, since leaving expected group individuals taking an interest in the venture out of basic leadership expanded the hazard that intercessions would not coordinate individuals' priorities and needs (CARE PMERL, 2012). Participatory strategies gave dynamic association in basic leadership for those with a stake in the project, program, or system and produced a feeling of proprietorship in the M&E results and suggestions (World Bank, 2004).

2.4.2 Monitoring Practices Tools

The fruitful utilization of M&E tools to give the proof expected to seriously educate choices made all through the program cycle relies upon a wide range of factors. One essential stride is, the place conceivable, not to approach M&E as an impromptu action however from the beginning of program configuration to outfit a program with the systems that will consider astounding M&E all through the program cycle(Bamberger, 2009). This has not generally been conceivable, given the setting of the Results Agenda being embraced by associations around the globe with long-existing arrangements and projects. Pushing ahead, notwithstanding, associations actualizing a Results Agenda should see early appropriation of M&E as a need.

Monitoring is a nonstop administration process that points fundamentally to give administration and principle partners with general criticism and early signs of advance and scarcity in that department in the accomplishment of planned outcomes. Checking tracks the genuine execution or circumstance against what was arranged or anticipated that agreeing would pre-decided gauges. Checking by and large includes gathering and breaking down information on program procedures and comes about and suggesting restorative measures (UNFPA, 2001).

Projects require distinctive monitoring tools relying upon the working setting, executing office limit and prerequisites. It is, in this way, imperative while planning monitoring plan to distinguish techniques, systems, and instruments to be utilized to address the venture's issues (Chaplowe, 2008). There are many instruments and procedures used to help extend supervisors in planning and controlling project exercises which include: project choice and hazard administration tools and systems; project initiation tools and strategies; project administration planning apparatuses and methods; project administration implementing tools and strategies; and project administration monitoring and controlling devices and strategies.

The state corporationsmainly use two major frameworks: result framework and logical framework (Jaszczolt et al., 2010). A system or framework is a basic manual for monitoring as it clarifies how the venture should function by laying the means expected to accomplish the coveted outcomes. A structure, subsequently, builds the

comprehension of the project objectives and target by characterizing the connections between factors key to execution, and in addition articulating the inside and outer components that could influence the venture's prosperity. A decent monitoring structure can help with thoughts through the project systems and targets on whether they are perfect and most suitable to actualize.

The monitoring framework should also include details on budgeting and allocation of technical expertise, as well as inform government and project management on its implementation (Guijt et al., 2002). While the logical framework identified internationally, is a matrix thatmakesuse of monitoring indicators at each stage of the project as well asidentifiespossible risks. The logical framework hence shows the conceptual foundation on which the project monitoring system is built (Chaplowe, 2008).It also works well with other monitoring tools (Jaszczolt et al., 2010).

The log-frame (logical framework) has four columns and rows that link the project goals and objectives to the inputs, process and outputs required to implement the project. monitoring results can, however, be criticized regarding whether the data collection, analysis, and results lead to reliable information that reflects the real situation (Nabris, 2002). On June 2013, Rasna Warah, wrote an article in the Daily Nation on UNDP's shortcoming a reflection of a wider failure of the UN system and Kenya state corporation's being part of it, where she not only stated that internal monitoring are likely to be flawed within UN systems in Kenya State Corporations but also added that, after UNDP spent more than $8.5 billion on activities of anti-poverty between 2004 and 2011 within Kenya and entire Africa; it was a challenge for it to show major impact on the lives of the people it was trying to change (Warah, 2013).

In response to Rasna's article,IranNaidoo, Director in the monitoring office, UNDP said that Rasna comments called for better monitoring of the impacts of UNDPprograms within Kenya and entire Africa (Naidoo, 2013). Monitoring is an intense administration apparatus that can help a legislature and state establishments to enhance the way in which assignments are embraced to accomplish a nation's vision and mission. The information and confirmation that the administration and

state establishments needs to decide, implement approach and consider authorities responsible ought to be gotten from an outcomes based execution criticism framework to guarantee that it is conceivable to make vital, strategic and operational choices more pertinent (Mackay 2007).

Monitoring use different tools which are either corresponding or substitute to each other while others are either limited (World Bank, 2012). An evaluator, however, may choose to use a combination of methods and sources of information in order to cross-validate data (Nabris,2002). The monitoring devices incorporate performance markers, sensible system approach, and hypothesis based checking, set overviews, quick examination techniques, and participatory strategies, open use following reviews, affect observing, cost-benefit and cost-viability investigation. The choice of these instruments, in any case, rely upon the data required, partners and the cost included (World Bank, 2008).

There are additionally two first strategies for information accumulation which are general and less formal techniques (Nabris, 2002).Consistent techniques albeit expensive, they have a high level of dependability and legitimacy and incorporate overviews, participatory perceptions, and direct estimations among others. Less standard techniques which are also rich in data are subjective and instinctive, consequently less exact in conclusion. They incorporate, among others, field visits, and unstructured meetings. To increase the effectiveness of an monitoring system, the monitoring plan and design need to be prepared as a constituent part of the project (Nabris, 2002).

Agencies like United States Agency for International Development (USAID) require that their concede beneficiaries archive their checking framework in a Performance Management Plan, which is an apparatus intended to enable them to set up and deal with the way toward observing, breaking down, assessing and detailing progress towards accomplishing goals (Mackay 2007). The execution administration design additionally fills in as a source of perspective archive that contains focuses on, a point by point meaning of each venture pointer, the strategies, and recurrence of information gathering, and also who is in charge of

gathering the information.

It will likewise give points of interest on how information were broke down and observing required to supplement checking information (CAP, 2012). Monitoring tools vary with type, sector and country of application, (Koffi-Tessio 2002 and Fitzgerald et al., 2009). A successful Monitoring practice, therefore, should be modified to a specific setting with allowance for flexibility and imagination (Jha et al., 2010). The Kenya government when establishing monitoring tools within its state corporation is it should also consider experiences from other organizations in the world (Briceno, 2010).

A well prepared and executed Monitoring will contribute to both project outcomes and international standards of doing things (Jha et al., 2010). Collection of too much data is a problem and may result in a situation where the predisposition to provide quality data is low since the information will not be used. There is need for building of reliable ministry data systems to provide the primary data on which M&E systems will depend on (Mackay, 2007). Few government officials will have been trained in modern data collection and monitoring methods and even fewer have been trained on how to interpret different modalities of data (Kusek & Rist 2004).

A solution in this case is possible through auditing data systems and diagnosing data capacities as well as expertise involvement in conducting surveys and censuses, and also managing data. Sector ministries in developing countries are assisted by few statistical officers and agencies to strengthen their administrative data systems, better data collection on project delivery, regarding beneficiary satisfaction with government services and in using information in evaluating project performance. Capacity is the ability of individuals and organizations to perform functions effectively and systematically (UNDP, 1998).

In the words of Morgan (1997) capacity development is the growth of formal organizational relationships and values, skills & relationships that lead to the ability of groups & organizations to carry out functions &achieve desired outcomes. According to Simister& Smith (2010) Capacity whether of an individual or an

organization keeps on varying hence the need for vigilance to cope with the dynamic demands. Further Boyle (1999) noted that capacity entails three interdependent levels namely individual, organizational and environmental that is supportive that together require supply and use of M&E data. The extent of utilization of M&E information is the real measure of an M&E system and not whether it is producing reliable monitoring information and evaluation findings.

If evaluations are being conducted internally within government this necessities data verification and auditing alternatively the work can be contracted out to academia and consultants with the antecedent challenge of ownership of findings, objectivity and credibility. There are countries that have successfully established M&E systems including Chile, Colombia, Australia and the United States and there experience has been that it is a tedious effort requiring patience and persistence requiring time to create or strengthen; to train or recruit qualified staff; to plan, manage and conduct evaluations; to build systems for sharing M&E information among ministries; and to train staff to use M&E information in their day-to-day work (Mathis et al. 2001).

One of the key determinants of whether an evaluation will be useful and, whether the findings will be used, is the extent to which clients and stakeholders are involved in all stages of the evaluation process. The client should be kept informed of the progress of the evaluation and of preliminary findings as they emerge. There is need to brief the client, and provision of an opportunity to respond before the conclusion of the process Bamberger (2008). There is need to critically look at the demand of data and to establish the extent of use and the specific ways of utilization.

Sound systems for data demand and use can help in improving performance as more and more governments in developing countries are beginning to understand (Mackay, 2007). As per encounter drawn from USAID Turkey monitoring instruments, best practices not just incorporate connecting monitoring to extend vital plans and work designs, yet additionally concentrating on proficiency and cost viability of tasks, utilizing a participatory way to deal with observing advancement,

using both worldwide and nearby ability, dispersing comes about generally, utilizing information from numerous sources, and encouraging the utilization of information for program change (Mathis et al., 2001).

Monitoring tools that are set based on ‘acceptable best practices’ aid in making ‘data-based’ decisions as well as provide state corporations with ‘evidence-based’ project results. Hence, monitoring is a project asset (Mathis et al. 2001). However monitoring in capacity building is still in the initial stages of State Corporation’s development, and the standards and approaches to the tool has not been set. In instances of urgency to meet social needs the monitoring is not prioritized, because there is no one-size-fit-all monitoring strategy (Fitzgerald et al., 2009).

2.4.3 Monitoring Practices Techniques

The effectiveness of project monitoring is also dependent on the techniques practices used. Various monitoring techniquees have been singled outfor theliterature review. The monitoring techniquees identified from the literature explained in the following paragraphs. Stem et al. (2005) built up that a portion of the monitoring techniques that may have been connected by extend directors and checking groups include: essential research; bookkeeping and confirmation; status evaluation; and adequacy estimation. Alotaibi(2011) in his investigation found that Saudi Arabia did not have a fitting development contractual worker performance monitoring system, and the recognizable proof and investigation criteria and sub-criteria for a choice structure.

Absence of monitoring system negatively affects the venture achievement. Mladenovic et al. (2013) additionally settled a two layers method for the appraisal of Private-Public Partnership ventures. The primary stage depends on checking of extreme venture targets from the outlook of every partner, i.e. benefit for the private part, adequacy and incentive for cash for general society segment, and level of administration for clients. The Balanced Scorecard is another method that assess ventures. Adjusted scorecard assesses extends by four viewpoints which are, the money related point of view, client viewpoint, Internal Business Process, and Learning and Growth.

Alhyari et al. (2013) discovered that adjusted scorecard method fitted exceptionally well with observing and measuring the execution of e-government in Jordan, and furthermore in assessing their achievement in IT anticipate ventures. Logical framework(Log frame) is a standout amongst the most widely recognized procedures utilized as a part of venture administration for both arranging and observing of activities. Log an edge grid is an instrument that is pertinent for all associations both government and nongovernmental that are occupied with improvement exercises (Middleton, 2005; Martinez, 2011).Hummel(2010) additionally affirms the proceeded with utilization of Log outline notwithstanding a few reactions. He declares that Log Frame's Technique has not been on a very basic level debilitated by faultfinders.

Despite the fact that many state companies recognize its breaking points and shortcomings, regardless they keep up its utilization as arranging and checking device.Myrick (2013) communicates that a down to earth system to checking is perfect however in this present reality experts might be restricted by requirements that will keep their proceeded with utilization of either a log edge or some excessively logical method to observing. He additionally clarifies that whatever the procedure utilized, at any rate the fundamental standards for observing, which are quantifiable goal, an execution marker, target and intermittent announcing ought to be utilized as a part of a reporting instrument.

The upsides of a Log frame incorporate effortlessness and productivity in information collection, recording, and announcing. M&E conspire (Rovai, 2003; Trucano, 2005; Wagner et al., 2005) are: 1) to gauge the execution loyalty of the mediation to the first program plan; 2) to evaluate the results of the ICT4E program; and 3) to give data to basic leadership amid the intercession. The components constituting such a plan (Wagner et al., 2005). Participatory monitoring are one of the procedures utilized as a part of monitoring of performance. The World Bank (2012) characterizes participatory monitoring as the method that includes partners, for example, the project recipients, staff, and government and group in the plan and execution of the project monitoring rather than the regular procedure.

Donaldson (2003) reports that management of stakeholders in discussion on how, why and what project activities empowers them to effectively understand the needs of the various stakeholders as well as promote inclusion and meaningful participation. Partner contribution must be incorporated into the beginning periods/arranging phases of the assessment procedure. This incorporates support of prominent people and political operators who might be occupied with learning and utilizing instruments to exhibit viability (Jones, 2008). Produlock (2009) additionally discovered that the procedure of effect assessment specifically investigation and translation of results can be enhanced through the support of expected recipients who are the essential partners and the best judges of their own circumstance.

In any case, partners engagement requires to be dealt with alert as an excessive amount of partner association could prompt undue impact on the assessment procedure while too little could result to evaluators' mastery on the procedure (Patton, 2008). Mapesa and Kibua (2006) reported that majority of politicians takes the government funds such as the Youth Development Fund as their own development gestures to the people. With this kind of approach such elements as embezzlements and misuse cannot be accounted for. The local people may not know how to channel their grievances.

To a bigger degree, legislators have a key part in the recognizable proof and also usage of the activities and their decisions are affected by political expansion (Mwangi, 2005). Monitoring and evaluation ought to be supported by a reasonable organized theoretical structure. The system helps in recognizing the rationale behind venture components and performance measurement, how they are elated and the basic suppositions. Extraordinary compared to other practices that have been received in light of its organized approach is the utilization of the rationale structure approach (LFA) as an apparatus to help both the arranging and the checking and assessment capacities amid usage (Aune, 2000 and FHI, 2004).

Vann open (1994) as cited by Aune (2000) contends that the LFA makes the organizers of the venture from the begin to think as far as measuring execution by recognizing the measures and criteria for progress amid the arranging stage. This

fives it awesome use in that frame the starting the venture plan consequently usage are incorporated with execution estimation through recognizable proof of markers that will show how the venture is performing amid usage preferably, every one of the partners in the participatory monitoring are engaged with distinguishing the project, the destinations and objectives and recognizable proof of the pointers that were utilized as a part of monitoring. The partners are additionally engaged with accumulation and examination of the information and catching the lessons. The part of the supervisors of the project is to encourage the project procedure.

Different procedures incorporate stochastic techniques, Fuzzy rationale demonstrate, and random strategies. Of the considerable number of techniques, the Earned Value Analysis (EVA) has striking points of interest in exactness, adaptability, and flexibility for extend multifaceted nature. This may have added to Malaysian government choosing to execute EVA to improve the level of project administration for the entire nation (Abdul-Rahman, Wang, and Muhammad, 2011). Monitoring puts an accentuation on straightforwardness and responsibility in the utilization of assets to the partners, for example, givers, recipients and the more extensive group where the project is executed.

Chambers (2009) argue that the starting point in politics as an element of evaluation involves asking who would gain lose and how. This also involves how the results make a difference to the various stakeholders. Assessment then again gives an evaluation of the viability of the venture in accomplishing the objective and the significance and supportability of the on-going undertaking (McCoy, 2005). Evaluation compares the impact of the project as set to be achieved by the project plan (Shapiro, 2004). Human resources management are very important in project management. Particularly, they are crucial for an effective monitoring and evaluation.

The technical capacity and expertise of the organisation in conducting evaluations, the value and participation of its human resources during the decision making process as well as their motivation in implementing the decision can hugely impact on the evaluation (Vanessa & Gala, 2011). Foresti (2007) further illustrate that this

should not be just mere training by undertaking learning approach which are best practice and have a positive effect on the evaluation process within the organisation. Despite the fact that the Youth Enterprise Development Fund disbursement is growing at an increasing rate, only a small percentage of the budget is given to capacity building whereby the Monitoring and Evaluation of the Youth Enterprise Development Fund projects is included.

In many examples participatory procedures are more savvy than ventures in light of purported diagram techniques, so monitoring for cost-viability would advance investment in these cases. Monitoring for cost-viability does not expect, be that as it may, that participatory techniques are appropriate for all tasks. The strengthening of project recipients is fascinating from a systematic viewpoint because it can be seen both as a way to enhancing venture outlines and as an end in itself. Therefore, monitoring for cost-viability sees strengthening in a double light. As a methods, checking for cost-adequacy considers strengthening like some other conceivable approaches to be considered in program plan.

As an end, checking for cost-viability views fruitful strengthening as an advantage which must be esteemed and included alongside different advantages the evaluation of a venture's cost-adequacy. On the off chance that you don't gauge comes about, you can't tell accomplishment from disappointment (World Bank, 2004). 'We can't control what we can't gauge'. Givers have clear rules on Monitoring and assessment (M and E) where all partners must be associated with the Monitoring and assessment process. As indicated by ACF, (2011), the groups in which a venture was executed ought to have a sizeable say in molding and undertaking M&E exercises, and in basic leadership around M&E discoveries.

A Participatory observing and assessment system in nourishment security ventures was to evaluate the level of pertinence and accomplishment of a venture through fulfillment criticism from recipients and different partners on whether needs were being tended to (ACF, 2011). A participatory M and E supported the responsibility for responsibility for the M&E procedure and yields by the groups themselves (CARE_PMERL, 2012). The accomplishment of sustenance security ventures was an

element of the group inclusion in M and E exercises all through the tasks life cycle. There ought to be an unmistakable particular of how frequently checking and assessment information is to be collected and from whom. There ought to likewise be a particular of a timetable for monitoring and evaluation reports to be composed (Walter, 2014).

The monitoring ought to be done consistently with a specific end goal to have the capacity to track the project and distinguish issues sufficiently early before they leave hand. The normality of observing could be an element of the extent of the venture, however a month to month recurrence would be sufficient, monitoring at regular intervals would at present be worthy (AUSAID, 2006). The observing would include collecting information, Analyzing and composing a report at the predefined recurrence. There ought to be a monitoring and evaluation discoveries dispersal design.

Monitoring and evaluation discoveries ought to be scattered to the partner by method for an answer to the next relying upon his prerequisite, correspondence or answer to the group and recipients and to the actualizing staff to enhance their execution practices and methodologies (McCoy et al., 2005). At the point when key stakeholders in mediation were permitted to take an interest in the project and give input that added to an effective venture (ACF, 2011). Monitoring is a non-stop capacity that uses the methodical gathering of information on determined markers to give administration and the fundamental partners of a continuous improvement intercession with signs of the degree of advance and accomplishment of destinations and advance in the utilization of designated stores (Mbeche et al., 2009).

Assessment is the efficient and target appraisal of a progressing or finished project, program, or approach, including its outline, usage, and results. The point is to decide the pertinence and satisfaction of targets, advancement productivity, viability, effect, and maintainability (Europe Aid, 2012). Food security projects were executed in groups confronted with craving to tackle sustenance deficiencies. Under observing for cost-adequacy, both increasingly and less participatory projects are considered

inside a similar checking structure.Different procedures utilized as a part of checking are the structures. This incorporates the hypothesis based and sensible structure.

Hypothesis based monitoring permits a top to bottom comprehension of the workings of a program or venture. Specifically, it require not accept straightforward direct circumstances and end results connections (Davidson, 2000). It applies a frameworks procedure where the achievement of the mediation is influenced by different factors in the earth which ought to be distinguished and how they may cooperate, it would then be able to be chosen which steps ought to be observed as the program creates, to perceive how well they are in reality borne out. In addition, where the information demonstrate these components have not been accomplished, a sensible conclusion is that the program is less inclined to be fruitful in accomplishing its goals (Uitto, 2004).A précis of writing with respect to procedures to observing in extend administration incorporates fundamental research, bookkeeping, and affirmation, status appraisal, viability estimation, Objectives monitoring–value for money, Balanced Scorecard and Earned Value Analysis.

2.4.4 Adoption of Monitoring Practices

Monitoring &Evaluation practices refer to a combination of various activities including planning and coordination, capacity building, surveillance, data demand that may viably contribute to project decision making and learning Scheirer (2012), in turn this has a bearing on project sustainability. When undertaken professionally and ethically M&E activities can enhance realization of sustainability of projects. With the exception of India most of the evaluations in South Asia are donor-driven. Nepal presented a venture on Strengthening the Monitoring and Evaluation System with the help of Japan to give preparing in M&E and enhance reference booklets, observing detailing records and sharing information and abilities.

Assessments are directed to meet determinations of contributor offices and are for the most part one-sided and give deficient input concerning mediations and are ineffectual because of absence of assessment limit Santosh (2012). Availability of trained M&E personnel is a key limitation in Sri Lanka with donors using their own systems rather than systems of the government to ensure accountability through

enhancing local demand for evaluation with utilization focus and addressing issues of skills, procedures, methodology and data systems Velayuthan (2010).

Difficulties in presence in Southern Asia incorporate absence of instrument to survey the expertise holes among work force working in the M&E territory with specialists being enlisted on a venture premise as of now; poor limit of associations and faculty; there is a shortage of staff; absence of value assessments; deficiency of foundations giving limit building programs; powerless responsibility frameworks with no discipline implemented if the outcomes are not accomplished. Further there is lack of meaningful verification of monitored data leading to reliance on survey-based and also poor data analysis within line ministries Santosh (2012).

In Africa the main challenge of M and E is that the promotion of transparency and indeed surveillance goes to the heart of challenging political hegemonies. Freedom to present findings in a public domain may not exist or gets censored Naidoo (2011) and this tends to weaken surveillance; a key ingredient of M&E. The M&E component of Benin depends on the national insights framework for estimation and information and encounters difficulties, for example, absence of ability to refresh information, poor access to information to be gathered and handled and in addition data gathering requirements. There is low level of polished skill in the M&E framework and however the workers have significant essential preparing, they are few and their insight is not routinely refreshed.

In Ghana challenges identified with M&E incorporate institutional, operational and specialized limit imperatives; and divided and awkward data, especially at the segment level. There is requirement for sufficient ability to help and maintain powerful M&E and fortifying of existing M&E instruments its harmonization and viable coordination (Clear, 2012). M & E in Burundi is established in the Vision 2025 and great practices are developing in the landscape of restricted checking and in the cooperative energies that are being set up between various institutional structures in the legislature.

Kenya's new Constitution 2010 in a general sense changed focal and declined administration structures and gives a chance to fortifying the nation's M&E

framework and in addition representing a hazard for it’s proceeded with presence particularly as respects degenerated units' responsibility components (CLEAR 2012). Uganda's improvement of M&E is mysteriously interwoven with the need to show government execution and responsiveness to subjects' requests as a pointer of good administration. M&E in Uganda is composed by a unit in the Office of the Prime Minister (OPM) with a little however developing arm of evaluative practice by common society, including national and worldwide NGOs working in Uganda working next to each other with the legislature.

Difficulties incorporate orchestrating information from all the M&E frameworks and diverse segments before forward transmission to the OPM and making it accessible for use and insufficient limit that is scattered all through different areas. Low interest for M&E items to educate basic leadership is additionally a test and a developing society of directors looking for M&E information to enhance performance. The impetus structure to drive M&E hones out in the open administration frameworks is likewise still feeble. Constrained utilize is credited to poor data spread and the failure of the foundation to manufacture limit with regards to the opportune era and dispersion of data. M&E is portrayed by frail coordination inside and between national government offices in most creating nations and lack of human limit (Adrien and Dennis.2008).

The assessment instruments directly utilized as a part of Uganda incorporate clerical approach proclamations and spending structure papers, half-yearly and yearly bureau retreats to audit government execution, the group data framework, the yearly spending execution report and Barraza’s. Programme execution data, social, financial and statistic measurements and assessment are the three noteworthy wellsprings of information for M&E in the nation. An essential stride in enhancing the nation's M&E is make more prominent joining and more extensive coordination between the general population benefit and common society (CLEAR 2012).

The South African Government in 2005 presented an administration wide M&E approach system. Various cross cutting organizations are engaged with the usage of the general M&E framework. M&E is nearly connected with the arranging procedure

in government as noted in CLEAR (2012) facilitate there are challenges as for information quality and coordination administration execution appraisal device (MPAT). Other challenges incorporate a culture of consistence without utilizing M&E to consider and enhance execution and duplication of detailing.

Shortcomings exist in the arranging framework as it is divided with various organizations assuming diverse parts, and in absence of compelling hypotheses of progress however development of M&E is viewed as basic to supporting change and maintainability (Naidoo, 2011). M&E work in Senegal is undertaken by the Ministry of Economic Affairs and Finance. The 'results method' and cost-benefit analysis that has a semblance to utilitarianism are the project tools used in the evaluation. Donor countries in most cases develop evaluation standards but there is need for developing countries to come up with their own evaluation standards (Marie-Helene Adrien and Dennis Jobin.2008).

In Senegal the target of assessing work force instead of evaluating them is developing and, execution contracts are rising in a few offices. Assessment did involve a portion of the accompanying sort's midterm assessment, at that point pre-assessment, process assessment and last assessment with effect and ex stake appraisals being less successive. An M&E framework requires dependable, quality information to be compelling. For this reason, Senegal has set up the Department for Forecasting and Economic Research and the National Agency for Statistics and Demography for extend and customized usage. The Annual Report on the Absorption of External Resources (RARE) has been perceived as great M&E work on bringing about an enhanced execution culture through the issuing of money related reports and reports on exercises (CLEAR 2012).

Most development projects funders require that sustainability and capacity building be integrated into project planning and design, to ensure that when funding is withdrawn, the project's activities and positive impacts will be continue (Gervais, 2004; Canadian International Development Agency [CIDA] 2006). Concerning these policy approaches towards sustainability there is still much to learn on how participation in development are executed, as well as how they interact with the

implementation of food security projects in different contexts, including in relatively poor countries such as Tanzania. These policy frameworks on relief and development examination, raises questions about how vulnerability and chronic poverty cross over into development and humanitarian work, humanitarian work being regarded mainly as “unsustainable” (Longley *et al.* 2003).

Due to physical weakness and other limitations such as poor coordination farmers might be unable to attend workshops there is also the danger of engaging those who are already relatively better of within the villages to attend the workshops and other forums meant to equip farmers with the requisite skills as they have a greater capacity and access to outsiders and yet those who are unable to access project opportunities through such forums do not benefit. Hilgers (2010) in his study documenting countries with best achievements in M&E only included Latvia among many transitional

Participatory approaches practices acknowledge that there are several stakeholders who are or ought toparticipate in the evaluation (Crishna 2006). Acore feature of participatory evaluation is recognizing who actually participates. Stakeholders become directly or indirectly involved in agreeing what to be achieved. Involvement ofvarious stakeholders in quality assurance process is key to success. Primary stakeholders whoare teachers must be fully integrated into the process. The administrators and management must also be involved. The process of quality assurance is concerned with identifying the strengths and weaknesses of an institution. This identification will lead to setting, maintainingand/ or improving standards (RoK 2012). The principle of participation in PM&E isequivalent to involvement in quality assurance process.

Participatory monitory has risen as a dynamic instructive process through which social groups create activity situated learning about their existence, illuminate and explain their norms and qualities, and achieve agreement about further activity (Suarez-Herrera, 2009). The declaration by Cousins and Suarez-Herrera fits into the quality affirmation goals especially to cultivate national solidarity. As per RoK (2012), quality affirmation and standards officers in the training segment should

encourage consistence with gauges by advancing a collegial and aggregate way to deal with quality confirmation. Thus, the act of quality assurance exhibits participatory checking and assessment standards.

Project communication and feedback is highly influenced by data management systems and document and version management systems that are used in the organization. (Väänänen, 2010). Sahlin-Andersson and Söderholm (2002) in their research analyse the contextual influence on the flows of information, knowledge, and resources in inter-organizational projects. This also included the stickiness and leakiness of knowledge, information and resources among different partners involved in the innovative project. Four innovative projects are distinguished by the authors: well established projects with supporting competition; newly established with supporting competition; well established with supporting cooperation; and newly established with supporting cooperation. This research concludes that the contexts of projects matter and that the contextual influence may vary during the course of the project (Sahlin-Andersson & Söderholm, 2002).

Logic model gives a chance to see the causal interaction between input, activities, output, outcome and impact and it is also a basis for monitoring and evaluation work.There is a need for more inter-organizational projects due to complexity of some of the projects that it requires professionals that have different kind of knowledge. In such projects, it is very important for the project manager to ensure the flow of information from the different organizations involved within the project (Pinton & Nedovic-Budic, 2007).

It is expressed by Sahlin-Andersson and Söderholm (2002), that the stream of data is fundamental for the achievement of such venture or association. The authors also state that since these innovation projects are of interdisciplinary and innovative, the share of experiences, knowledge, and the cooperation in different stages of the project development become absolute necessary for its success. The duties of a project manager are to convey viably to the individuals from the venture group and other related partners. Because of this, a venture being driven by an insufficient communicator has almost no opportunity to succeed. Incapable, poor or absence of

correspondence can prompt a progression of issues inside a venture (Momballou, 2006).

The UNDP (2009) handbook on arranging, checking, and observing of advancement comes about, accentuates that human resource is indispensable for effective monitoring, by expressing that staff working ought to have the required specialized ability to guarantee astounding observing. Actualizing of successful checking requests for the staff to experience preparing and have abilities in research and venture administration. Thus, limit building is basic (Nabris, 2002). Various instructional pamphlets, handbooks and toolboxs have been created for Kenya express partnership's staffs working in ventures, to furnish them with down to earth devices that will improve result-based administration by reinforcing mindfulness in observing (Hunter, 2009). They also give many practical examples and exercises, which are useful since they provide the staff with ways of becoming efficient, effective and have an impact on the projects (Shapiro, 2011).

Guidebooks also strengthen result oriented monitoring role by improving program and policies in State Corporation’s accountability. They inform on innovations and methodologies in result-oriented monitoring as well as practical guidance on monitoring and performance, which includes samples and options withflexible formats for monitoring tools (Handbook on monitoring and evaluation for results, 2002). All these books not only guidestate corporation’s staffs but also request for feedbacks from the users which is in-turn used to improve the guidebooks. Monitoring practical adoption is essential in the capacity building of personnel because it helps with the interaction and management of the monitoring systems. Monitoring training starts with the understanding of the monitoring theory and ensuring that the team understands the linkages between the project theory of change and the results framework as well as associated indicators (CPWF, 2012).

Training should, therefore, bepractically focused on ensuring the understanding (CPWF, 2012). Hypothesis or theory of change otherwise called the program hypothesis/result in chain/program rationale display/attribution rationale (Perrin, 2012); it is a causal rationale that connections examine exercises to the coveted

changes in the on-screen characters that a venture focuses to make strides. It is, hence, a model of how a venture should function. The capacity of a hypothesis of progress is to give a guide of where the venture is heading while at the same time observing tests and refines that guide (CPWF, 2012 and Perrin, 2012).

As per Denison (2010), the subjective idea of association culture has outcomes for building up the connection between association culture, observing and execution. Things being what they are association societies end up being feeble indicators of offers, development and benefit, yet solid indicators of value, representative fulfilment and general execution of the association. Association culture was viewed as imperative in deciding person's dedication, fulfilment and life span with the association, and subsequently assuming an essential part in the consistently life of associations (Teerikangas & Very, 2006; Larsson & Lubatkin, 2001).

Pinto (2010) additionally uncovers ways association culture can influence execution; since it influences how offices are relied upon to communicate and bolster each other in the quest for extend objectives, it decides the level of worker sense of duty regarding the points of the venture with regards to adjusting them with other, conceivably contending objectives, it decides observing practices, for example, the way work is assessed or how assets were doled out to ventures lastly, the way of life influences how supervisors assess the received checking rehearses on execution of project groups and how they see undertakings' results in its performance.

2.4.5 Projects Performance

Performance of the project is considered as a source of worry to both open and private segment customers. Execution of undertakings depends for the most part on execution of execution (Munns & Bjeirmi, 2010). Project performance remains a noticeable issue in extend conveyance everywhere throughout the world. Most well-known determinants of undertakings exhibitions acknowledged by inquire about group are-extend mission, top administration bolster, extend plan/design, customer counsel, faculty, and innovation to help the venture, customer acknowledgment, observing and criticism, channels of correspondence, investigating skill.

Venture execution alludes to the criteria, both subjective and quantitative, against which a venture is judged to be fruitful (Turner, 2007). There have been different endeavours over the historical backdrop of venture administration to characterize reasonable criteria against which to characterize and measure extend execution. The most perceived of these measures is the "iron triangle" of time, cost and quality (Atkinson, 1999; Cooke-Davies, 2002; de Wit, 1988, Ika, 2009; Jugdev, Thomas, &Delisle, 2001). Nonetheless, as various pundits have called attention to, the "iron triangle" measurements are intrinsically constrained in scope (Atkinson, 1999; Ika, 2009; Wateridge, 1998).

A venture that fulfils these criteria may at present be viewed as a disappointment; on the other hand a venture that does not fulfil them might be viewed as all around performed (Baccarini, 1999).The "iron triangle" just concentrates on the venture administration process and does not fuse the perspectives and targets of all partners (Atkinson, 1999; Baccarini, 1999; Bannerman, 2008; de Wit, 1988; Jugdev & Muller, 2005; Wateridge, 1998).

Regardless of the possibility that the attention is on the way in which the venture was directed, meeting cost, time and quality determinations is by all account not the only standard; different measures like venture administration proficiency and viability in group working are additionally imperative (Baccarini, 1999; Shenhar&Dvir, 2007; Toor&Ogunlana, 2010). Scholars have continuously enlarged the degree and voting demographic of what is implied by extend execution, perceiving that venture execution is more than extend administration achievement and that it should be measured against general goals of the venture along these lines mirroring a refinement between the accomplishment of a venture's procedure and that of its item (Baccarini, 1999; Markus and Mao, 2004; Wateridge, 1998).

Performance of the venture is considered as a source of worry to both public and private sector customers. The disappointment of any project is primarily identified with the issues and disappointment of the administration. Viable administration of undertakings is probably going to be effectively overseeing communications to meet customer, client and other partner necessities (The Project Management Institute,

2008). High quality relationship between project managers and project clients are generally no coincidence and the same interaction between those people and the others they deal with usually exists. The relationship between these project managers and project clients within a project can be the main attributable factor to success or failure (Makins, 2011).

Great clients ensure that project has the right resources to get work done and great project managers articulate clear vision on resource requests and right size needed in projects implementation (Pacelli, 2009). Effective clients are an advocate, coach and battering ram for the project and effective project managers know how to leverage a client and listen to the client's counsel (Pacelli, 2009). A project will be considered absolutely effective on the off chance that it gets finished on time, inside spending plan and performs precisely to the architect's particulars.

However, this is a difficult request and many ventures would not meet these necessities (Choudhury, 2002). Venture usage fluctuates among different choices. In all the execution alternatives, different components will play out to decide whether the venture will be actualized effectively. It is however settled that financial specialists have an enthusiasm for extend being finished timely and as per the financial plan and that it will meet quality desires. Knowing how oversee connections among different partners is a key ability in seeing how to accomplish the best outcomes for the project or business case for the project manager and project customer regard. Accordingly, it will be basic to think about how the relationship administration influences project performance.

Project performance remains a conspicuous issue in extend conveyance everywhere throughout the world. This is so since ventures include characterized destinations which must be accomplished and various assets which should be productively used (Robinson, 2005). A few scientists built up various parameters for measuring project performance (Gido &Clements, 2009; Ling, 2004; Vandevelde, 2002; Cheung, Henry & Kevin, 2014) extend achievement comprises of four parts specifically spending plan (costs), plan (time), execution (quality and utility), and consumer loyalty.

Ling (2004) states that the execution of a venture is multifaceted. Vandevelde (2002) compressed different takes a shot at extend execution estimation which depend on the multidimensional, multi-criteria idea. Taking all things together, they recognized seven measurements: regard for time, regard for spending plan and specialized particular, information creation and exchange, commitment to business achievement, money related and business achievement. Cheung et al (2014) expressed that New South Wales Public Works Department in Australia propelled a Project Performance Evaluation (PPE) system, which covers an extensive variety of execution parameters.

PPE parameters are correspondence, time, cost, quality, wellbeing, claims and issues determination, condition, contract relations. The principle reason for PPE is to stretch out venture execution measures to cover delicate parameters likewise, for example, correspondence and debate determination. In the UK, a venture execution estimation device alluded to as the Key Performance Indicators (KPIs) was created by the KPI working gathering under the UK Construction Industry Best Practice Program to incorporate time, cost, quality, customer fulfilment, change orders, business execution, wellbeing and security. The three noteworthy strides in actualizing KPIs are as per the following: Decide what to quantify, Collect information and calculate the KPIs.

In any case, both the PPE and KPIs are significant devices for measuring venture execution over some undefined time frame. It is gotten from past investigation that the two strategies PPE and KPIs can be utilized for measuring of execution as the markers are comparative in two techniques. In this examination KPIs technique will be utilized to gauge execution. This is on the grounds that , Iyer and Jha (2005) expressed that measuring the execution of any development extend is an extremely complex process since present day development ventures are for the most part multidisciplinary in nature and they include investment of architects, temporary workers, subcontractors, pros, development supervisors, and specialists.

Past scientists have utilized distinctive criteria, for example, consistence to calendar, cost and quality to judge the venture execution. As indicated by past examinations, one might say that the execution estimation is a procedure which incorporate Key

Performance Indicators (KPIs) with variables, for example, time, cost, quality, customer fulfilment; efficiency and security so as to empower estimation of current hierarchical venture execution and to accomplish huge execution changes of future activities. It was gotten that there were many fields and points which are identified with execution, for example, development administration, data innovation, factors influencing execution of supervisors, estimation of venture execution, key execution pointer and benchmarking.

The key performance pointers are utilized to assess execution of development ventures. These pointers would then be able to be utilized for benchmarking purposes, and will be as a key segment of any association to move towards accomplishing best practice and to beat execution issue in street development. In view of past examinations and writing survey, the most essential pointers that will be contemplated in this exploration are: cost, time, quality, profitability, customer fulfilment, standard and group fulfilment, wellbeing and security, advancement and learning and condition. Quality can be guaranteed by recognizing and disposing of the elements that reason poor venture execution. Venture execution was perceived to be a complex, multi-dimensional idea enveloping many qualities (Mir & Pinnington, 2014).

Undertakings are one of a kind, which is the motivation behind why extend execution criteria contrast starting with one anticipates then onto the next (Müller, Turner, 2007). To expand its many-sided quality significantly more, inside the most recent decades the idea of venture execution is drawn nearer in association with partners' discernment (Davis, 2014). As per Thomas (2002) he recognized the principle performance criteria of ventures as money related steadiness. Turner (2007) depicted the measurements of project performance as meeting client prerequisites, meeting project reason, reoccurring business, consumer loyalty, end client fulfilment, group fulfilment, provider fulfilment, and meeting self-characterized criteria.

Monitoring is characterized as the nonstop routine following of the key components of project usage performance that is: inputs (assets, hardware) exercises and yields, through record keeping and general announcing (McCoy et al, 2005). It is

additionally the following the arranged execution against the real usage, to ready to give an account of how the venture is advancing and if there is a requirement for restorative activity and to encourage basic leadership by the venture director amid performance (McCoy et al., 2005).Monitoring on other hand is the long winded (not nonstop as the case with checking normally midterm and at end of the venture) evaluation of express organization's or finished project to decide its genuine effect against the arranged effect (key objective or destinations for which it is actualized) productivity, supportability, viability (McCoy et al., 2005).

Monitoring are efficient and autonomous, and they are an evaluation of State Corporation is on finished venture including its plan, usage, and results. Monitoring additionally evaluate the importance, proficiency of utilization, viability, effect and maintainability of the project (Uitto, 2004). The reason for monitoring is to guarantee that the application is moving as indicated by plans and if not the project manager makes restorative move, it is the control capacity of venture administration (Crawford & Bryce, 2003; Gyorkos, 2003). Observing upgrades extend administration basic leadership amid the usage henceforth expanding the odds of good execution. Monitoring likewise helps early distinguishing proof of issues before they escape hand since it is persistent (Gyorkos, 2003).

As per Crawford and Bryce (2003), monitoring encourages straightforwardness and responsibility of the assets to the partners including government, extend recipients and the more extensive group in which the venture was actualized. Monitoring however tracks and archives asset utilizes all through the implementation of the project. It upgrades responsibility in that it encourages the show of the asset use all through the implementation of the project. Observing additionally encourages checking of the venture implying that in a very much outlined observing framework, observing contributes significantly towards observing. Data from monitoring sustains into the project procedure (Uitto, 2004; PASSIA, 2004: Crawford & Bryce, 2003).

Quality in projects can be characterized as a deliberate administration and appraisal methodology embraced by association and frameworks keeping in mind the end goal to track performance against goals, and to guarantee accomplishments of value yields

and quality changes (Harman, 2000). As indicated by Manakin (2010), quality confirmation is an arranged and deliberate survey procedure of a foundation or program to decide if worthy principles of training, grant, and framework are being met, kept up and upgraded. Basically, quality confirmation frameworks plan to give proper proof to substantiate claims made about quality thus to empower key partners to have certainty about the administration of value and the level of result accomplished.

Quality is at the core of instruction and what happens in ventures and other learning conditions is on a very basic level imperative to the future prosperity of youngsters and grown-ups (Manakin, 2010). Quality standards are important to guarantee responsibility and the change of instruction. Quality confirmation in this way is an indispensable piece of the interior administration of instruction and preparing establishments. There is more prominent acknowledgment that monitoring and evaluation and development and other group based activities ought to be participatory (Aubel, 2004).

According to RoK (2000), the destinations of value are among others; to screen the execution of instructors and instructive establishments as per All Round Performance markers, have consistent answering to the service of training on the general nature of instruction in Kenya at national, commonplace, area and school levels and support. Shapiro (2004) underlines the way that the appraisal contrasts the venture affect and what was set to be accomplished in the venture design and further contends that the assessment examines execution i.e. how the project impacts was acquired and what turned out badly or ideal for the advantage of the association all gaining.

Shapiro (2004) additionally expresses that the accentuation of this way to deal with observing is on the effect of the venture after usage. It doesn't perceive the midterm appraisals that tend to take a gander at the proceeded with importance and manageability of the project and the effects that the project has had even before finishing. The PMI (2014) likewise declares that observing happen toward the finish of the venture amid the lifecycle, where it surveys how the project performed and catch any lessons from it.

Ajayi (2006) upheld World Bank that CWIQ is a powerful and faster method for measuring the viability of assets or projects since it answers inquiries on accessibility, availability and fulfillment of administration gave by the program. CDF can similarly accomplish if this arrangement are very much used taking note of that M and E reserves are accessible, just CDF Act to be altered to take into account the CWIQ overview innovation that expel the issues of inopportuneness of date, poor information quality and absence of insights at the most minimal regulatory level as a compelling apparatus for program in M and E.

FAO (2009) reports that while no contention exists amongst performance and results pointers; and keeping in mind that powerful observing and assessment (M&E) frameworks fundamentally track both–no bringing together standards apply to guarantee their synchronicity either. A project that is determinedly observed and assessed for budgetary oversight and consistence with sound administration and execution standards might just accomplish no effects. The accentuation on help viability and results-based improvement obliges professionals to observationally show the effects of their ventures and projects. This has moved the concentration of M and E from a focus on information sources and yields to a fixation on results and effects.

Monitoring data is extremely useful in deciding how the venture advanced with respect to calendar, cost and any thwarting issues experienced amid execution. As featured before while evaluating how the venture advanced amid checking, data from observing is exceptionally pertinent and valuable subsequently there ought to be protection of monitoring information (Shapiro, 2004). Monitoring is a process that usually starts long before the start of project process and ends, with project completion or project closeout, operation and maintenance (Mubarak, 2010). The public project system is built on four pillars-project laws and regulations, project world force, project process, methods and structure. This system is mostly determined by the government and influenced by its economic, cultural, legal, political and social environment (Thai, 2009).

Although project procedures need to be tailored to enhance the fulfilment of different project performance objectives (Wardani, Messner & Horman, 2006). Clients tend to choose those project procedures that they have a good knowledge of and have a habit of using it regardless of any differences between projects to feel confident on how to use it and have positive attitude towards its effects on outcome (Tysseland, 2008). In Kenya, conflict of interest, bribery, embezzlement, kicks backs, tender manipulation and fraud are observed corrupt practices in the infrastructure projects delivery monitoring system, which have seen the suspension of cabinet Secretaries, Governors, and Parastatals Executive Officers (Aketch, 2005; PPOA, 2007).

The severity of corruption practices has intensified the search for more innovative means of delivering infrastructure projects that will achieve value for money. To address these challenges, it would require the constitution of sound monitoring system and pro-social equity policies that would foster transparency, competition, fairness and cost effectiveness, in public expenditure. Proper monitoring practices will help organizations to adopt the principle factors namely: transparency, competition, fairness and cost effectiveness in public entity contracting works, goods, and services, it shall do so in accordance with a system that is fair, equitable, transparency, competitive and cost-effective' (RoK, 2014).

Participatory monitoring are one of the approaches used in monitoring of performance. The World Bank (2008) characterizes participatory monitoring as the approach that includes partners, for example, the project recipients, staff, and government and group in the outline and usage of the project monitoring rather than the traditional approach. In a perfect world, every one of the partners in the participatory observing are engaged with distinguishing the project, the destinations and objectives and recognizable proof of the markers that were utilized as a part of monitoring.

The partners are additionally engaged with gathering and investigation of the information and catching the lessons. The part of the directors of the venture is to encourage the monitoring procedure. Monitoring for cost-adequacy acknowledges

that strengthening is a critical advancement objective, it recognizes the locus for essential discovering that monitoring should bolster among the individuals who are in charge of asset portion choices. Organization authorities are the essential group of onlookers for help checking on the grounds that they practice essential control over these resources.monitoring can best advise these authorities on creating nation governments, extend directors, and the general improvement group, and also, with some extra union, the councils that suitable guide budgets(Shapiro, 2011).

In many examples participatory methodologies are more practical than projects in light of alleged diagram approaches, so monitoring for cost-adequacy would advance support in these cases. Monitoring for cost-viability does not accept, in any case, that participatory methodologies are ideal for all tasks. The strengthening of project recipients is intriguing from an expository perspective since it can be seen both as a way to enhancing venture plans and as an end in itself Mahmood (2010).

Thus, Monitoring for cost-adequacy sees strengthening in a double light. As a methods, observing for cost-viability considers strengthening like whatever other conceivable approaches to be considered in program plan. As an end, checking for cost-viability views fruitful strengthening as an advantage which must be esteemed and included alongside different advantages the appraisal of a venture's cost-effectiveness. Under monitoring for cost-adequacy, both progressively and less participatory undertakings are considered inside a similar monitoring system. Different methodologies utilized as a part of monitoring are the structures. This incorporates the hypothesis based and consistent system.

Theory-based monitoring permits a top to bottom comprehension of the workings of a program or venture. Specifically, it require not accept basic direct circumstances and end results connections (Davidson, 2000). It applies a frameworks approach where the accomplishment of the mediation is influenced by different factors in nature which ought to be recognized and how they may collaborate, it would then be able to be chosen which steps ought to be checked as the program creates, to perceive how well they are in reality borne out. This permits the basic achievement variables to be identified. Moreover, where the information demonstrates these

components have not been accomplished, a sensible conclusion is that the program is less inclined to be fruitful in accomplishing its targets (Uitto, 2004).

2.5 Empirical Review

Most of the studies as discussed in the following paragraphs links projects performance to monitoring. The problem of this study is that, despite knowledge that effective monitoring practices is a major contributor to project performance; there are still project failures in Kenya. This section explores the existing knowledge that links effective influence of monitoring to project performance. The investigation by Koffi-Tessio (2002), on Efficacy and Efficiency of Monitoring practices for Projects Financed by the Bank Group that was done in Burkina Faso, Mauritania, Kenya, Rwanda and Mozambique, through work area audit and meetings, for projects endorsed in the vicinity of 1987 and 2000.

Monitoring practices are not meeting their compulsory necessities as basic leadership instrument; Instead, their exercises are seen as controlling by a bureaucratic administration. The poor securing of the suitable monitoring practices by state partnerships is credited to accentuation on the physical framework (for example PC gear, working capital) as opposed to methodological and calculated preparing. In an investigation directed by Gyorkos (2003), he discovered that; there ought to be a reasonable particular of how frequently monitoring information is to be gathered and from whom, there ought to be a detail of a timetable for monitoring tools to be composed and that the monitoring be done routinely keeping in mind the end goal to have the capacity to track the venture and recognize issues sufficiently early before they leave hand.

Zubair *et al.* (2006) done an examination called an efficient approach for monitoring and evaluating the project progress. The goal of this examination was to distinguish methods that can be utilized as a part of the development business for monitoring and evaluating the physical advance, and furthermore to set up how current PC innovation can be used for monitoring the real physical progress at the construction site. They talked about the consequences of questionnaire survey directed inside Malaysian Construction Industry and propose a model framework, specifically:

Digitizing Construction Monitoring (DCM). Utilizing rising innovations and data framework the DCM re-build the customary practice for monitoring the project progress.

The examination uncovered that the framework can naturally translate drawings of structures and concentrates information on its auxiliary segments and store in database. Tache (2011) did an investigation called building up a coordinated Monitoring and Evaluation stream for Sustainable Investment Projects in Romania. The goal of the examination was to build up a general incorporated stream, including both a venture checking framework and furthermore a project assessment framework for the speculation projects including monetary destinations, and in addition cross-cutting social and natural targets. The examination utilized basic investigation and found that both the evaluated favorable circumstances and the burdens of such an administrative instrument, opening new points of view for growing additionally enhanced models and frameworks where Monitoring influence emphatically on the manageability of the tasks in Romania.

Paulinus and Iyenemi (2014) completed an investigation called M & E rustic water supply ventures and practical improvement in Nigeria and Ghana. The investigation surveys the manageability issues that are related with country group water arrangement and a portion of the difficulties experienced in the in-Niger Delta district of Nigeria inside the setting of venture benefits sustenance. The discoveries uncover the nonappearance of supportability in the momentum approach and the paper suggests that if group based hand pump worked country water supply projects are to be practical; the maintainability factors must be given full thought in its outline and usage.

Passia (2004) discovered that observing ought to be vital parts of the project administration lifecycle. Thinking in regards to monitoring at the outline phase of its design encourages the project partners to think in regards to performance estimation even before usage begins with a reasonable picture of desires of what an effective project would resemble. Passia (2004) additionally discovered that ineffectively planned activities are difficult to screen or assess without appropriate observing

systems, and that life cycle characterizes the project's normal results and objectives and encourages the monitoring to decide the degree to which the targets were achieved. Therefore, monitoring is reliant on execution implying that if observing are defective and farfetched, at that point performance won't be of any noteworthy incentive to its stakeholders.

The consistency of monitoring could be an element of the extent of the project, however a month to month recurrence would be sufficient, monitoring at regular intervals would in any case be worthy (AUSAID, 2006; FHI, 2004; Gilbert et al, 2014) examined the manageability in project management capabilities: dissecting the skill crevice of project managers in Netherlands. The goal was to dissect the scope of the skills required for considering supportability viewpoints, in the measures of project management capabilities. The examination likewise planned to determine the skill gap of venture chiefs concerning maintainability, and to give direction on the best way to close this hole.

The investigation along these lines made particular recommendations on how the benchmarks of project management skills ought to create with a specific end goal to get ready project managers for their vital part in acknowledging supportability of organizations. The examination utilized narrative investigation and inferred that Projects are "instruments of progress" inside organizations, which assume a critical part in the acknowledgment of feasible business procedures and practices. Project managers are along these lines critical "change operators" in organizations that impact the supportability of organizations.

Mukuhlani (2014) carried out a study called empowerment through small business development projects in Zimbabwe. The overall aim was to address the prevalent issue of unemployment and poverty in Zimbabwe’s Midlands Provincial Capital City of Gweru. Twenty s ventured in a brick moulding project and successes and challenges were noted. Through interviews, questionnaires, focus group discussions and observations found out efforts being made by their generation to make ends meet and to have a sustainable project.

Karanja (2014) investigated the impact of management practices on maintainability

of activities in Kangema District, Murang'a County, Kenya. The reason for the study was to evaluate the impact of management practices on manageability of the tasks. The particular destinations were to build up impact of Leadership on manageability of undertakings in Kangema District, to set up impact of Training on maintainability of ventures in Kangema District, to set up the impact of money related management on supportability of tasks in Kangema District, to survey the impact of Monitoring and evaluation on supportability of activities. Kangema District. It concentrated on Training, Monitoring & Evaluation, Leadership and money related management viewpoints in connection to project maintainability.

The examination uncovered that, sound money related management, fitting preparing, authority and compelling observing and assessment impact the maintainability of the undertakings. An examination by Prabhakar (2008) pointed that Monitoring and Feedback was one of the components prompting project performance. In like manner, Papke-Shields et al. (2010) additionally noticed that the likelihood of accomplishing performance appeared to improve among different elements, by continually monitoring the progress of the project.

As indicated by their examination, monitoring and controlling were important in the management of project scope, time, cost, quality, HR, correspondence, and dangers. Jaszczolt et al. (2010), in their suggested that: state partnerships should be instructed on observing methodologies through handbooks with a specific end goal to build quality, a national expert relationship of evaluators additionally should be built up to help in creating specialized abilities among the checking authorities, and to wrap things up to build up a generally available contributor for monitoring reports as a framework where associations can gain from past encounters henceIka et al. (2010).

Ika et al. (2010) built up that project achievement was not sensitive to the level of project planning endeavors yet then again discovered that a critical relationship exists between the utilization of monitoring instruments and project "profile," a win foundation which was an early pointer of project long haul affect. Similarly, one of the components of the project management methodology whose main aim is to achieve project success was monitoring project progress (Chin, 2012). Ika et’ al

(2012) carried out a regression analysis. The investigation demonstrated that there was a measurably huge and positive connection between each of the five Critical Success Factors and performance. The five basic achievement factors incorporate observing, coordination, outline, preparing and the Institutional condition.

Lewa, Mutuku and Mutuku (2011) examined Strategic arranging in the Higher Education Sector of Kenya. The investigation uncovered that Kenya state funded colleges are basically customary in introduction and must discover better approaches for managing the issues confronting them incorporate expanding rivalry from different colleges. The examination watched that key arranging is one of the real strides the colleges can take to address the difficulties they confront. The examination recommended that colleges ought to consider fuse of vital speculation in their procedure of key planning to make their arranging more helpful in perspective of the disappointments of key arranging in state funded colleges. The exploration was authentic that, vital deduction looks at the basic issues in each circumstance and conceivably would help state funded colleges to be adaptable and open in their arranging endeavours.

The examination prescribed that state funded colleges ought to energize dynamic interest of whatever number partners as could be allowed, including the workforce, organization, industry, instruction specialists, understudies, and graduated class. Along these lines cooperative energy and possession are worked all the while. The Kenya social protection sector audit (2012), that concentrated on principle programs in the social insurance segment in Kenya, led through writing survey, scene overview and top to bottom meetings with extend implementers, expresses that very few projects in Kenya have a useful observing frameworks, in spite of being certify for advancing straightforwardness and responsibility. From the projects surveyed 76% had built up some marker system for observing, 71% led monitoring exercises 51% had a planned or continuous effect monitoring and 39% had no monitoring reports for public utilization.

This is credited to programs not assigning the required assets at the outline phase of the checking. There was additionally an irregularity in the decision of performance

markers among the Kenya projects which prompted confused and in extensive monitoring frameworks. Out of 88.1% of the Kenya safety net projects, no one but 16.7% could furnish an audit group with a legitimate structure. The survey additionally settled that in spite of the fact that checking seldom affected the basic leadership process, its data was being utilized to educate project and program outlines and additionally advise arrangements.

The survey additionally noticed that the nation depends much on observing universal specialists and in this way prescribes the limit working of national and dynamic wean program of government workers (local people) since they will remain in the area over the long haul (Joseph et al,2015) analyzed factors, strategies, polices & stakeholders influence for performances in agri-business projects in Bugesera District Rwanda. Being responsible essentially implies being in charge of choices made, moves made, and assignments finished (Carol & Richard, 2004). Association for arranging is an essential for effective M&E frameworks is the presence of M&E organizations for the two recipients and proprietors of the activities.

Associations for M&E frameworks are for projects since they supplement the project's M&E endeavors in the M&E procedure and they go about as a source of confirmation for whether M&E capacities adjust to planned targets (Siemiatycki, 2006). Supportive supervision infers that an individual or project can manage consistently the M&E forms such that the supervisor offers proposals on methods for development. Supportive supervision is imperative since it guarantees the M&E procedure is run productively (Meena et al., 2014).

Project monitoring as a procedure tries to guarantee that project goals are met by monitoring and measuring progress frequently to recognize differences from design with the goal that restorative moves might be made. Against this background, the Project Management Institute (Horine, 2009) characterizes project controlling procedures in that capacity activities that guarantee that venture destinations are met by monitoring and evaluation (M&E) advance routinely to recognize fluctuations keeping in mind the end goal to utilize restorative activity.

As per Horine (2009) project monitoring is typified by three fundamental standards: Firstly, prevention- where dynamic concentrate is put on keeping fluctuations from happening. Monitoring is viewed as administration works and is a form of conveying any adequacies or challenges in project implementation. Enshassi (1996) portrays project monitoring as the way toward gathering, recording and announcing data concerning any or all parts of the performance of a project. Otieno (2000) portrays it as a persistent evaluation of a program or project in connection to the concurred performance timetable or plan. Thomas et al. (2002) utilize project performance as the reason for assessing the adequacy of project conveyance forms.

Thomas et al.(2002), Ling and Chan (2002) and Ling et al. (2004) depict project performance as the evaluation of project achievement and utilize target factors, including time, cost and quality destinations, and subjective variables, which are worried about the appraisal of partners' fulfillment. This examination utilized four goal variables: time and cost overwhelms, level of time invades to the underlying contract time frame and level of cost overwhelm to the underlying contract entirety.

Legitimate framework set up to screen and assess the adequacy of the utilization of these assets this is so in light of the fact that the designating expert is not limited to naming individuals with such information. Grossman (2005) on his part contended that a program's viability can be measured precisely just on the off chance that one realizes what might have occurred without it. Ochieng (2007) agreed with the declaration and states that measuring the adequacy or effect of an arrangement or program relies on asking the key Inquiries. What might the arrangement have been if the intercession had not occurred? Albeit one clearly can't watch such a circumstance it is conceivable to inexact it by developing a proper counterfactual which is speculative circumstance that tries to portray the welfare level, of people without an approach or program.

Hwang and Lim (2013) also established that adopting project monitoring on budget performance, schedule performance, and quality performance could lead to project performance. The monitoring should involve gathering information, examination and witting a report at the predetermined recurrence. There seemconsensusacross the

project management field of study in the statement that monitoring is a major contributor to performance. To crown it all, (PMI, 2014) which stresses the importance of monitoring in achieving performance conclude that from the literature review done and a review of previous studies shows that much effort has been put in place to have an effective systems. However, little has been done to cover the influence of monitoring of State corporations projects performance. This study will seek to fill this gap by focusing on Kenya state corporations.

2.6 Critique of Existing Literature

According to Elonen and Artto (2003) carried out research on problems in managing internal development projects in a multi-project environment, and it recognizes that among the elements that should constitute project success was monitoring and evaluation, however from this study, it remains difficult to capture the overall management system outcomes.This might be because project portfolios are dynamic and have multiply interdependent systems that constantly change and develop. This, therefore, means that there is a need for a comprehensive success framework that is capable to cover the whole project management system and lead to better performance.

Research by Puthamont and Charoenngam (2004) states that different forms of project planning are carried out in five stages namely: conception, design, tendering, construction and closeout. This means that in a project, project planning can be categorized by the stage at which it is done. However, projects normally operate in complex environments and therefore the measures of the effectiveness of project planning, and the performance of the project itself is complex. It has also been suggested by Blomquist and Müller (2006); and Müller *et al.* (2008) in their studies that performance which is linked to project success should also be examined multi-dimensionally on the single project and corporate level.

Further studies also suggest that monitoring system models often look at inputs, processes and outcomes (Chang &Leu, 2006). These arguments are not sufficient since to performance and success, it is not viable to assess only end results, but it is necessary to consider the step by step processes that lead to the end results. The

literature also recognizes how some factor affects performance hence leading to project success. These include studies by; (Väänänen, 2010; McCoy et al., 2005; Muller & Turner, 2005, 2004; PASSIA, 2004; Gyorkos, 2003; Dvir et al., 2003; Elonen & Artto, 2003; Ogbonna & Harris, 2000;).

Most of these researchers believe that the most important responsibilities of a project manager are projectedmonitoring, setting up the team, setting up systems, planning, monitoring, and control, negotiating contract conditions, training, and communication (McCoy et al., 2005). This is however not the case as a project manager‘s success at managing his or her project is dependent on his or her competence, particularly the leadership style comprising emotional intelligence, management focus as well as intellectual capabilities.

Karanja (2014) analyze the influence of management practices on sustainability of projects in Kangema District, Murang'a County, Kenya. The purpose of the study was to assess the influence of management practices on sustainability of the projects. The specific objectives were to establish influence of Leadership on sustainability of projects in Kangema District, to establish influence of Training on sustainability of projects in Kangema District, to establish the influence of financial management on sustainability of projects in Kangema District, to assess the influence of Monitoring and evaluation on sustainability of projects in Kangema District. It focused on Training, Monitoring &Evaluation, Leadership and financial management aspects in relation to project sustainability. The study revealed that, sound financial management, appropriate training, leadership and effective monitoring and evaluation influence the sustainability of the projects.

Joseph, Eugene and Peter (2015) analyzed factors, strategies, polices & stakeholders influence for performances in agri-business projects in Bugesera District Rwanda. Being accountable simply means being responsible for decisions made, actions taken, and assignments completed (Carol & Richard, 2004). Partnership for planning is a prerequisite for successful M&E systems is the existence of M&E partnerships for both beneficiaries and owners of the projects. Partnerships for M&E systems are for projects because they complement the project's M&E efforts in the M&E process

and they act as a source of verification for whether M&E functions align to intended objectives (Siemiatycki, 2006).

In 2005, the Ministry of Planning and National Development commissioned work on the design of anappropriate framework for Monitoring and Evaluation (M and E) in the National Development Programme.This was a collective effort by the government, Private Sector and Civil Societies, Republic of Kenyaimplementation of M and E (2005). This proposed M & E framework has not been fully operational.Otherwise, there is a strong case that CDF should come up with participatory M and E component in itsmanagement. This view is supported by Wanjiru (2008) who indicated in her Social Audit of CDF thatmonitoring and reporting should be strengthened and deepened in all CDF projects.

It is a fact that CDF Act,2003 emphasizes on the Monitoring and Evaluation just like DFRD did. The mode of doing it is not wellspecified. The Act gives technical department, DDO and CDFC authority to monitor the project. The Actfurther allocates 2% of CDFC fund to be used for monitoring and evaluation exercise but this money is onlyspent after the CDFC recommendation through minutes CDF Act, (2003 revised 2007).This makes M & E to be somehow difficult and sometimes cosmetic as it is the CDFC to decide whichproject to be monitored, which one to be evaluated, how much funds to remove and who to do the exercise.

The Act gives room for CDFC to determine themselves instead of getting a different body to manage M & Ewithin the CDFC projects. It also allows the unfaithful CDFC not to institute monitoring and evaluation tosome projects they either have interest in or have interest of hiding something. A reflection of how dependent Ghana's monitoring development is on donor support (Ofori, 2006). This financial support comes with conditionality's which affect the project right from the pre-planning stage throughout the entire project life cycle.

The experience is that, in addition to projects reflecting the donor's thematic area rather than meeting a development need of the expected beneficiaries, donor interests often put a spanner in the wheels resulting in delays in implementation, changes in scope, and occasionally an abrupt cancellation of a project. Furthermore, cultural

issues related to deferment, hierarchy, notions of respect, taboos and other aversions often impact project management negatively (Awuah, 2008). Mulwa (2007) stated clearlythat any judgment that emanates from evaluation would largely depend on the value system from whichevaluating party originates.

Conventionally, evaluating party is usually part of evaluation missionscontracted and dispatched from the donor world. In the case of CDF Act (2003) revised (2007) the CDFidentifies projects, implement, then monitors and evaluate or call technical person at their own peril. Thiscan be a weakness that needs to be addressed. CDRA, (2001) reported that "Not everything that counts canbe counted and not everything that can be counted counts". He insisted that for monitoring and evaluation tobe undertaken, indicators have to be put in place i.e. Which the outcome of a project can be understood andmeasured, gauged or standardized, against which change is measured.

From reviewed literature above it is also evident that the literature lacks in-depth case studies, studies of processes, and studies in real time and studies that would be beneficial to performance and also for understanding fundamental issues of projects and project organizations. From the literature, the majority of researchers have paid limited interest in the actual work and performance of the project manager and the project management unit. It is clear that project responsibility was usually transferred to operating personnel, reluctance to transparency, ease of evaluating monitoring practices (Muller & Turner, 2005, 2004).

2.7 Research Gaps

There has been a number of valuable studies of performance, majority of which seems to agree that monitoring is a major contributor to performance (Prabhakar, 2008; Papke-Shields et' al, 2010; Hwang and Lim, 2013; Ika et' al, 2012; Chin, 2012; Ika et' al, 2010). Though the studies carried out mainly dealt with critical success factors, monitoring being one of them, few of the studies have focused on monitoring in isolation and greater detail. Several other studies reviewed also focused on monitoring for example (Peterson and Fischer, 2009: Naidoo, 2011; Mwala, 2012; Marangu, 2012; Ling et' al, 2009) but nonehas addressed to the

specific link between monitoring about performance. This is the first gap that this study seeks to address.

Studies in the literature reviewed brought out three most important aspects of monitoring in project performance. The researcher did not come across a research which combined all the four areas identified within the framework of state corporation projects performance are monitoring planning, tools, techniques which is the second gap that this research addresses. Past researchers that have to been carried out mostly from USA, Malaysia, Iran, India, Nigeria, United Kingdom, and the like. Not much of the studies have been carried out on monitoring about performance from a Kenya's perspective. The few that have been carried out have not focusedon monitoring as a key project performance factor (Hassan, 2013; Magondu, 2013; Marangu, 2012; Muriithi& Crawford, 2003).

Therefore, another knowledge gap that was addressed by this study in an attempt to add to the body of knowledge is to give the research a Kenya perspective. Previous studies have adequately described the numerous drivers and barriers for monitoring practices but no work has been published in the Kenya with regard to the influence of monitoring practices on projects performance. As established by Mbachu and Nkando (2007), that quality and attitude of service are key factors constraining successful monitoring practices on project delivery in South Africa.

There were studies done on the adoption of monitoring and evaluation by the public sector in the developed world. Thus the need to validate these in the context of the developing countries and in specific the private sector as the developing countries since the implementation of monitoring practices will adversely affect positively performance in terms of increasing the effective and efficiency of projects in the private sector (Chin, 2012). Besides the studies were carried out rest entirely on the private sector, but the need to deploy this service to the public sector especially the state corporations which are service based institutions. Thus the study focuses on influence of monitoring practices on projects performance of Kenya state corporations.

2.8 Summary of Literature Reviewed

The literature analyzed highlights the theories relevant to monitoring on projects performance; Theory of complexity, project performance theory, change theory and Theory of Constraints; literature on how monitoring practices influence on project performance in Kenya state corporations is influenced by planning, tools, techniques and its adoption practices. The empirical review highlighted studies that has been done by other scholars in the field. From the literature, it is evident that to improve performance, projects must have been accomplished on time, within budget, and to the appropriate degree required to satisfy the objective and for good performance, the project manager must be skilled and operate in an environment which enables a project team to function. performance is considered to be tied to project success, and this also is associated with project objectives. The literature covers on how each independent variable; monitoring practices on planning, tools, techniques and its adoption influences projects performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

According to Adrian et al (2003), a research methodology refers to a process of following steps, procedures and strategies for gathering and analysing data in research investigation. According to Bryman (2003), methodology includes design, setting, sample, methodological limitations, data-collection and analysis of the study. From the stated above this chapter covers research design, target population, sample and sampling techniques, data collection instruments, data collection procedure, data processing, data analysis and data presentation observed during the study.

3.2 Research Philosophy

Research philosophy refers to the assumptions and beliefs that govern the way we view the world Saunders et al (2015). According to (Saunders et al, 2015) research philosophy is the foundation of knowledge, and the nature of that knowledge contains important assumptions about view of the world. Research philosophies could be positivism, interpretivism, realism or pragmatism. These philosophies share a common set of assumptions, and their commonalities identify them as examples of broader philosophies.

Given above the stated philosophies, the choice of research philosophy is based on research hypothesis to be tested. In this regard, the study used a positivism research philosophy; since positivism reflects the belief that reality is stable that can be observed and described from objective viewpoint without interfering with phenomena (Matta, 2015).It is also possible to test hypothesis and generalize the findings through investigating what truly happens in organizations through scientific measurement of people and behaviours (Halfpenny, 2015)

The study was based on theoretical foundations from which hypotheses derived, and quantitative methods were used for logical and evidence testing. Factual data were established for causal relationships, and the study of monitoring practices on

planning, tools, techniques and its adoptions in seeking to establish possible relationships on projects performance of Kenya state corporations. Positivism believes that reality is stable and can be observed from an objective viewpoint by arguing that phenomena can be isolated and observation can be duplicated. This involves manipulation of reality with variations in independent variable in order to identify regularities and form relationships between constituent elements of the social world (Wilfred, 2006).

3.2.1 Research Design

A research design provides a framework for the collection and analysis of data (Bryman & Bell, 2011). It contains the blueprint for the collection, measurement, and analysis of data (Kothari, 2004). There are many research designs which can be classified into exploratory, descriptive, correlational or causal but their distinctions are not absolute (Churchill & Iacobucc, 2005). The research study used descriptive research designs guided by hypothesis and focuses on the frequency with which something occurs or the relationship between variables (Churchill & Iacobucc, 2005). The descriptive research helped probe specific aspects of study variables by collecting the information of a set of parameters known beforehand that was desirable to collect data about (Churchill & Iacobucc, 2005).

3.3 Target Population

Mugenda and Mugenda (2003) refer to population as an entire group of individuals and objects of having a common observable characteristics. Kothari (2004) also concur that population is all items in any field of inquiry or universe. The target population refers to the entire group of people, events or things of interest wishes to be investigated (Sekaran & Bougie, 2010). The study was a simple random study since it will focus on all the stated Kenya state corporations.

The target population of this study comprised of 187 state corporations in Kenya, which included the commercial state corporation, executive agencies, independent regulatory agencies, research institutions, public universities, tertiary education and training institutions (RoK, 2013). The choice of the state corporations was justified

by the fact that monitoring practices issues are becoming a major concern with the government fighting hard to ensure that there is value for money on services delivery and performance. The target respondents included project managers, finance officers, project team leaders and two end user key stakeholders who are going to be area leaders affected by the project. The target population of the study is highlighted as follows:

Table 3.1: State Corporations in Kenya

S/No.	Categories of State Corporations	Number of Entities
1	Commercial state corporations	34
2	Commercial state corporations with strategic function	21
3	Executive agencies	62
4	Independent regulatory agencies	25
5	Research institutions, public universities & tertiary education	45
Total inventory of State Corporations as of October 2013		**187**

Source: (RoK, 2013)

3.4. Sample size and Sampling Technique

According to Kothari (2012) Sampling refers to the process of obtaining information about an entire population by examining only a part of it. Samples can either be probability samples or non-probability samples (Sauders, Lewis & Thornhill, 2003). Probability samples are those based on simple random sampling, systematic sampling, stratified sampling and cluster sampling. Non-probability samples are those based on convenient/ such as purposive sampling, judgment sampling and quota sampling (Kothari, 2012). According to Mugenda and Mugenda (2003) a simple random sample has an equal chance of inclusion in a sample.

3.4.1. Sampling Frame

A sampling frame is a list of cases from which a sample can be selected from (Mugenda & Mugenda, 2003). The list of state corporations will form the sampling frame, also known as the source list, from which the samples were drawn (RoK, 2013).

3.4.2. Sampling Technique

Sampling refers to the selection of a few items that are as representative as possible to produce a miniature cross-section of all items constituting a population in a field of inquiry. A survey so conducted is known as a sample survey (Kothari, 2004). A sample is the segment of the population that is selected for investigation. It is a subset of the population (Bryman & Bell, 2011). Sample size refers to the number of items to be selected from the population to constitute a sample. A sampling design is a definite plan of how a sample should be selected from a given population and what size such a sample should be while the sampling technique refers to the process so conducted to provide a basis of generalizing results about the population (Kothari, 2004).

The sampling technique that was used in the study was simple random sampling. With simple random sampling, each unit of the population has an equal probability of inclusion in the sample (Bryman & Bell, 2011). In addition to the purpose of the study and population size, three criteria was specified to determine the appropriate sample size for a simple random sample design: the level of precision, the level of confidence or risk, and the degree of variability in the attribute being measured (Miaoulis & Michenera, 1976 in Israel, 2013).

The level of precision, sometimes called sampling error, is the range (often expressed in percentage points e.g. ±5) in which true value of the population is estimated to be. The confidence or risk level is based on the idea that when a population is repeatedly sampled, the average value of the attribute obtained from those samples is equal to the true population value. The degree of variability in the attributes being measured refers to the distribution of attributes in the population. The more heterogeneous a

population, the larger the sample size required to obtain a given level of precision. The less variable (more homogenous) a population, the smaller the sample size (Israel, 2013). This is because a given sample size provides proportionately more information for a small population than for a large population. The sample size (n) can be adjusted using the Yamane formula (1967). In this formula, sample size can be calculated at 3%, 5%, 7% and 10% precision (e) levels. Confidence level used is 95% with degree of variability (p) equivalent to 50% (0.5).

$n = \frac{N}{1+Ne^2}$ n = sample size

N= target population (187)

e = margin error of 10%

In the proposed study, the sample size were calculated at precision level of 10% (e = 0.1).

Sample size in this study is

$$n = \frac{187}{1 + (187 \times 0.1^2)}$$

$$n = \frac{187}{2.87}$$

$$n = 65$$

Therefore the sample size was 65 state corporations.

Table 3.2: Sample size

Categories of State Corporations	Number of Entities	sample for entities	sample for TM (6 per firm)
Commercial state corporations	34	12	72
Commercial state corporations with strategic function	21	7	42
Executive agencies	62	22	132
Independent regulatory agencies	25	9	54
Research institutions, public universities & tertiary education	45	16	96
Total inventory of State Corporations as of October Total	187	65	396

3.5. Data Collection Instrument

The study used both primary and secondary data. According to Greener (2008) primary data is the data collected directly from first hand occurrence which has not been exposed to processing or any other handling. On other hand secondary data refers to data collected by someone other than the user (Ngechu, 2004). Common sources of secondary data included censuses, information collected by government departments, organizational records, review of published research journals, published theses/projects, textbooks, magazines, annual reports of state corporations.

Creswell (2006) contends that primary data can be collected by means of qualitative data collection instruments (focus group discussions, interviews and observations) and quantitative data collection instruments (questionnaire). On questionnaires i used a nominal scale where most of the questions were structured on an agreement continuum using 5-point Likert type scale. According to Kothari (2004) questionnaire's was a document that consisted of a number of questions in a definite order. The questionnaire was picked by the researcher because of its flexibility in reaching a particular person as a respondent to the study. Because each person

responds to the same set of questions, the questionnaire provided an efficient way of collecting responses from a large sample prior to quantitative analysis (Saunders, 2009).

Also, the self-completion questionnaires were cheaper and quicker to administer; in the the absence of interviewer effects and variability; and are more convenient for respondents because they complete the questionnaire when they want within specific time limit (Bryman & Bell, 2011). Because of the difficulties facing researchers in collecting data in state corporations, a personal delivery and pick-up system was used as the most appropriate method of collecting the questionnaires. The questionnaire comprised of seven main sections related to dependent and independent variables. Sections of A of questionnaire were on demographic data of respondent. Section B, C, D, E and F will generate data on monitoring practices planning, tools, techniques and its adoptions on projects performance.

3.6. Data Collection Procedure

Data collections were conducted by a self-completion questionnaire administered by researcher with the help of research assistants. Each subject were given verbal instructions and asked to anonymously complete the questionnaire for immediate collection. The respondents were also informed on the purpose of the study to minimize any biases in data collection procedures.

3.7. Pilot Testing

Pilot testing is an important component of the data collection process. A pilot test on a selected sample of respondents was conducted in order to ascertain the validity and reliability of the questionnaire before being administered to the target population. It is usually a small-scale trial run of all the procedures planned for use in the main study. In particular, pilot testing of an instrument administered for research purposes, say a questionnaire, is the standard in social sciences and was employed in the study. Once a questionnaire was finalized and tried out in the field (Mugenda & Mugenda, 2003).

One form of pilot testing is *pre-testing*, which may be repeated several times to refine the questions, the instrument or procedures (Cooper & Schindler, 2003). Benefits of pre-testing include an opportunity to test the hypothesis, allowance for checking statistical and analytical procedures, a chance to reduce problems and mistakes in the study and the reduction of costs incurred by inaccurate instruments (Isaac & Michael, 1995). According to Cooper and Schindler (2006) and Mugenda & Mugenda (2003) a sample of at least 10% of the population is usually acceptable in a pilot study. Therefore, to pre-test the research instrument a sample of 20 state corporations, who are part of the target population and not the sample size, were used.

Pilot testing will provide an opportunity to detect and remedy any potential problems with the research instrument (questionnaire), including questions respondents do not understand; ambiguous questions; questions that combine two or more issues in a single question (double-barrelled questions); questions that make respondents uncomfortable. The critical issues of validity and reliability of the measuring instrument was addressed including the design of questions, the structure of the questionnaire and the diligence of pilot testing. To increase validity and reliability, pilot study was conducted to pre-test the questionnaire.

3.7.1. Validity

Validity is the ability of an instrument to measure what it is designed to measure. It is the correctness or credibility of a description, conclusion, explanation, interpretation, or other sorts of account (Kumar, 2005). According to Kumar (2005), there are two approaches to establishing the validity of a research instrument: logic and statistical evidence. Validity were established by a logical link between questions and the objectives (Kumar, 2005). There are three dimensions from which validity can be examined. These include, content, construct, and criterion validity (Orotho, 2009). Content validity was ensured by designing instrument according to the study variables and their respective indicators of measurement; construct validity, was maintained through restricting the questions to the conceptualizations

of the variables and ensuring that the indicators of a particular variable fall within the same construct.

3.7.2. Reliability

Reliability is an assessment of the degree of consistency between multiple measurements of a variable (Hair et al, 2010). Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda & Mugenda, 2003). Reliability relates to the consistency of the data collected and degree of accuracy in the measurements made using a research instrument. The greater the ability of the instrument to produce consistent results, again and again, or rather the repeatability of the measure, the greater was its reliability. An item analysis were conducted to determine internal consistency and reliability of each individual item as well as each sub-scale of the data collection instrument in accordance with Kumar (2005). Cronbach's Alpha reliability coefficient, α, were used for the internal reliability test. The coefficient normally ranges between 0 and 1 although actually no lower limits exist. The closer α was to 1.0 the greater the internal consistency of the items in the scale. The size of α were determined by both the number of items in the scale and the mean inter-item correlations based upon the formula:

$$\alpha = rk/[1 + (k - 1)/r]$$

where;

k = is the number of items considered and r = is the mean of inter-item correlations.

George & Mallery (2003) provide the following commonly accepted rules of thumb: $\alpha \geq 0.9$ – Excellent; $0.9 > \alpha \geq 0.8$ – Good; $0.8 > \alpha \geq 0.7$ – Acceptable; $0.7 > \alpha \geq 0.6$ – Questionable; $0.6 > \alpha \geq 0.5$ – Poor and $0.5 > \alpha$ – Unacceptable. Therefore, ideally the Cronbach Alpha coefficient of a scale should be at least acceptable, that is, above 0.7.

3.8 Data Processing and Analysis

The raw data collected from the field were transformed into information that tested the research hypotheses, thus before data analysis, collected information was, cleaned, edited and then coded. Kothari (2012) and Marshall and Rossman (2007) defined data analysis as the computation of certain measures along with searching for patterns of relationships that exist among data groups. Data processing and analysis is essential to ensure that all relevant data is gathered for making contemplated comparisons and analysis (Mugenda, 2008).

The study used descriptive analysis, correlation analysis and regression analysis to analyse the data. The data collected using the open ended questions were analysed using content analysis. According to Prasad (2008) content analysis is any research technique for making inferences by systematically and objectively identifying specified characteristics within text. Yin (2002) defined content analysis as a research method that uses a set of procedures to make valid inferences from text. Neuman (2006) lists content analysis as a key non-reactive research methodology and described it as a technique for gathering and analysing the content of text. The 'content' refers to words, meanings, pictures, symbols, ideas, themes, or any message that can be communicated. The 'text' is anything written, visual, or spoken that serves as a medium for communication (Neuman, 2006).

The content analysis was used to analyse qualitative data. The text of the open ended questions was studied and subdivided into themes guided by the objectives of the study. The themes then guided the researcher to analyse the data. According to Mbwesa (2006) and Mugenda and Mugenda (2003) descriptive analysis involves finding numerical summaries to provide a deeper insight into the characteristics and description of the variables under study. Correlation analysis involves using the collected data to determine whether a relationship exists between two or more quantifiable variables where the magnitude and direction of correlation is expressed by correlation coefficient (Cohen *et al*.,2013). According to Cohen, West & Aiken (2014) linear regression analysis involves measuring the linear association between a dependent and an

independent variable(s). It assumes the dependent variable is predicatively linked to the independent variable(s). Regression analysis therefore attempts to predict the values of a continuous interval or scaled dependent variable from the specific values of the independent variable(s).

The study used both qualitative and quantitative data as advocated for by Neuman (2006) .Qualitative data from open ended questions was analysed using content analysis while Statistical Package for Social Sciences (SPSS) software version 21 was used in running the statistical tests. SPSS was chosen because as indicated by Castillo (2009) it is user friendly and gives all the possible analysis. The categories of responses were identified, coded and entered into SPSS variable data sheet for both descriptive and quantitative analysis. Descriptive anal ysis generated measures of c e n t r a l tendency, that is, frequencies, percentages, means and standard deviation which were presented in tables and interpreted appropriatelyy.

Conditional linear regression tests were conducted before the data were analysed further. These tests are sampling adequacy test to determine adequacy of the sample size for factor analysis, autocorrelation tests to find out if there were correlation between the residue terms for any two observations, multicollinearity to test whether more than two independent variables are inter-correlated, outliers test to identify if there was any observation far placed from the other observations, Bartlett's test to examine if correlation matrix was an identity matrix and normality tests to determine if data was normally distributed. After conducting diagnostic tests, factor analysis was done to identify factors which may not be instrumental to the study. Finally, correlation analysis and regression analysis was done Babbie et *al*. (2007).

3.8.1 Sampling Adequacy Test

Kaiser-Meyer-Olki (KMO)measure of s a m p l i n g adequacy was c o n d u c t e d t o determine adequacy of the sample size. According to Magd (2008) KMO is an index used to examine and justify the appropriateness of application of

Factor Analysis; values between 0.5-1.0 indicate that a factor is significant. Moutinho and Hutcheson (2010) suggested that values between 0.7 and 0.8 are good for factor analysis

3.8.2 Autocorrelation Test

Autocorrelation is correlation between the residue terms for any two observations; it is expected that the residue terms for any two observations should be independent (Field, 2005; Levine, Fustephan, Krehbiel and Berenson, 2004). Durbin-Watson test was used to test for the presence of autocorrelation between variables. Gujarati (2003) observed that Durbin-Watson statistic ranges from 0 to 4. A value near 0 indicates positive autocorrelation while a value close to 4 indicates negative autocorrelation. A value ranging from 1.5 to 2.5 indicates that there is no presence of autocorrelation.

3.8.3 Multicollinearity Test

Multicollinearity occurs in statistics where two or more predictor variables in a multiple regression model are highly correlated (Bickel, 2010). The Gauss-Markov assumption only requires that there be no perfect multicollinearity and so long as there is no perfect multicollinearity the model is identified; Which means the model can estimate all the coefficients and that the coefficients remained best linear unbiased estimates and that the standard errors were correct and efficient (Runkle et al., 2013). Variance Inflation Factor (VIF) was used to measure the problem of multicollinearity in the multiple regression models. VIF statistic of a predictor in a model is the reciprocal of tolerance and it indicates how much larger the error variance for the unique effect of a predictor (Baguley, 2012).

Cohen and Cleveland (2013) defines Variance Inflation Factor (VIF) as an index of the amount that the variance of each regression coefficient is increased relative to a situation in which all of the predictor variables are uncorrelated and suggested a VIFs of 5 or more to be the rule of thumb for concluding VIF to be too large hence not suitable. Runkle *et al*. (2013) argued that if two or more variables have a Variance Inflation Factor (VIF) of 5 or greater than 5, one of them must be removed from the regression analysis as this indicates presence of multicollinearity. Thus in

the study if two or more variables have a Variance Inflation Factor of 5 or greater than 5 one of them must be removed from the mode.

3.8.4 Normality Test

Tests of normality were used to determine if the data is well modelled and normally distributed (Gujarati, 2002). According to Ghasemin and zahediasi (2012) the variables are supposed to be roughly normally distributed especially if the results are to be generalized beyond the sample. The study used both kolmogorov-Sminorv and Shapiro- Wilk normality tests. In kolmogorov- smirnov test, if the tests of normality yields a figure of less than 0.05 it means that the data is not normally distributed but for Shapiro-wilk if the figure was less than 0.05 then the data were normally distributed.

3.8.5 Factor Analysis

According to Shenoy and Madan (2000), not all variable factors are statistically important in a research. Factor analysis acts as a gauge of the substantive importance of a given variable to the factor and it was used to identify and remove hidden constructs or variable items that do not meet the objectives of the study and which may not be apparent from direct analysis (Ledesma & Valero-Mora, 2007; David *et al*., 2010). The communalities and eigen values were used to indicate the substantive importance of variable factors. A loading value of 0.7 is the rule of thumb and is believed to be satisfactory but due to the seemingly difficulties of meeting the 0.7 criterion a loading of up to 0.4 level is acceptable (Rahim & Magna, 2005) In this study eigen values for each strong indicators in variables were extracted using principal component analysis.

3.8.6 Correlation Analysis

Pearson correlation coefficient was used to determine the magnitude and the direction of the relationships between the dependent variable and independent variables. The values of the correlation coefficient are between -1 and +1. A value of 0 implies no relationship, +1 correlation coefficient indicates that the two variables are perfectly correlated in a positive linear sense, that is, both variables

increase together while a values of -1 correlation coefficient indicates that two variables are perfectly correlated in a negative linear sense, that is, one variable increases as the other decreases (Collis & Roger, 2013; Neuman, 2006; Sekeran, 2008; Kothari, 2012).

The purpose for the Pearson's correlation coefficient was to establish the magnitude and direction of the relationship between each independent variable with the individual parameters measuring access of monitoring practices and project performance. Correlation coefficient was first computed for each independent variable and the dependent variable without the moderating variable and all the independent variables and independent variable without the moderating variable. The results of the coefficient of correlation with and without the moderating variable were compared in order to test for the effects of the moderating variable. The correlation strengths were interpreted using Cohen and Cleveland (2013) decision rules where 0.1 to 0.3 indicated weak correlation, 0.31 to 0.5 indicated moderate correlation strength and greater than 0.5 indicated a strong correlation between the variables. The decision rule has been used by Muchelule et al (2017) in their study of Correlation between Monitoring and Evaluation and Performance of Social Development Projects in Bunyala Sub County.

3.8.7 Regression Analysis

Regression analysis is a measure of the ability of independent variable(s) to predict an outcome of a dependent variable where there is a linear relationship between them. In this study regression analysis was done to establish whether independent variables predicted the dependent variable. The R square, t-tests and F-tests and Analysis of Variances (ANOVA) tests were all generated by SPSS to test the significant of the relationship between the variables under the study and establish the extent to which the predictor variables explained the variation in dependent variable. Multiple Regression model was also used to determine the effect of the moderating variables (Brace, Kemp & Snelgar, 2012).

The research hypotheses were tested using the p value approach at 95% confidence level based on linear regression analysis output produced by SPSS. The decision rules were that the null hypothesis should be rejected if the calculated p- value is less than the significant level (0.05); and accepted if the calculated p-value was greater than the significance level (0.05). The significance of the independent variables was tested using F test and p value approaches. The decision rules were to reject the null hypotheses that the effect of independent variable(s) was insignificant if the computed F value exceeds the critical F value or if the P value was less critical value of 0.05. To measure the relationship between the independent variables and the dependent variable, the research used the model:

$$Y = f(X_1, X_2, X_3, X_4, X_5)$$

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

Where;

Y = Project Performance

X_1 = Monitoring planning

X_2 = Monitoring practices tools

X_3 = Monitoring practices techniques

X_4 = Adoption of monitoring practices

e = Error term

Multiple regression models basically revealed linear relationships between predictors and the dependent variable.

3.9 Data Presentation

The findings were presented using tables, pie charts and graphs which are essential to any examination of the data. The frequency table arrays data by assigned numerical value, with columns for percent, valid percent, and cumulative percent. The values and percentage are more readily understood in the graphic format, and visualization of the media placements and their relative sizes is improved (Cooper & Schindler, 2011).

3.9 Operationalization of Variables

Table 3.3 demonstrates the different measures that have been utilized to judge extend execution in the course of the most recent three decades. From the table, all creators underscore operational perfection (cost, time, quality) and item achievement. However, the framework provided by Shenhar *et al.* (2001), Shenhar and Dvir (2007), and, Hoegl and Gemuenden (2001) include measures that go beyond the traditional measures of project performance includes two key measures-business achievements and planning for what's to come. It is not possible to achieve these measures without following an ambidextrous strategy that simultaneously pursues innovation and efficiency (Liu &Leitner, 2012). Therefore, this study shall adopt this extended framework to define state corporations project performance through measuring its specified indicators.

Table 3.3: Measures of Project performance

Author (s)/Researcher(s)	Project Performance Measures
Turner and Zolin (2012); Turner, Zolin and Remington (2009)	Project output, project outcome, project impact
Kerzner (2008)	Within the allocated time period, within the budgeted with acceptance by the customer/user, with minimum or mutually agreed upon scope changes, without disturbing the main workflow of the organization, without changing the corporate culture
Shenhar, Dvir, and Levy (1997); Shenhar, Dvir, Levy and Maltz (2001); Shenhar and Dvir (2007); Hoegl and Gemuenden (2001)	Project Efficiency, Impact on Team, Impact on the Customer, Business Success, Preparing for the future
Cleland and Ireland (2002)	Time, Scope,Cost, Quality
Pinto and Slevin (1988); Barker, Pinto and Rouhiainen (2001) Lim and Mohamed (1999)	On schedule, on budget, deliverable works, solves problem, improves performance, used by client, important clients make use, ready accepted by users, good project success, benefits users, provides improvements, positive impact on users Completion, User Satisfaction
Wateridge (1995)	Commercial Success, Meet User Requirements, Meet Budget, Happy Users, Achieve Purpose, Meet Timescales, Happy Sponsor, Meet Quality, Happy Team
Freeman and Beale (1992)	Technical Performance, Efficiency of Execution, Customer Satisfaction, Personal Growth, Manufacturability & Business Performance
De Wit (1988)	Budget Performance, Schedule Performance, Client Satisfaction, Functionality, Contractor Satisfaction, Project Manager/Team Satisfaction

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The study was to investigate the influence of monitoring practices on performance of projects in Kenya State Corporations. The themes were; to investigate the influence of monitoring planning on performance of project in Kenya State Corporations, to examine the influence of monitoring tools on performance of project in Kenya State Corporations, to investigate the influence of monitoring techniques on project performance in Kenya state corporations and to examine the influence of adoption of monitoring practices on project performance in Kenya state corporations. This chapter therefore presents the results of statistics analysis, presentation and interpretation.

4.2 Response rate

Response rate equals the number of people with whom semi structured questionnaires were properly completed divided by total number of people in the entire sample (fowler, 2004). From the sampled state corporations a total of 396 questionnaires were sent out 344 were returned translating to 86.5% average return rate. The high return rate had been as result of making several visits to the sites to make sure most of the respondents return the questionnaires. Most of these who could not respond were said to be inactive or irregular. This response rate was satisfactory to draw conclusions from the study and was, therefore, representative.

According to Mugenda and Mugenda (2009), a response rate of 50% is adequate for analysis and reporting, a rate of 60% is generally good while a response rate of above 70% is excellent. This is also the same position taken by Babbie (2010) who also asserts that a response rate of above 70% is deemed to be very good. Respondents were also assured of confidentiality of information provided. Table 4.1 shows the distribution and response rate of questionnaires from the respondents.

Table 4.1 Response rate

Category of	Questionnaires		Response
State Corporation	**Distributed**	**Returned**	**Rate**
Commercial state corporations 72		61	84.7%
Commercial state corporations with strategic function	42	36	85.7%
Executive agencies	132	110	83.3%
Independent regulatory agencies	54	47	87.1%
Research institutions, public universities & tertiary education	96	90	91.7%
Total	**396**	**344**	

All state corporations had a response rateofabove50%andhencetheconclusions drawn from the study are representative (See Table 4.1). Research Institutions, Public Universities & Tertiary Educationhadthehighestresponserateof91.7%.This was closely followed by Independent Regulatory Agencies at 87.1%, then Commercial State Corporations with Strategic Functions at85.7%, Commercial State Corporation at84.7%while Executive agencies had a response rate of 83.3%.

4.3 Demographic Information

The major features of demographic importance that were considered important in the study were gender, age bracket, job category, academic qualification and job tenure.

4.3.1 Respondent's gender

The respondents were asked to indicate their gender so that participation according to gender is analysed and discussed. The gender of the respondents was established as indicated in Table 4.1. The respondents were 65.7% male and 34.3% female, in effect representation of female was low in the Kenya state corporations. The under representation of female individuals may impact negatively on project performance

since certain gender requirements may not be addressed. Kothari (2004) asserts that a ratio of at least 1:2 in either gender representation in the study is representative enough as presented in table 4.2 below.

Table 4.2 Respondent's Gender

		Frequency	Percent
Gender	Male	226	65.7%
	Female	118	34.3%
	Total	344	100%

4.3.2 Respondent age bracket

The study settled on four age groups, from which, respondents were asked to identify their group. The groups were: - between 20 to 30 years old, 31 to 40 years old, 41 to 50 years old and above 50 years. The data collected revealed that 26.7% of the respondents aged between 20 to 30 years, 35.8% aged between 31 to 40 years, 28.8% aged between 41 to 50 years and 8.7% were above 50 years of age.

Table 4.3 Respondent age bracket

	Frequency	Percent
20-30	92	26.7%
31-40	123	35.8%
41-50	99	28.8%
above 50	30	8.7%
Total	**344**	**100%**

4.3.3 Respondent job category

Respondents' job category in Kenya State Corporations was used to describe the characteristics of the respondents so as to establish the opinions of the respondents in the different job categories. The distribution of the respondents was distributed between project managers, finance office, project team leader and key stakeholder

with each level having 27%, 39%, 22.7% and 11.3% respectively. The respondents were mainly in the finance office (39%). This distribution provided a diversified base of information given the contribution of the different job categories. These results are a clear indication that there was adequate representation in all levels of management, thus making the results of the study to be more objective.

Table 4.4 Respondent job category

	Frequency	Percent
Project Manager	65	19.4%
Finance Officer	65	19.4%
Project Team Leaders	130	37.8%
Key Stakeholder	84	24.4%
Total	**344**	**100%**

4.3.4 Level of Education

The respondents' education level was analyzed and the outcome is as indicated in Table 4.4. Academic levels were reflected in percentage as Certificate 17.4%; Diploma 28.5%; Undergraduate 35.5% and post graduate were featured at only 18.6%. The education level of project managers, finance officers, project team leaders and end user key stakeholder is utmost important. Precisely, their education level contributes towards understanding the different facets of project performance. As such, since the respondents possess the requisite academic qualification, they have the ability to communicate effectively hence clearly indicating that there was fair representation in levels of education thus, authenticating the results of the study to be quite objective leading to exemplary project performance.

Table 4.4 Level of Education

	Frequency	Percent
Certificate	60	17.4%
Diploma	98	28.5%
Undergraduate	122	35.5%
Post Graduate	64	18.6%
Total	**344**	**100%**

4.3.5 Job Tenure

Job tenure was chosen as one of the respondents' characteristics so as to ascertain the respondents' experience with monitoring practices. From the study, most of the respondents had worked with Kenya state corporation for over three years (45.6%); 29.1% for one to two years; while 253% had worked for a year. On the whole, most of the respondents had worked for more than a year and this provided responses based on a wider knowledge base of the corporations' operations. The results is a clear indication that since majority of the respondents had worked above 3years in their specified state corporations, the results of the study indicate the true position in regard to project performance in Kenya State Corporations.

Table 4.5 Job Tenure

	Frequency	Percent
0-1	87	25.3%
1-2	100	29.1%
3 years and above	157	45.6%
Total	344	100%

4.3.6 Monitoring Planning

Monitoring planning is described as the systematic arrangement of project resources in the best way so as to achieve project objectives (Faniran, Love and Smith 2000). As part of the study objectives, the study sought to investigate the influence of

monitoring planning on performance of project in Kenya State Corporations. Table 4.6 illustrates the results. Based on the findings in the table, monitoring plans are well applicable in organization activities (mean = 4.36, SD = 0.75). Also, employees are well trained on effective monitoring planning practices in organization projects (mean = 3.45, SD = 1.35).

The implication is that employees have the requisite skills to systematically arrange project resources in such a way that it leads to the achievement of project objectives. Furthermore, network diagrams and frameworks are used in scheduling organization projects (mean = 4.01, SD = 0.99). With the use of network diagrams and frameworks, project managers and the involved stakeholders are able to lay out the steps needed to achieve the desired results. There is thus an increased understanding of the project goals as well as the objectives.

Besides, the organization conducts stakeholder's analysis surveys on its resources before it plans (mean = 3.73, SD = 0.8). By carrying out this analysis before the implementation of a policy, project managers can detect and act to prevent misunderstanding or opposition to the implementation of the policy. Information generated was key in developing a clear framework for the utilization of project resources within and outside state corporations. In addition, the organization uses project management software for monitoring plans (mean = 3.99, SD = 0.98). Consequently, it is easier for the state corporations to plan, organize and manage its resources. Resource estimates, cost control and budget management, communication and decision-making are made easier with the use of the project management software.

However, it was not fully established if the staff roles match their experience and qualifications in the organization (mean = 3.11, SD = 0.81). It could be that the state corporations have not created objective measures of what is important for the staff roles; whether it is their skill set or their years of experience in a similar role. In relation to the phenomenon of M&E and the human capacity element, the review realised the importance to indicate the agreement in terms of how the human capacity

element is considered to be important in an M&E system as it ensures the completion of all tasks defined in the annual M&E work plan.

The review also showcased how the human capacity element needs to be accompanied by evaluation capacity building based on capacity building plans that provide training on a range of M&E skills, tools, methods, approaches, and concepts, and these will enable the production of good M&E results. Similarly, there was doubt if rapid assessment is conducted in monitoring plans used in projects (mean = 3.18, 1.12). Since rapid assessments are lowly evidenced, it could be a challenge for the corporations to measure the effectiveness of the plans. The findings on monitoring planning summed up to a mean of 3.69, standard deviation 0.7 and kurtosis 3.63. According to Thompson and Strickland (2012), strategy formulation and implementation are core management functions. The developed strategy may be good but if its implementation is poor, the intended strategic objectives may not be achieved.

According to Gwayo et al. (2014) there is a growing concern regarding the reasons why the requisite objectives are not achieved as per the projects' client's expectation. Muchung'u (2012) lamented that, some projects takes as many as 3 years before they are completed; a scenario that is usually accompanied by huge cost overruns. Findings further agrees with Dvir et al. (2003) that in monitoring planning, project objectives are the focal point of every effort and activity and they are important in planning because project plans are derived from them. Project objectives in monitoring planning are first defined; then the strategies to achieve them are formulated and presented as project plans and these are used in evaluating the achievement of the objectives (Dvir et al., 2003).

The process of monitoring planning requires that clients' expectations and available resources are defined first, matched to set project objectives, so that available options are identified and evaluated and the most appropriate frameworks, strategies and tactics to achieve the objectives are selected (Puthamont & Charoenngam, 2004). Monitoring plan had been observed to be expensive to implement, time consuming

and needed skills (specialized training) especially when Primary data collection was needed. It was not always relevant nor always reliable (ACF, 2011).

Table 4.6 Monitoring Planning

		Sd	d	N	a	sa	Mean	Std. Deviation	Kurtosis
Monitoring plans are well applicable in organization activities	Freq.	0	19	0	164	161	4.36	0.75	2.76
	%	0	5.5	0	47.7	46.8			
Employees are well trained on effective monitoring planning practices in organization projects	Freq.	58	0	108	84	94	3.45	1.35	-0.6
	%	16.9	0	31.4	24.4	27.3			
Network diagrams and frameworks are used in scheduling organization projects	Freq.	19	52	0	160	113	4.01	0.99	2.31
	%	5.5	15.1	0	46.5	32.8			
The organization conducts stakeholder's analysis surveys on its resources before it plans.	Freq.	0	0	19	118	307	3.73	0.8	2.93
	%	0	0	5.5	35.2	89.2			
The staff's roles match their experience and qualifications in the organization.	Freq.	82	0	156	93	13	3.11	0.81	-0.6
	%	23.8	0	45.3	27	3.8			
The organization uses project management software for monitoring plans.	Freq.	19	18	0	218	89	3.99	0.98	2.96

					63.4	25.9			
	%	5.5	5.2	0			3.18		
Rapid assessment is conducted in monitoring plans used in projects	Freq.	39	59	61	701	154		1.12	-0.73
		11	11	11	4				
	%	1.3	7.2	7.7	9.4	4.4			
							3.69	0.73	3.63
monitoring planning									

4.3.7 Monitoring Tools

The study sought to establish the monitoring tools used by the State corporations in their attempt to meet the projects' needs. Table 4.7 illustrates the results. Study findings revealed that monitoring tools are well assessed if they are applicable in organization activities (mean = 4.1, SD = 0.88). In-depth assessment of the monitoring tools is of essence since project managers are able to make use of monitoring tools that assist with ideas through the project strategies and objectives. In such a case, with the use of the preferred monitoring tools, project managers are able to deduce plans that are ideal and most appropriate to implement.

Furthermore, employees are well trained on monitoring tools in organization projects (mean = 4.06, SD = 0.93). Employee training on monitoring tools equips them with the knowledge on how to select the appropriate tools that conform to the needs of the stakeholders and takes into account the cost and budget of the project. As well, inspection checklist is used in standardizing organization monitoring practices (mean = 4.03, SD = 0.94).The project budget should provide a clear and adequate provision for monitoring and evaluation activities. A monitoring budget can be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project management (McCoy et al., 2005).

Some authors argue for a monitoring and evaluation budget to be about 5 to 10 percent of the total budget (Kelly & Magongo, 2004). The intention with this practice is not to be prescriptive of the percentage that is adequate, but to come up with

sufficient funds to facilitate the monitoring and evaluation activities. Provision of a budget for monitoring and evaluation ensures that the monitoring and evaluation activities take place when they are due. It also ensures that monitoring and evaluation are not treated as peripheral function. In addition, metrics are used to check risks in organization (mean = 3.79, SD = 1.07).

For instance, the stakeholders take into account the number of times the timely intervention of risk managers resulted in faster implementation of project plans. Also, the organization consults widely on the best monitoring tools to be used (mean = 3.63, SD = 0.87). Experiences on monitoring tools from other organization in the world are put into consideration so that there is a well prepared and executed monitoring that contributes to project outcomes that are of international standards. Despite consulting widely on the best monitoring tools, there is still doubt if the organization use monitoring tools which are internationally organized (mean = 3.28, SD = 0.97). Similarly, it had not been fully established if the organization audits its financial tools in controlling its project cost (mean = 2.88, SD = 1.01). Generally, the results on monitoring tools summed up to a mean of 3.57, standard deviation 0.8 and Kurtosis -0.1.

Table 4.7 Monitoring Tools

		Sd	d	ns	a	sa	Mean	Std. Deviation	Kurtosis
Monitoring tools are well assessed if they are applicable in organization activities	Freq.	0	25	41	153	125	4.1	0.88	0.15
	%	0	7.3	11.9	44.5	36.3			
Employees are well trained on Monitoring tools in organization projects	Freq.	0	46	0	186	112	4.06	0.93	0.64
	%	0	13.4	0	54.1	32.6			
The organization consult widely on the best monitoring tools to be used	Freq.	0	0	12	137	90	3.63	0.87	-1.2
	%	0	0	3.5	40.1	26.2			
The organization use monitoring tools which are internationally recognized	Freq.	36	0	59	103	19	3.28	0.97	0.9
	%	10.5	0	17.2	46.7	25.5			
The organization audits its financial tools in controlling its project cost	Freq.	61		18	150	115	2.88	1.01	0.25
	%	17.7		6.3	43.4	33.4			
Metrics are used to check risks in organization	Freq.	0	61	58	117	108	3.79	1.07	-1.1
	%	0	17.7	16.9	34.1	31.4			
Inspection checklist are used in	Fr	0	2	7	1	1	4.	0.94	-0.7

standardizing organization monitoring practices	eq.		5	2	13	34	03		
	%	0	7.3	0.9	2.8	39			
monitoring tools							3.57	0.8	-0.1

4.3.8 Monitoring techniques

This section of the analysis highlights the monitoring techniques used by the Kenya State corporations. Table 4.8 highlights the results. Based on the findings, variances are conducted on performance, schedule and cost of project activities (mean = 4.42, SD = 0.8). Consequently, project managers can track the difference between the original project plan and what is actually happening in the state corporations. Precisely, a comparison is made between the budged amount and the actual amount spent to quantify how well or bad a project is progressing.

Furthermore, there is a proper technique on forecasting project activities (mean = 4.38, SD = 0.97). The implication is that project managers can choose the kind of projects to pursue and evaluate the potential of the ongoing projects. As well, project managers have insight on whether to create new project activities or continue with the existing projects. Besides, change request have been well handled and documented in organization (mean = 4.16, SD = 1.14). There is therefore a reference point on what needs to be accomplished with regard to the plans and what needs to be done to accomplish the said plans. As well, project mapping is conducted in projects activities (mean = 4.15, SD = 0.73).

Processes or activities to be done on the project are tracked with aid of a project schedule or project timeline. At regular intervals actual schedule of activities done is compared with the planned schedule to determine whether the project is within schedule or over schedule (Crawford & Bryce, 2003). The monitoring and evaluation activities of the project should be included in the project schedule so that they are given the due importance they require, not only done at the whims of the project

manager (Handmer & Dovers, 2007). Moreover, participatory monitoring and approach is used to determine performance (mean = 3.98, SD = 0.77). A

s such, key stakeholders are engaged in reflecting and tracking the progress of their project and in particular the attainment of the set goals/objectives. Also, stochastic method is used in monitoring practices (mean = 3.98, SD = 1.06). Involvement of all stakeholders (beneficiaries, implementation staff, donors, wider communities) in the monitoring and evaluation process of the project is very important. Participatory approach to monitoring and evaluation is viewed as an empowerment tool for the beneficiaries and other stakeholders of project who in most cases are not consulted in this function. It is also demonstration of downward accountability i.e. accountability to the beneficiaries.

There is a lot of emphasis on upward accountability (Aune, 2000). This obsession with upward accountability creates a barrier between the project and other stakeholders in terms of monitoring and evaluation, this result in the process being geared towards satisfying the demands of the donor at the expense of the other stakeholders. Involvement of the beneficiaries in monitoring and evaluation gives them a sense of ownership and contributes to long term sustainability long after the project donor had ceased financing the project and also increases the chance of more beneficiaries to take up the services of the project.

Other key neglected stakeholders are the field staff involved in implementing the project. In addition, the organization conducts monthly project appraisals (mean = 3.97, SD = 0.71). The implication is that the state corporations are able to assess in a structured way the case for proceeding with a given project activity and its overall viability. Generally, the findings on monitoring techniques summed up to a mean of 3.98, standard deviation 0.98 and kurtosis 2.66.

Table 4.8 Monitoring Techniques

		sd	d	ns	a	sa	Mean	Std. Deviation	Kurtosis
The organization conducts monthly projects appraisals	Freq.	0	23	22	241	581	3.97	0.71	2.08
	%	0	6.7	6.4	70.1	16.9			
There is a proper technique on forecasting project activities	Freq.	0	23	52	411	286	4.38	0.97	0.18
	%	0	6.7	15.1	1.9	63			
Variances are conducted on performance, schedule and cost of project activities	Freq.	0	23	0	1303	191	4.42	0.8	2.76
	%	0	6.7	0	37.8	55.5			
Change request have been well handled and documented in organization.	Freq.	23	61	76	184	0	4.16	1.14	1.39
	%	6.7	17.7	22.1	53.5	0			
Participatory monitoring and approach is used to determine performance.	Freq.	0	23	37	086	762	3.98	0.77	0.88
	%	0	6.7	10.8	0.51	2.11			
Stochastic method is used in monitoring practices	Freq.	0	59	19	136	303	3.98	1.06	-0.5
	%	0	17.2	5.5	39.5	7.80			
Project mapping is conducted in	Fr	0	2	2	9	0	4.	0.73	2.7

projects activities	eq.		3	25	6		15		3
	%	0	6.7	56.4	27.9	0			
monitoring techniques							3.98	0.98	2.66

4.3.9 Adoption of Monitoring Practices

Table 4.9 highlights the results on Adoption of Monitoring Practices. Study findings revealed that formal systems of monitoring adoptions are provided in project implementation (mean = 4.06, SD = 1.01). The implication is that stakeholders think in terms of performance measurement before the project implementation starts with a clear picture of the desired outcomes of the project. Furthermore, the organization provides feedbacks on monitoring practices conducted (mean = 4.05, SD = 1.13).

The implication is that performance of the project is assessed and guidelines on how to proceed with the project are generated. Also, there is proper awareness on adopted practices conducted by organization on its staffs (mean = 3.89, SD = 0.93). The staffs are therefore aware of the practices that have been adopted by the organization and adjust accordingly. Also, awareness on adopted practices enables the employees are able to have a clear job allocation and designation that fits their expertise. Thus, the staff are satisfied with the policies put in place which provide opportunity for adopting monitoring best practices (mean = 3.85, SD = 1.1). In addition, the organization benchmarks its monitoring practices with other organizations (mean = 3.84, SD = 1.23).

Benchmarks reveal areas that need to be improved on and the strengths that need to be focused on more. Particularly, benchmarking monitoring practices with other organizations offers insights on the monitoring tools and techniques that other organizations are using, how they are working out for the said organization and what the state organizations can learn from the monitoring practices. However, it is undefined if the procedures on adopting monitoring practices are definitive, clear and easily understood in the project (mean = 3.26, SD = 0.77). Likewise, there is doubt if

the organization had better strategies on adopting monitoring practices (mean = 3.14, SD = 0.83). In general, Adoption of Monitoring Practices summed up to a mean of 3.5, standard deviation 0.88 and kurtosis 0.46.

Table 4.9 Adoption of Monitoring Practices

		SD	D	NS	A	SA	Mean	Std. Deviation	Kurtosis
I am satisfied with the policies put in place which provide opportunity for adopting monitoring best practices.	Freq.	0	55	74	83	132	3.85	1.1	-1.2
	%	0	16	21	24	38			
The procedures on adopting monitoring practices are definitive, clear and easily understood in the project.	Freq.	0	34	232	215	351	3.26	0.77	0.56
	%	0	9	64	61	100			
The Organization has better strategies on adopting monitoring practices	Freq.	0	80	155	91	185	3.14	0.83	-0.5
	%	0	23	45	26	52			
The organization benchmarks its monitoring practices with other organizations.	Freq.	80	0	52	54	158	3.84	1.23	-1.4
	%	23	0	15	15	45			
There is proper awareness on adopted practices conducted by organization on its staffs	Freq.	0	19	113	99	133	3.89	0.93	-1.1
	%	0	5	33	2	33			

			.5	2.8	8.8	2.8			
Formal Systems of monitoring adoptions are provided in projects implementation.	Freq.	0	55	0	159	1306	4.06	1.01	0.1
	%	0	16	0	.26	.81			
Organization provides feedbacks on monitoring practices conducted	Freq.	55	0	45	71	173	4.05	1.13	-0.9
				13	20	50			
	%	16		.1	.6	.3			
Adoption of Monitoring Practices							3.5	0.88	0.46

4.3.10 Project performance

This section of the analysis highlights the results on project performance. Table 4.10 presents the results. From the results, there was doubt whether most of the projects initiated are of good quality (mean = 3.42, SD = 1.27).It is also uncertain if projects are implemented and completed within expected timeframe and budget (mean = 2.8, SD = 1.45).Similarly, it is undefined if concluded projects normally meet the required scope and quality projects standard (mean = 2.61, SD = 1.41).

Furthermore, there is uncertainty as to whether there is proper utilization of project resources on its performance (mean = 2.5, SD = 1.54). The poor acquisition of the suitable monitoring practices by state corporations' is as a result of emphasis on physical infrastructure such as computers than on conceptual training. On the same note, there is doubt if the project meets its intended goals and objectives (mean = 2.47, SD = 1.72). The implication is that the concerned stakeholders lack sufficient data and metrics to ascertain that the projects have met their intended goals and objectives.

However, the respondents denied that monitoring facilitates transparency and accountability of the project resources (mean = 2.29, SD = 1.13). It could be that there is resource misuse despite concerted efforts at monitoring the projects. The respondents also denied that the organization gives regular project progress reports on its performance (mean = 2.1, SD = 1.31). On the whole, findings on project performance summed up to a mean of 3.64, standard deviation 0.93 and kurtosis -0.6.

Table 4.10 Project performance

		SD	D	NS	A	SA	Mean	Std. Deviation	Kurtosis
The project meet its intended goals and objectives	Freq.	17	19	52	0	96	2.47	1.72	-1.4
	%	51.5	5.5	51	0	27.9			
There is proper utilization of project resources on its performance.	Freq.	132	0	64	70	78	2.5	1.54	-1.1
	%	38.4	0	18.6	0.3	22.7			
Projects are implemented and completed within expected timeframe and budget	Freq.	95	82	0	132	35	2.8	1.45	-1.6
	%	27.6	23.8	0	38.4	10.2			
Concluded projects normally meet the required scope and quality projects standard	Freq.	95	82	98	0	69	2.61	1.41	-0.9
	%	27.6	23.8	28.5	0	20.1			
Monitoring facilitates transparency and accountability of the of project resources.	Freq.	95	125	70	37	17	2.29	1.13	-0.3
	%	27.6	36.2	20.1	10.8	4.7			

		7.6	6.3	0.3	0.8	9			
The organization gives regular project progress reports on its performance	Freq.	15	10	0	69	18	2.1	1.31	-0.6
		64	12		2				
	%	5.3	9.4	0	0.1	5.2			
Most of the project initiated are of good quality	Freq.	19	10	0	49	70	3.42	1.27	-1.3
			63		4	2			
	%	5.5	0.8	0	3.3	0.3			
project performance							3.64	0.93	-0.6

4.4 Results of the Pilot Study

The questionnaires were tested to ascertain validity and reliability to ascertain its relevance. A total of twenty state corporations were randomly distributed by the questionnaires to target population which represented 10% of the target population. Mugenda and Mugenda (2003) indicate that prior to the main study, a pilot study consisting of 10% of the target population need to be conducted in order to ascertain the validity and reliability of the instruments. Marczyk, Dematteo and Festinger (2005) observe that a pilot is a start phase in data gathering of the research process.

Pilot tests are therefore, conducted to detect weaknesses in design and instrumentation. According to Muus and Baker-Demaray (2007), a pilot test should draw subjects from the target population and stimulate the procedures and protocols that have been designated for data collection. Cooper and Schindler (2006) observe that respondents in a pilot test do not have to be statistically selected. Cronbach's alpha was used to test the reliability of measures in the questionnaire. The Cronbach's alpha results need to range from 0.7 and above correlative for each content to be acceptable Gliem and Gliem (2003) also indicate that reliability refers to the consistency of measurement and that

thecloseristhecoefficientto1, the greater the consistency of the items in a scale. The results of the pilot study were tested and determined as follows:-

4.4.1 Reliability analysis for monitoring planning

Cronbach's alpha is used as a measure of the internal consistency of the instrument and is based on the average correlation among the items on a scale. Reliability tends to increase with longer scales and heterogeneous (mixed) groups. Cronbach's alpha is expressed as a correlation coefficient, ranging in value from 0 to +1. An estimate of 0.70 or higher is desired for judging a scale to be reliable. Table 4.11 shows that the Cronbach's alpha result of monitoring planning factors were higher than 0.70 hence they are reliable and they reflect the respondent's opinions on monitoring planning.

Table 4.11 Reliability analysis for monitoring planning

	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha
Monitoring plans are well applicable in organization activities	0.68	0.95	0.799
Employees are well trained on effective monitoring planning practices in organization projects	0.615	0.94	0.81
Network diagrams and frameworks are used in scheduling organization projects	0.572	0.673	0.809
The organization conducts stakeholder's analysis surveys on its resources before it plans.	0.666	0.952	0.799
The staff's roles match their experience and qualifications in the organization.	0.415	0.877	0.831
The organization uses project management software for monitoring plans.	0.757	0.97	0.779
Rapid assessment is conducted in monitoring plans used in projects	0.478	0.771	0.828
Cronbach's Alpha	*0.831*		
Cronbach's Alpha Based on Standardized Items	*0.844*		

4.4.2 Reliability Analysis for Monitoring Tool

The reliability analysis for monitoring tool is as presented in table 4.12. As evidenced in the table, all the monitoring tools items had a Cronbach value of over 0.7. Cronbach alpha value of 0.70 or higher indicates that the gathered data are reliable as they have a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population about monitoring planning.

Table 4.12 Reliability Analysis for Monitoring Tool

	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Monitoring tools are well assessed if they are applicable in organization activities	0.601	0.893	0.781
Employees are well trained on Monitoring tools in organization projects	0.516	0.661	0.794
The organization consult widely on the best monitoring tools to be used	0.253	0.702	0.833
The organization use monitoring tools which are internationally recognized	0.375	0.857	0.818
The organization audits its financial tools in controlling its project cost	0.756	0.813	0.749
Metrics are used to check risks in organization	0.79	0.899	0.74
Inspection checklist are used in standardizing organization monitoring practices	0.578	0.877	0.783
Cronbach's Alpha	*0.813*		
Cronbach's Alpha Based on Standardized Items	*0.807*		

4.4.3 Reliability Analysis for Monitoring Techniques

Generally, a questionnaire with a Cronbach alpha of 0.8 is considered reliable (Field, 2009). Hence, these monitoring techniques items are certainly reliable, since the Cronbach alpha values are way higher than 0.8 (see Table 4.13).

Table 4.13 Reliability Analysis for Monitoring Techniques

	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha
The organization conducts monthly projects appraisals	0.813	0.794	0.861
There is a proper technique on forecasting project activities	0.642	0.795	0.877
Variances are conducted on performance, schedule and cost of project activities	0.876	0.938	0.85
Change request have been well handled and documented in organization.	0.67	0.73	0.878
Participatory monitoring and approach is used to determine performance.	0.654	0.659	0.876
Stochastic method is used in monitoring practices	0.616	0.66	0.883
Project mapping is conducted in projects activities	0.646	0.851	0.877
Cronbach's Alpha	*0.888*		
Cronbach's Alpha Based on Standardized Items	*0.9*		

4.4.4 Reliability Analysis for Adoption of Monitoring Practices

Cronbach alpha coefficient test was employed to measure the internal consistency of the instruments used and the coefficient alpha of these variables were reported in Table 4.14. As shown in Table 4.14, the Cronbach alpha test showed values ranging from a low of 0.734 to a high of 0.887. These findings were in line with the benchmark suggested by Hair, et al. (2010) where coefficient of 0.60 is regarded to have an average reliability while coefficient of 0.70 and above indicates that the instrument has a high reliability standard.

Table 4.14 Reliability Analysis for Adoption of Monitoring practices

	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha
I am satisfied with the policies put in place, which provide opportunity for adopting monitoring best practices.	0.559	0.831	0.784
The procedures on adopting monitoring practices are definitive, clear and easily understood in the project.	0.574	0.813	0.786
The Organization has better strategies on adopting monitoring practices	0.703	0.805	0.769
The organization benchmarks its monitoring practices with other organizations.	0.612	0.95	0.776
There is proper awareness on adopted practices conducted by organization on its staffs	0.675	0.962	0.769
Formal Systems of monitoring adoptions are provided in projects implementation.	0.879	0.873	0.734
Organization provides feedbacks on monitoring practices conducted	-0.151	0.408	0.887
Adoption of Monitoring Practices	0.672	0.711	0.771
Cronbach's Alpha	*0.811*		
Cronbach's Alpha Based on Standardized Items	*0.831*		

4.4.5 Reliability Analysis for project Performance

Table 4.15 illustrates reliability analysis for project performance. From the results in the table, project performance items had a Cronbach alpha value higher than 0.70 an indication that the gathered data are reliable as they have a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population about the study problem.

Table 4.15 Reliability Analysis for project Performance

	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha
The project meet its intended goals and objectives	0.723	1	0.834
There is proper utilization of project resources on its performance.	0.646	1	0.845
Projects are implemented and completed within expected timeframe and budget.	0.898	1	0.807
Concluded projects normally meet the required scope and quality projects standard	0.883	1	0.81
Monitoring facilitates transparency and accountability of the of project resources.	0.62	0.991	0.85
The organization gives regular project progress reports on its performance	0.679	0.999	0.84
Most of the project initiated are of good quality	0.074	1	0.909
Cronbach's Alpha	0.865		
Cronbach's Alpha Based on Standardized Items	0.862		

4.5 Factor Analysis

4.5.1 Factor Analysis for Monitoring Planning

The factor analysis results for monitoring planning are as presented in table 4.16. Usually, factors with factor loadings of above 0.5 are excellent and should be retained for further data analysis. As a result, monitoring planning items namely Monitoring plans are well applicable in organization activities, employees are well trained on effective monitoring planning practices in organization projects, network diagrams and frameworks are used in scheduling organization projects, rapid assessment is conducted in monitoring plans used in projects, the organization conducts stakeholder's analysis surveys on its resources before it plans, the staff's roles match their experience and qualifications in the organization and the organization uses project management software for monitoring plans were retained for further data analysis. Furthermore, the first factor accounted for 37.597% of the total variance and the second factor accounted 71.426% of the total variance. In addition, Kaiser- Meyer- Olkin Measure (KMO measure) was used by the study to test for sampling adequacy. The findings in table 4.16 revealed that the KMO was greater than 0.5 and Bartlett's Test was significant.

Table 4.16 Factor Analysis for Monitoring Planning

	Component	
	1	2
Monitoring plans are well applicable in organization activities	0.761	
Employees are well trained on effective monitoring planning practices in organization projects	0.822	
Network diagrams and frameworks are used in scheduling organization projects	0.831	
Rapid assessment is conducted in monitoring plans used in projects	0.624	
The organization conducts stakeholder's analysis surveys on its resources before it plans.		0.785

The staff's roles match their experience and qualifications in the organization.		0.87
The organization uses project management software for monitoring plans.		0.911
Total Variance Explained: Rotation Sums of Squared Loadings		
Total	2.632	2.368
% of Variance	37.597	33.829
Cumulative %	37.597	71.426
KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.557
Bartlett's Test of Sphericity , Approx. Chi-Square		2642.39
Df		21
Sig.		0.00

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

4.5.2 Factor Analysis for Monitoring tool

Table 4.17 shows that the factor loadings results were above 0.5. This implies that all the factors were retained for further analysis. All monitoring tools items namely, monitoring tools are well assessed if they are applicable in organization activities, employees are well trained on Monitoring tools in organization projects, metrics are used to check risks in organization, inspection checklist are used in standardizing organization monitoring practices, the organization consult widely on the best monitoring tools to be used, the organization use monitoring tools which are internationally recognized and the organization audits its financial tools in controlling its project cost were later used for further analysis. To sum up, the first factor accounted for 46.241% of the total variance and the second factor accounted for 78.6% of the total variance. The Kaiser-Meyer-Olkin Measure value (0.585) was above 0.5 hence acceptable. Also, the Bartlett's Test was significant.

Table 4.17 Factor Analysis for Monitoring tool

	Component	
	1	2
Monitoring tools are well assessed if they are applicable in organization activities	0.907	
Employees are well trained on Monitoring tools in organization projects	0.755	
Metrics are used to check risks in organization	0.902	
Inspection checklist are used in standardizing organization monitoring practices	0.896	
The organization consult widely on the best monitoring tools to be used		0.816
The organization use monitoring tools which are internationally recognized		0.936
The organization audits its financial tools in controlling its project cost		0.809
Total Variance Explained: Rotation Sums of Squared Loadings		
Total	3.237	2.265
% of Variance	46.241	32.359
Cumulative %	46.241	78.6
KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.585
Bartlett's Test of Sphericity, Approx. Chi-Square		2286.75
df		5
Sig.		21
		0

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

4.5.3 Factor Analysis for Monitoring technique

Factor analysis for monitoring technique was conducted to ensure that all of the constructs used are valid and reliable before proceeding for further analysis. The study requested that all loading less than 0.5 be suppressed in the output, hence providing blank spaces for many of the loadings. All monitoring techniques factors notably, there is a proper technique on forecasting project activities, variances are conducted on performance, schedule and cost of project activities, participatory monitoring and approach is used to determine performance, project mapping is conducted in projects activities, the organization conducts monthly projects appraisals, change request have been well handled and documented in organization and stochastic method is used in monitoring practices were retained for further data analysis. Additionally, the first factor accounted for 43.614% of the total variance and the second factor 80.174% of the total variance. Sampling adequacy was tested using the Kaiser- Meyer- Olkin Measure (KMO measure) of sampling adequacy. As evidenced in table 4.18, KMO was greater than 0.5, and Bartlett's Test was significant.

Table 4.18 Factor Analysis for Monitoring technique

	1	2
There is a proper technique on forecasting project activities	0.842	
Variances are conducted on performance, schedule and cost of project activities	0.878	
Participatory monitoring and approach is used to determine performance.	0.574	
Project mapping is conducted in projects activities	0.94	
The organization conducts monthly projects appraisals		0.695
Change request have been well handled and documented in organization.		0.925
Stochastic method is used in monitoring practices		0.87
Total Variance Explained: Rotation Sums of Squared Loadings		
Total	3.053	2.559
% of Variance	43.614	36.56
Cumulative %	43.614	80.174
KMO and Bartlett's Test		

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.741
	2280.0
Bartlett's Test of Sphericity, Approx. Chi-Square	46
Df	21
Sig.	0.000

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

4.5.4 Factor Analysis for Adoption of Monitoring Practices

Factors with factor loadings of above 0.5 are excellent and should be retained for further data analysis. Adoption of Monitoring Practices items namely the organization benchmarks its monitoring practices with other organizations, there is proper awareness on adopted practices conducted by organization on its staffs, formal Systems of monitoring adoptions are provided in projects implementation, I am satisfied with the policies put in place, which provide opportunity for adopting monitoring best practices, the procedures on adopting monitoring practices are definitive, clear and easily understood in the project, the organization had better strategies on adopting monitoring practices and the organization provides feedbacks on monitoring practices conducted were retained for further data analysis. Additionally, the first factor accounted for 40.789% of the total variance and the second factor 77.086% of the total variance. Sampling adequacy was tested using the Kaiser- Meyer- Olkin Measure (KMO measure) of sampling adequacy. As evidenced in table 4.19, KMO was greater than 0.5, and Bartlett's Test was significant.

Table 4.19 Factor Analysis for Adoption of Monitoring Practices

	1	2
The organization benchmarks its monitoring practices with other organizations.	0.931	
There is proper awareness on adopted practices conducted by organization on its staffs	0.978	
Formal Systems of monitoring adoptions are provided in projects implementation.	0.869	
I am satisfied with the policies put in place, which provide opportunity for adopting monitoring best practices.		0.824
The procedures on adopting monitoring practices are definitive, clear and easily understood in the project.		0.892
The Organization has better strategies on adopting monitoring practices		0.834
Organization provides feedbacks on monitoring practices conducted		
Total Variance Explained: Rotation Sums of Squared Loadings		
Total	2.855	2.541
% of Variance	40.789	36.297
Cumulative %	40.789	77.086
KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.605	
Bartlett's Test of Sphericity, Approx. Chi-Square	2389.696	
df	21	
Sig.	0.000	

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

4.6 Project Performance

Factor analysis was conducted in order to make sure that the items belong to the same construct (Wibowo 2008). Table 4.18 illustrates the factor analysis for project performance. As shown in the table, there were no exceptions, as all variables scored above the threshold of 0.5. The criterion for communality was fulfilled by project

performance items notably, the project meet its intended goals and objective, there is proper utilization of project resources on its performance, projects are implemented and completed within expected timeframe and budget, concluded projects normally meet the required scope and quality projects standard.

monitoring facilitates transparency and accountability of the of project resources, the organization gives regular project progress reports on its performance and most of the project initiated are of good quality. Additionally, the first factor accounted for 50.596% of the total variance and the second factor 85.095% of the total variance. The KMO Measure is an index for comparing the magnitude of the observed correlation coefficients to the magnitude of the partial correlation coefficients. As shown in table 4.20, KMO was greater than 0.5, and Bartlett's Test was significant.

Table 4.20 Project Performance

	1	2
The project meet its intended goals and objectives	0.933	
There is proper utilization of project resources on its performance.	0.971	
Projects are implemented and completed within expected timeframe and budget.	0.912	
Concluded projects normally meet the required scope and quality projects standard	0.721	0.598
Monitoring facilitates transparency and accountability of the of project resources.		0.707
The organization gives regular project progress reports on its performance		0.891
Most of the project initiated are of good quality		0.793
Rotation Sums of Squared Loadings		
Total	3.542	2.415
% of Variance	50.596	34.5
Cumulative %	50.596	85.095
KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.253	
Bartlett's Test of Sphericity, Approx. Chi-Square	5627.555	
Df	21	
Sig.	0.000	

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

4.7 Assumption of Regression Model

4.7.1 Linearity

A linearity test was conducted as evidenced by the correlation coefficient. The results are presented in Table 4.2.1

Table 4.21 Linearity

			Sum of Squares	df	MeaSquare	F	Sig.
monitoring planning * project performance	Between Groups	(Combined)	148.036	7	21.148	368.792	0.000
		Linearity	6.433	1	6.433	112.177	0.000
		Deviation from Linearity	141.603	6	23.601	411.561	0.000
monitoring tools * project performance	Between Groups	(Combined)	199.622	7	28.517	548.249	0.000
		Linearity	41.927	1	41.927	806.047	0.000
		Deviation from Linearity	157.695	6	26.282	505.282	0.000
monitoring techniques * project performance	Between Groups	(Combined)	266.416	7	38.059	212.032	0.000
		Linearity	164.316	1	164.316	915.418	0.000
		Deviation from Linearity	102.1	6	17.017	94.801	0.000
Adoption of Monitoring Practices * project	Between	(Combined)	175.325	7	25.046	94.178	0.000

performance	Groups					
					369	
				98.16	.09	
		Linearity	98.161	1	1	8	0.000
		Deviation from Linearity	77.164	6	12.86 1	48. 358	0.000

4.7.2 Normality

Following the descriptive analysis, normality of the dependent variable was conducted. For inferential analysis to be done such as correlation, regression or related linear techniques, the dependent variable should have a normal distribution. In case the dependent variable is not normally distributed, then normality had to be sought for before proceeding with any further analysis (Anthony, 2007; Annette,2002; Alan, 2003).Hair et al. (2010), suggested that both the graphical plots and any statistical tests (Shapiro-Wilk or Kolgomorov-Smirnov test) can be used to assess the actual degree of departure from normality. To identify the shape of distribution, Kolmogorov-Smirnov was used (Shapiro and Wilk, 1965) which were calculated for each variable. The results from these tests revealed (Table 4.22) that all the variables were not significant, which meets the assumptions of normality.

Table 4.22 Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
monitoring planning	0.31	344	.200*	0.751	344	.200*
monitoring tools	0.296	344	0.076	0.786	344	.200*
monitoring techniques	0.329	344	0.094	0.685	344	0.089
Adoption of Monitoring Practices	0.179	344	.200*	0.88	344	.200*
Project performance	0.229	344	0.125	0.824	344	.200*

a Lilliefors Significance Correction

4.7.3 Homoscedasticity

Homoscedasticity suggests that the dependent variable had an equal level of variability for each of the values of the independent variables (Beisland, 2014). A test for homoscedasticity is made to test for variance in residuals in the regression model used if there is existence of equal variance of the error term, we have a normal distribution. Lack of an equal level of variability for each value of the independent variables is known as Heteroscedasticity, The null and alternative hypotheses are stated below. $\mathbf{H_o}$: The data is not heterogeneous in variance, $\mathbf{H_1}$: The data is heterogeneous in variance. The rule is that if the p-value is greater than 0.05, H_o is not rejected and H_1 is rejected, if the p -value is less than 0.05, H_o is rejected and H_1 is accepted. The test for homoscedasticity for two metric variables is best examined graphically or through the use of a statistical test. The Levenne Statistic for equality of variances was used to test for the assumption of homoscedasticity. **Table 4.23** shows that testing at the 0.05 level of significance; none of the Levenne statistics was significant. The assumption of homoscedasticity was not violated.

Table 4.23 Homoscedasticity

	Levene Statistic	df1	df2	Sig.
monitoring planning	0.406	1	632	0.524
monitoring tools	2.243	1	632	0.135
monitoring techniques	1.191	1	632	0.275
Adoption of Monitoring Practices	7.4	1	632	0.087
Project performance	1.494	1	632	0.222

4.7.4 Multicollinearity

Multicollinearity occurs in statistics where two or more predictor variables in a multiple regression model are highly correlated (Bickel, 2007). The Gauss-Markov assumption only requires that there be no perfect multicollinearity and so long as there is no perfect multicollinearity the model is identified. This means the model can estimate all the coefficients and that the coefficients will remain best linear unbiased estimates and that the standard errors will be correct and efficient (Runkle *et al*., 2013). Variance Inflation Factor (VIF) was used to measure the problem of multicollinearity in the multiple regression model. VIF statistic of a predictor in a model is the reciprocal of tolerance and it indicates how much larger the error variance for the unique effect of a predictor (Baguley, 2012).

Cohen and Cleveland (2013) defines Variance Inflation Factor (VIF) as an index of the amount that the variance of each regression coefficient is increased relative to a situation in which all of the predictor variables are uncorrelated and suggested a VIFs of 10 or more to be the rule of thumb for concluding VIF to be too large hence not suitable. Runkle *et al*. (2013) argued that if two or more variables have a Variance Inflation Factor (VIF) of 5 or greater than 5, one of them must be removed from the regression analysis as this indicates presence of multicollinearity. This study adopted a VIF value of 4 as the threshold.

High multicollinearity is signalled when inter-correlation among the independents is above 0.9 (Hair et al., 2006 as cited by Saunders et al. 2009), 0.8(Garson, 2013), 0.7 (Sekaran & Bougie, 2010), or when high R-squared and significant F tests of the model occur in combination with non-significant t-tests of coefficients. . In this study if two or more variables had a Variance Inflation Factor of 5 or greater than 5 one of them must be removed from the model .The VIF values in table 4.24 were less

than 5 which shows that is no statistically significant multicollinearity among the independent variables because no variable was observed meaning that there was no multicollinearity existence in the study making the study to be more relevant as suggested by Hamilton (2012).

Table 4.24 Multicollinearity

	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
monitoring planning	0.693	1.442
monitoring tools	0.692	1.445
monitoring techniques	0.557	1.794
Adoption of Monitoring Practices	0.632	1.581

a Dependent Variable: project performance

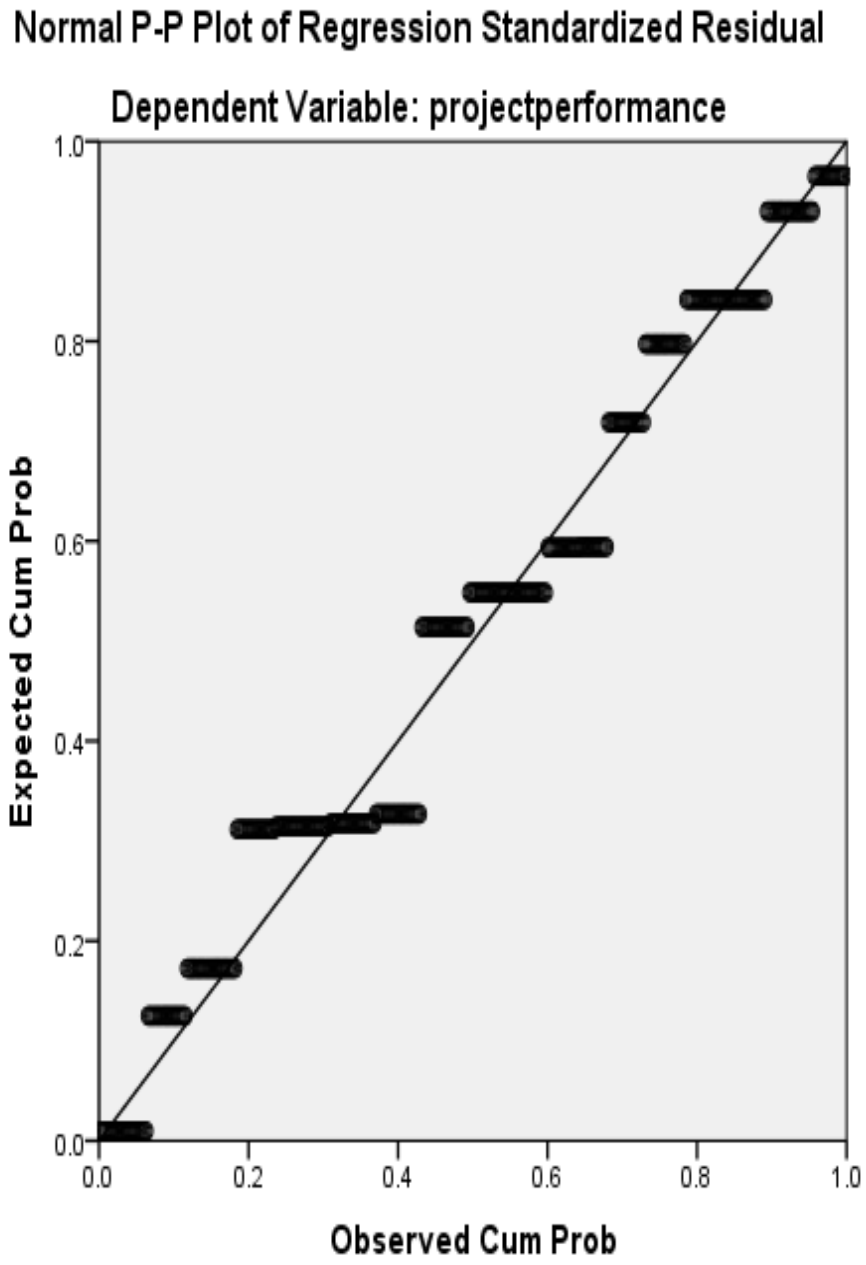

Figure 4.1 plot of regression

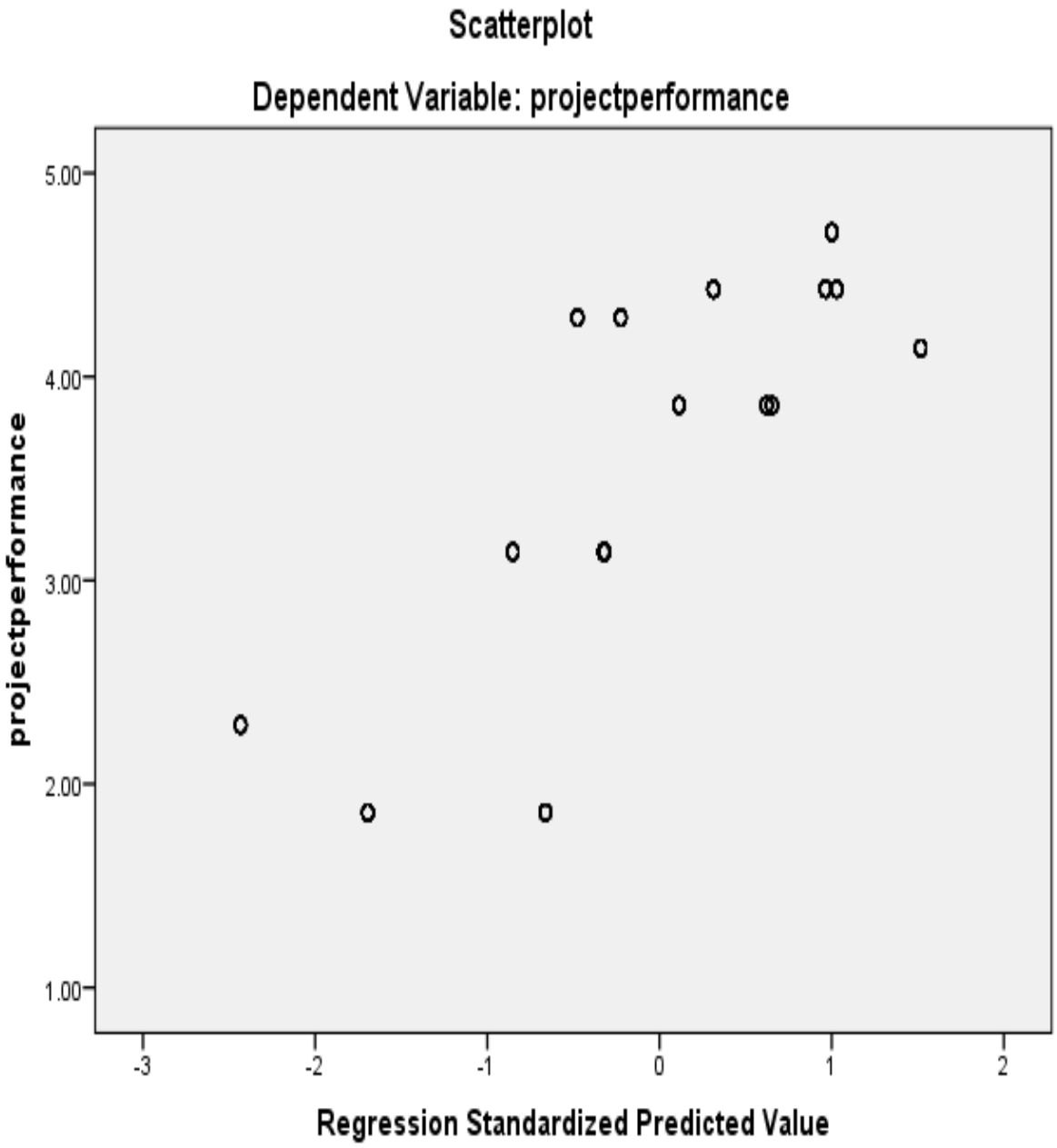

Figure 4.2 Scatter Plot

4.7.5 Correlations

Correlation analysis was conducted in order to determine the direction and the strength of the relationship between the dependent variable and independent variable(s). In this study Pearson correlation coefficient was used to determine the magnitude and the direction of the relationships between the dependent variable and independent variables. The values of the correlation coefficient (R) are supposed to be between -1 and +1. A value of 0 implies no relationship, +1 correlation coefficient indicates that the two variables are perfectly correlated in a positive linear sense, that is, both variables increase together while a values of -1 correlation coefficient indicates that two variables are perfectly correlated in a negative linear sense, that is, one variable increases as the other decreases (Collis & Roger, 2013; Neuman, 2006; Sekeran, 2008; Kothari, 2012).

Correlation coefficients were the statistical method utilized to explore the five variables: project performance, monitoring planning, monitoring tools, monitoring techniques and Adoption of Monitoring Practices. The results of the correlation analysis are presented in Table 4.25. The correlation between monitoring techniques and project performance was the most significant, $r = 0.709$, $P < 0.01$. The correlation between monitoring practice adoption and project performance was also significant, $r = 0.609$, $P < 0.01$. The correlation between monitoring planning and project performance was the least significant, $r = 0.196$, $P < 0.01$. The correlation between monitoring tools and project performance was also least significant, $r = 0.439$, $P < 0.01$.

Table 4.25 Correlations

		project performance	monitoring planning	monitoring tools	monitoring techniques	Adoption of Monitoring Practices
project performance	Pearson Correlation	1				
	Sig. (2-tailed)					
monitoring planning	Pearson Correlation	.196**	1			
	Sig. (2-tailed)	0.000				
monitoring tools	Pearson Correlation	.439**	.324**	1		
	Sig. (2-tailed)	0.000	0.000			
monitoring techniques	Pearson Correlation	.709**	.545**	.445**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
Adoption of Monitoring Practices	Pearson Correlation	.609**	.343**	.508**	.520**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

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

4.8 Model Summary

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (project performance) that is explained by all the four independent variables (Adoption of Monitoring Practices, monitoring planning, monitoring tools and monitoring techniques). The four independent variables that were studied, explain only 64.5% of the effects of the independent variables on project performance as represented by the R^2which means that other factors not studied in this research contribute 35.5% of the effects of the independent variables on project performance. Therefore, further research should be conducted to investigate the other factors influencing project performance (35.5%).

Table 4.26 Model Summary

				Change Statistics					
R	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**R Square Change**	**F Change**	**df 1**	**df 2**	**Sig. F Change**	**Durbin - Watson**
.805a	0.649	0.645	0.55186	0.649	156.465	4	313	0	1.5

a Predictors: (Constant), Adoption of Monitoring Practices, monitoring planning, monitoring tools, monitoring techniques

b Dependent Variable: project performance

4.9 ANOVA Model

Study findings in ANOVA table 4.27 indicated that the above discussed coefficient of determination was significant as evidence of F ratio of 156.465 with p value 0.000 <0.05 (level of significance). Thus, the model was fit to predict project performance

using Adoption of Monitoring Practices, monitoring planning, monitoring tools and monitoring techniques.

Table 4.27 ANOVA Model

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	190.608	4	47.652	156.465	.000b
Residual	103.244	339	0.305		
Total	293.851	343			

a Dependent Variable: project performance

b Predictors: (Constant), Adoption of Monitoring Practices, monitoring planning, monitoring tools, monitoring techniques

4.10 Hypothesis Testing

The first hypothesis of the study stated that there is a significant relationship between monitoring planning and project performance in Kenya State Corporations. Findings in table 4.28 showed that monitoring planning had coefficients of estimate which was significant basing on β_1 = -0.307 (p-value = 0.000 which is less than α = 0.05) thus we accept the hypothesis and conclude that there is a significant relationship between monitoring planning and project performance in Kenya State Corporations. This suggests that there is up to 0.307 unit decrease in project performance for each unit increase in monitoring planning. Also, the effect of monitoring planning is more than the effect attributed to the error, this is indicated by the t-test value = 7.936.

The second hypothesis stated that there is significant relationship between monitoring tools and project performance in Kenya State Corporations. Nonetheless, the study findings showed that monitoring tools have no significant effect on project performance basing on β_2= 0.073 (p-value = 0.061 which is more than α = 0.05). Furthermore, the effect of monitoring tools was stated by the t-test value = 1.876 which implies that the standard error associated with the parameter is less than the effect of the parameter.

The third hypothesis of the study stated that there is significant relationship between monitoring techniques and project performance in Kenya State Corporations. The study findings showed that monitoring techniques had coefficients of estimate which was significant basing on β_3= 0.674 (p-value = 0.000 which is less than α = 0.05) implying that we accept the hypothesis that there is significant relationship between monitoring techniques and project performance in Kenya State Corporations. Furthermore, the effect of monitoring techniques was stated by the t-test value = 15.631 which implies that the standard error associated with the parameter is more than the effect of the parameter.

The fourth hypothesis of the study stated that there is significant relationship between adoption of monitoring practices and project performance in Kenya State Corporations. This was supported by the findings since Adoption of Monitoring Practices had a positive and significant effect on project performance basing on β_4 = 0.327 (p-value = 0.000 which is less than α = 0.05). This suggests that there is up to 0.327-unit increase in project performance for each unit increase in Adoption of Monitoring Practices. The effect of monitoring practice adoption is eight times the effect attributed to the error, this is indicated by the t-test value = 8.067.

Table 4.28 Coefficient of Estimate

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
(Constant)	1.095	0.186		5.902	0.000		
monitoring planning	-0.407	0.051	-0.307	-7.936	0.000	0.693	1.442
monitoring tools	0.084	0.045	0.073	1.876	0.061	0.692	1.445
monitoring techniques	0.639	0.041	0.674	15.631	0.000	0.557	1.794
Adoption of Monitoring Practices	0.344	0.043	0.327	8.067	0.000	0.632	1.581
a Dependent Variable: project performance							

4.11 Discussion of the Findings

The results of the analysis have revealed that monitoring planning had a negative and significant effect on the performance of projects in Kenya State Corporations. As opposed to the study findings, the extant literature (Naoum, Fong & Walker, 2004; Ling & Chan, 2002; Thomas, Macken, Chung & Kim, 2002; Naoum 1991) had indicated that monitoring planning is a key tool that stakeholders use to ensure the success of projects. The results are also contrary with Faniran, Love and Smith (2000) who describe monitoring planning as the systematic arrangement of project resources in such a way that it leads to achievement of project objectives.

In a similar vein, Jha *et al.*, (2010) states that a well prepared and executed monitoring plan will contribute to both project outcomes and international standards of doing things. In collaboration with the views of prior authors, Puthamont & Charoenngam, (2004) elucidate that the end products of monitoring planning are numerous project plans that represent defined strategies to achieve defined project objectives.

As evidenced in chapter four, monitoring tools have no significant effect on project performance. Consistent with the study findings, Rasna Warah article in the Daily Nation on UNDP's shortcoming revealed that internal monitoring is likely to be flawed within UN systems in Kenya State Corporations leading to declined project performance (Warah, 2013). However, contrary to the findings, Chaplowe, (2008) echoes that monitoring tools such as the logical framework is of essence in enhancing project performance since it links the project goals and objectives to the inputs, process and outputs required to implement the project. Also, Mathis *et al.*(2001) note that monitoring tools are a project asset since they provide state corporations with 'evidence-based' project results.

Despite the findings of the extant literature,the had found no significant relationship between monitoring tools and project performance.The results give ground for further research on the same to ascertain if the findings of the study hold. Furthermore, there is a positive and significant relationship between monitoring techniques and project performance in Kenya State Corporations. In line with the

study findings, Alotaibi (2011) in his study discovered that the lack of an appropriate construction contractor performance monitoring framework had a negative effect on the project success. Besides, Alhyari et' al (2013) found out that balanced scorecard technique was very efficient in monitoring and measuring the performance of e-government in Jordan as well as evaluating their success. Participatory monitoring is also one of the techniques used in monitoring project performance.

The World Bank (2012) defines participatory monitoring as the technique that involves stakeholders such as the project beneficiaries, staff, and government in the design and implementation of the project. Involvement of these stakeholders makes it possible for them to lay out steps to meet the desired results. Furthermore, the Earned Value Analysis (EVA) technique enhances project performance in the sense that it is accurate and flexible (Abdul-Rahman, Wang, & Muhammad, 2011).

Finally, there is a positive and significant relationship between adoption of monitoring practices and project performance in Kenya State Corporations. Congregate to the results, from the results by World Bank, (2011) it revealed that monitoring human resource management is key in maintaining and retaining a stable monitoring staff which contributes to project success. Further support to the study findings is by Sahlin-Andersson and Söderholm (2002) who echoed that the flow of information is vital for the success of such project or organization. In a similar vein, ineffective, poor or lack of communication can lead to a series of problems within project performance (Momballou, 2006).

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The study sought to establish the influence of monitoring practices on state corporation projects performance in Kenya. This chapter provides a summary of the findings of the study based on the objectives of the study presents the conclusions from the findings and gives recommendations to the beneficiaries of the study and areas of further research in order to fill the gaps identified in the study.

5.1 Summary of the Findings

The study aimed at investing the influence of monitoring practices on projects performance of Kenya State Corporation. The independent variables for the study include: monitoring planning, monitoring tools, monitoring techniques and monitoring practices. The study revealed that there was a significant relationship between monitoring practices and projects performance. Therefore, this had an influence on projects performance since the way the monitoring practices are conducted determines whether projects in state corporations achieves their goals and objectives or not.

Respondents in the state corporations studied had a positive regard in areas where the monitoring practices were conducted objectively and this motivated them to a great extent. The application of effective monitoring practices systems and culture are in consistent with projects plans implementations in state corporations hence the results of the study revealed that monitoring practices are applied selectively depending on the funds allocated to the projects, projects type, project environment, the project team and its leadership during execution in relation to its stakeholder's interests and influences.

5.2.1 Monitoring Planning

The results on monitoring planning revealed that the monitoring plans are well applicable in organization activities. The employees are well trained on effective monitoring planning practices. Also, network diagrams and frameworks are used in scheduling organization projects. Furthermore, the organization conducts stakeholder's analysis surveys on its resources before it plans and uses project management software for monitoring plans. It is however undefined if the staff roles match their experience and qualifications in the organization and if rapid assessment is conducted in monitoring plans used in projects.

5.2.2 Monitoring Tools

Additionally, the results on monitoring tools revealed that monitoring tools are well assessed if they are applicable in organization activities. Also, employees are well trained on monitoring tools in organization projects. Furthermore, inspection checklist is used in standardizing organization monitoring practices while metrics are used to check risks in organization. Also, the organization consults widely on the best monitoring tools to be used. Nonetheless, it is uncertain if monitoring tools are internationally organized and if the organization audits its financial tools in controlling its project cost.

5.2.3 Monitoring Techniques

Furthermore, the findings on monitoring techniques showed that variances are conducted on performance, schedule and cost of project activities. Also, there is a proper technique on forecasting project activities. Besides, change request have been well handled and documented in organization. As well, project mapping is conducted in projects activities and participatory monitoring and approach is used to determine performance. In addition, also, stochastic method is used in monitoring practices and the organization conducts monthly project appraisals.

5.2.4 Adoption of Monitoring Practices

Finally, study findings on Adoption of Monitoring Practices revealed that monitoring adoptions are provided in project implementation. There are feedbacks on monitoring practices conducted and proper awareness on adopted practices conducted by organization on its staffs. In light of the above, there is an opportunity for adopting monitoring best practices. In addition, the organization benchmarks its monitoring practices with other organizations though it is unclear if the procedures on adopting monitoring practices are definitive, clear and easily understood in the project. Similarly, there is doubt if the organization had better strategies on adopting monitoring practices.

5.3 Conclusion

As per the findings of the study it can be concluded that all the independent variables (monitoring planning, tools, technics and adoption of monitoring practices) in the study influences state corporations projects performance (dependent variable). The relationship was confirmed through correlation and regression analysis which revealed that there was a negative significant linear relationship between monitoring planning and monitoring tools to projects performance. Regression and correlation analysis also confirmed that there is a positive significant linear relationship between monitoring techniques and adoption of monitoring practices to projects performance. Therefore, the study concluded that monitoring planning, tools, techniques and adoption of monitoring practices influences project performance.

5.4 Recommendations

Based on the findings of this study the following recommendations were proposed in relation to each objective of the study. On the influence of monitoring planning, state corporations should improve on their planning by involving all relevant stakeholders by catering for their influence, interests and impacts. People should be trained on how to prepare monitoring plans and other documents required in projects.

The study recommends that human resource aspects such as staff entrusted with monitoring and evaluation should have technical skills, staff working on monitoring and evaluation should be dedicated to the function, roles and responsibilities of monitoring and evaluation personnel need to be specified at the start of the projects.

5.4.1 Monitoring Planning

The study recommends that all relevant stakeholders' interests, impact and influence should be enhanced in planning. As a result, it is utmost important have a monitoring plan that is set based on acceptable best practices in order to provide 'evidence-based' project outcomes. Employees need to be well trained on effective monitoring planning practices and network diagrams and frameworks need to be made use of scheduling organization projects. As well, it is of essence for organizations to conduct stakeholder's analysis surveys on its resources before it plans. The well-executed monitoring plan will contribute to both project outcomes and international standards of doing things (Jha et al., 2010).

It was observed that there is regular communication between the management and the employees an indication of improved communications channels. From the findings, it was also revealed that the use of checklists is very important as it ensured proper tracking of project activities and helps all the project team members to keep track of their work thus improving the delivery of project activities. Monitoring planning had negative results in relationship with project performance. Though monitoring planning is key in determining the appropriate strategies for the achievement of predefined project objectives (Naoum *et al*. 2004), the study suggests that the relationship between the two variables should be improved through proper training. The implication is that monitoring planning results in declined project performance.

5.4.2 Monitoring Tools

The study found out that the organization requires a monitoring tools framework policy monitoring which should be facilitated the developed of specific tools and instruments that can be used to mitigate risks associated with the tools used. The study revealed that monitoring tools have no significant effect on project performance. The results are contrary to finding of prior authors (Chaplowe, 2008) who found a significant link between monitoring tools and project performance.It could be that the monitoring tools were not modified to meet the specific needs of Kenya state corporations.Moreover, there is also a possiblityt that the monitoring tools were unable to map out the needed steps to attain the desired project results.

Further, the organization need to have a computerized database for storage and analysis of software's and data collection tools; have skilled personnel and progress and results review platforms and reporting templates. The study recommends for use of participatory approaches during monitoring and evaluation of projects. The study also recommends that training needs should be regularly assessed for the organization projects with regard to monitoring. There is thus need for further research on the same to establish the validity of this concept.

5.4.3 Monitoring Techniques

Due to scanty attention in some state corporations proper monitoring techniques should be put in place are instrumental in enhancing project success through reforms initiatives internally and externally. Employee's routine appraisal should be also enhanced to fairly among themselves to promote hard work and also improve the quality of projects. Monitoring techniques have a positive and significant influence on the project performance of Kenya State corporations.

Forecasting of project activities, project mapping, participatory approach were key monitoring techniques used by the State corporations to attain their project objectives and goals. Precisely monitoring techniques are in ensuring that the project plans are well handled and the concerned stakeholders are engaged in reflecting and tracking the progress of the said project. In the light of this, the monitoring techniques

contribute to project success. Should be encouraged to create a relationship with organization in order to improve performance.

There is therefore need for state corporations to make use of change request to develop reference points on what needs to be accomplished and what needs to be done to accomplish the said plans in relation to proper mapping of the projects to be implemented and during its execution by using relevant experts like people in land mapping, surveyors and architectural engineers, this will enable that proper feasibility study would have been conducted for easier project performance achievement. The state corporations can also make use of forecasting to determine the type of projects to pursue and assess the potential of the ongoing projects. Log frames can also be used to links the project goals and objectives to the inputs and outputs required to implement the project.

5.4.4 Adoption of Monitoring Practices

The study found out that Adoption of Monitoring Practices positively influences project performance in Kenya State Corporations. Particularly, the formal systems of monitoring adoptions ensure that the concerned stakeholders think in terms of performance measurement before the project implementation. As well, the feedback provided on the monitoring practices conducted by the state corporation gives insights on how to proceed with the project while proper awareness on the adopted practices enables the concerned parties to adjust accordingly (Alinaitwe, Apolot, & Tindiwensi, 2013). The study recommended for a proper adoption of monitoring policy which will ensure that it is properly anchored within organizations projects performance.

Since monitoring practice adoption are usually selected by protégés and the process provides opportunities for reflection and problem solving for both stakeholders and protégés in projects hence contributing significantly to project performance with state corporations, there is need to offer feedbacks on monitoring practices conducted. Also, there is need for awareness on the adopted practices by the organization on its staff. For the staff, they should possess the required technical expertise to ensure high-quality monitoring. Furthermore, there is need for State

corporations to benchmark their monitoring best `practices with other organizations in order to gain insights on the best monitoring practices in the market through development of effective monitoring adoption policies which will help public and private sectors employees to internalize organizational values, culture and goals through transparency, integrity and accountability during projects implementations.

5.5 Areas for Further Research

This study is a milestone for future research in this area due to its findings, particularly in Kenya. The findings emphasize the importance of the component of monitoring practices on projects performance through utilizing its integrated perspective on empirical threshold of transference within state corporations through monitoring planning, monitoring tools, monitoring techniques and adoption of monitoring practices in state corporations in Kenya.

Future research will need to be carried in other industries or sectors and countries in order to show if the link between monitoring practices and project performance can be generalized. Available literature indicates that as a future avenue of research there is need to carry out similar research on monitoring and evaluation adoption, implementation, challenges, barriers, aligning project management practice, project strategies, project process and monitoring, controlling and evaluation, in other industries and countries in order to establish whether the link between monitoring practices and project performance can be generalized.

This study expands knowledge on the influence of monitoring practices on performance of projects in Kenya State Corporations. Though the study has fulfilled its aim and objectives, and there are a number of areas for additional studies and empirical research, given the limitations of the research. On a geographical dimension, this study was primarily limited to 65 state corporations who form the sample size. The methodology that has been chosen to achieve the research objectives was limited to questionnaires. As such, future research could build on this study by examining monitoring practices in different sectors and agencies in both qualitative and quantitative way by using other various methodologies that have not

been used in this study. Since projects monitoring practices are broad, the study recommends the need for examining the roles or influences of monitoring practices that have not been covered in the study on sharing and transferring project management skills, cognitive skills, technical skills, human skills within or outside organizations projects.

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APPENDICES

APPENDIX I: QUESTIONAIRE

Dear Respondent,

I am a student at Jomo Kenyatta University of Agriculture and Technology, College of Human Resource Development. I am carrying out a study on **Influence of Monitoring Practices on Projects Performance of Kenya State Corporations.** The information you will provide shall be treated with utmost confidentiality and it is purely for academic purposes **ONLY**.

(Please tick (√) where appropriate)

RESPONDENTS GENERAL INFORMATION

1) Gender
   - I. Female ( )
   - II. Male ( )

2) Age Bracket
   - I. 20-30 years ( )
   - II. 31-40 years ( )
   - III. 41-50 years ( )
   - IV. Above 50 years ( )

3) Job category of the respondent
   - I. Project Manager ( )
   - II. Finance office ( )
   - III. Project team leader ( )
   - IV. Key stakeholder ( )
   - V. other ( )

4) Level of academic qualification: Tick the highest
   - I. Certificate ( )
   - II. Diploma ( )
   - III. Undergraduate degree ( )
   - IV. Post graduate degree ( )

5) How many years have you worked on projects within this organization?

I. 0-1 years ( )

II. 1-2 Years ( )

III. 3years and above ( )

PART B: MONITORING PLANNING PRACTICES

In this section please tick (√) the most appropriate response for each of the statements in the table below with the following scores in mind. **Strongly Disagree (SD=1), Disagree (D=2), Not Sure (NS=3), Agree (A=4), and Strongly Agreed (SA=5).**

	STATEMENTS	**SD=1**	**D=2**	**NS=3**	**A=4**	**SA=5**
1	Monitoring plans are well applicable in organization activities					
2	Employees are well trained on effective monitoring planning practices in organization projects					
3	Network diagrams and frameworks are used in scheduling organization projects					
4	The organization conducts stakeholder's analysis surveys on its resources before it plans.					
5	The staff's roles match their experience and qualifications in the organization.					
6	The organization uses project management software for monitoring plans.					
7	Rapid assessment is conducted in monitoring plans used in projects					

Based on your response above, kindly make any comment on monitoring planning in your organization.....

.....

please suggest any other criteria's used in your organization in monitoring planning.....

PART C: MONITORING PRACTICES TOOLS

In this section please tick (√) the most appropriate response for each of the statements in the table below with the following scores in mind. **Strongly Disagree (SD=1),**

Disagree (D=2), Not Sure (NS=3), Agree (A=4), and Strongly Agreed (SA=5).

	STATEMENTS	**SD=1**	**D=2**	**NS=3**	**A=4**	**SA=5**
8	Monitoring tools are well assessed if they are applicable in organization activities					
9	Employees are well trained on Monitoring tools in organization projects					
10	The organization has baselines for monitoring its activities					
11	The organization has progress report to determine its performance					
12	The organization audits its financial tools in controlling its project cost					
13	Metrics are used to check risks in organization					
14	Inspection checklist are used in standardizing organization monitoring practices					

Based on your response above, kindly make any comment on monitoring tools used in your organization.....

.....

please suggest any other tools that can be used in your organization in monitoring practices.....

PART D: MONITORING PRACTICES TECHNIQUES

In this section please tick (√) the most appropriate response for each of the statements in the table below with the following scores in mind. **Strongly Disagree (SD=1), Disagree (D=2), Not Sure (NS=3), Agree (A=4), and Strongly Agreed (SA=5).**

	STATEMENTS	**SD=1**	**D=2**	**NS=3**	**A=4**	**SA=5**
15	The organization conducts monthly projects appraisals					
16	There is a proper technique on forecasting project activities					
17	Variances are conducted on performance, schedule and cost of project activities					
18	Change request have been well handled and documented in organization.					
19	Participatory monitoring and approach is used to determine performance.					
20	Stochastic method is used in monitoring practices					
21	Project mapping is conducted in projects activities					

Based on your response above, kindly make any comment on monitoring techniques in your organization.....

.....

please suggest any other monitoring technique practices used in your organization .....

PART E: ADOPTION OF MONITORING PRACTICES

In this section please tick (√) the most appropriate response for each of the statements in the table below with the following scores in mind. **Strongly Disagree (SD=1), Disagree (D=2), Not Sure (NS=3), Agree (A=4), and Strongly Agreed (SA=5).**

	STATEMENTS	**SD=1**	**D=2**	**NS=3**	**A=4**	**SA=5**
22	I am satisfied with the policies put in place which provide opportunity for adopting monitoring best practices.					
23	The procedures on adopting monitoring practices are definitive, clear and easily understood in the project.					
24	The Organization has better strategies on adopting monitoring practices					
25	The organization benchmarks its monitoring practices with other organizations.					
26	There is proper awareness on adopted practices conducted by organization on its staffs					
27	Formal Systems of monitoring adoptions are provided in projects implementation.					
28	Organization provides feedbacks on monitoring practices conducted					

Based on your response above, kindly make any other comments on adoption of monitoring practices used in your organization.....

.....

.....

please suggest any other criteria's used in your organization to adopt best monitoring practices .....

PART F: PROJECT PERFORMANCE

In this section please tick (√) the most appropriate response for each of the statements in the table below with the following scores in mind. **Strongly Disagree (SD=1), Disagree (D=2), Not Sure (NS=3), Agree (A=4), and Strongly Agreed (SA=5).**

	STATEMENTS	**SD=1**	**D=2**	**NS=3**	**A=4**	**SA=5**
29	The project meet its intended goals and objectives					
30	There is proper utilization of project resources on its performance.					
31	Projects are implemented and completed within expected timeframe and budget.					
32	Concluded projects normally meet the required scope and quality projects standard					
33	Monitoring facilitates transparency and accountability of the of project resources.					
34	The organization gives regular project progress reports on its performance					
35	Seeking project feedbacks from stakeholders improves performance					

Based on your response above, kindly make any other comments on how your organization determine project performance

.....

.....

please suggest any other criteria's used in your organization to determine its performance through monitoring practices

.....

APPENDIX II: LIST OF STATECORPORATIONS IN KENYA

A. PURELY COMMERCIALS STATE CORPORATIONS

1. Agro-Chemical and Food Company
2. Kenya Meat Commission
3. Muhoroni Sugar Company Ltd
4. Nyayo Tea Zones Development Corporations
5. South Nyanza Sugar Company Ltd
6. Chemilil Sugar Company Ltd
7. Nzoia Sugar Company Ltd
8. Simlaw Seeds Kenya
9. Kenya National Trading Corporations
10. Kenya Safari Lodges and Hotels Ltd.(Mombasa Beach Hotel, Ngulia Lodge)
11. Golf Hotel Kakamega=
12. Kabarnet Hotel Ltd
13. Mt. Elgon Lodge
14. Sunset Hotel Kisumu
15. Jomo Kenyatta Foundation
16. Jomo Kenyatta Enterprises Ltd
17. Kenya Literature Bureau(KLB)
18. Rivatex (East Africa Ltd)
19. School Equipment Production Unit
20. University of Nairobi Enterprises Unit
21. University of Nairobi Press (UoNP)
22. Development Bank of Kenya Ltd.
23. Kenya Wine Agencies Ltd(KWAL)
24. KWA Holdings
25. New Kenya Co-operatives Creameries
26. Yatta Vineyards Ltd
27. National Housing Corporation
28. Research Development Unit Company Ltd
29. Consolidated Bank of Kenya

30. Kenya National Assurance Co.(2001) Ltd
31. Kenya Reinsurance Corporation Ltd
32. Kenya National Shipping Line
33. Mumias Sugar Company
34. Muhoroni Sugar Company

B. COMMERCIAL STATE CORPORATIONS WITH STRATEGIC FUNCTIONS

1. Kenya Animal Genetics Resource Centre
2. Kenya Seed Company (KSC)
3. Kenya Veterinary Vaccine Production Institute
4. National Cereals and Produce Board (NCPB)
5. Kenya International Convention Centre
6. Geothermal Development Company (GDC)
7. Kenya Electricity Generating Company (KENGEN)
8. Kenya Electricity Transmission Company (KETRACO)
9. Kenya Pipeline Company (KPC)
10. Kenya Power and Lightning Company (KPLC)
11. National Oil Corporation of Kenya
12. National Water Conservation and Pipeline Corporation
13. Numerical Machining Complex
14. Kenya Broadcasting Corporation
15. Postal Corporation of Kenya
16. Kenya Development Bank (After merger of TFC, ICDC, KIE, IDB, AFC)
17. Kenya EXIM Bank
18. Kenya Post Office Savings Bank
19. Kenya Airports Authority (KAA)
20. Kenya Ports Authority (KPA)
21. Kenya Railways Corporation (KRC)

C. EXECUTIVE AGENCIES

1. Biashara Kenya
2. Internal Revenue Service
3. Kenya Intellectual Property Service

4. Kenya Investment Promotion Service
5. KonzaTechnopolis Authority
6. Bomas of Kenya
7. Water Services Trust Fund
8. Leather Development Council
9. Agricultural Development Authority
10. Anti-Female Genital Mutilation Board
11. Constituency Development Fund
12. Crops Development and Promotion Services
13. Customs and Boarder Security Service
14. Drought Management Authority
15. Exports Processing Zones Authority (EPZA)
16. Financial Reporting Centre
17. Fisheries Development and Promotion Services
18. Higher Educations Loans Board
19. Information and Communication Technology Authority
20. Investor Compensation Fund Board
21. Kenya Academy of Sports
22. Kenya Accountants and Secretaries National Examination Board (KASNEB)
23. Kenya Deposit Protection Authority
24. Kenya Ferry Services Ltd (KFS)
25. Kenya Film Development Service
26. Kenya Institute of Curriculum Development
27. Kenya Law Reform Commission
28. Kenya Medical Supplies Authority
29. Kenya National Bureau of Statistics
30. Kenya National Examination Council (KNEC)
31. Kenya National Highways Authority (KeNHA)
32. Kenya National Innovation Agency
33. Kenya Ordnance Factories Corporation
34. Kenya Roads Board
35. Kenya Trade Network Agency

36. Kenya Wildlife and Forestry Conservation Service
37. Kenyatta National Hospital
38. LAPSSET Corridor Development Authority
39. Livestock Development and Promotion Service
40. Local Authorities Provident Fund
41. Moi Teaching and Referral Hospital
42. Nairobi Centre for International Arbitration
43. National Aids Control Council
44. National Cancer Institute of Kenya
45. National Coordinating Agency for Population and Development
46. National Council for Law Reporting
47. National Council for Persons with Disabilities
48. National Hospital Insurance Fund
49. National Industrial Training Authority
50. National Irrigation Board
51. National Museums of Kenya
52. National Quality Control Laboratories
53. National Social Security Fund Board of Trustees
54. National Youth Council
55. Nuclear Electricity Board
56. Policy Holders Compensation Fund
57. Sports Kenya
58. The Kenya Cultural Centre
59. Tourism Fund
60. Unclaimed Financial Assets Authority
61. Water Resources Management Authority
62. National Campaign Against Drug Abuse Authority

D. STATE AGENCIES-INDEPENDENT REGULATORY AGENCIES

1. Agricultural, Fisheries and Food Authority
2. Commission for University Education
3. Communications Authority of Kenya
4. Competition Authority

5. Council for Legal Authority
6. Energy Regulatory Commission
7. Health Services Regulatory Authority
8. Kenya Bureau of Standards
9. Kenya Civil Aviation Authority(KCAA)
10. Kenya Film Regulatory Authority
11. Kenya Maritime Authority
12. Kenya National Accreditation Service
13. Kenya Plant and Animal Health Inspectorate Service
14. Livestock Regulatory Authority
15. National Commission for Science, Technology and Innovations
16. National Construction Authority
17. National Environment Management Authority
18. National Land Transport and Safety Authority
19. Public Benefits Organizations Regulatory Authority
20. Public Procurement Oversight Authority
21. Technical and Vocational Education and Training Authority
22. Tourism Regulatory Authority
23. Water Services Regulatory Board
24. Financial Supervisory Council
25. Mining and Oil Exploration Regulatory Service

E. STATE AGENCIES-RESEARCH INSTITUTIONS, PUBLIC UNIVERSITIES, TERTIARY EDUCATION AND TRAINING INSTITUTIONS

1. Bukura Agricultural College
2. Chuka University
3. Cooperative University College
4. DedanKimathi University
5. Egerton University
6. Embu University
7. Garissa University College
8. JaramogiOgingaOdinga University of Science and Technology

9. Jomo Kenyatta University of Agriculture and Technology
10. Karatina University
11. Kenya Agricultural and Livestock Research Organization
12. Kenya Forestry Research Institute
13. Kenya Industrial Research and Development Institute
14. Kenya Institute of Mass Communication
15. Kenya Institute of Public Policy Research and Analysis (KIPPRA)
16. Kenya Marine and Fisheries Research Institute
17. Kenya Medical Research Institute
18. Kenya Medical Training Institute
19. Kenya Multi Media University
20. Kenya School of Government
21. Kenya School of Law
22. Kenya Utalii College
23. Kenya Water Institute
24. Kenyatta University
25. Kibabii University
26. Kirinyaga University College
27. Kisii University
28. Laikipia University
29. Maasai Mara University
30. Machakos University College
31. Maseno University
32. MasindeMuliro University of Science and Technology
33. Meru University of Science and Technology
34. Moi University
35. Murang'a University College
36. National Crime Research Centre
37. Pwani University
38. Rongo University College
39. South Eastern Kenya University
40. TaitaTaveta University College

41. Technical University of Mombasa
42. The Technical University of Kenya
43. University of Eldoret
44. University of Kabianga
45. University of Nairobi
