

# INFLUENCE OF MONITORING AND EVALUATION SYSTEMS COMPONENTS ON SUCCESSFUL IMPLEMENTATION OF NATIONAL GOVERNMENT – CONSTITUENCY DEVELOPMENT FUNDED PROJECTS IN JUJA CONSTITUENCY

<sup>1</sup>SARAH MUTHONI, <sup>2</sup>DR. ALLAN MUGAMBI

---

**Abstract:** National Government Constituency Development Fund is a devolved fund that was established by the Kenyan government to eradicate poverty at the grassroots level, share national resources and create employment at the constituencies. Development of the local communities relies to a large extent on how successful the CDF projects are in the area. It is therefore crucial to emphasize how well those projects are monitored and evaluated across the country. The aim of the study aimed to assess the influence of monitoring and evaluation systems components on successful implementation of NG-CDF projects in Kenya focusing on Juja Constituency. The study sought to determine the influence of capacity development, and budgetary allocation on successful implementation of NG-CDF projects in Juja constituency. The study employed a descriptive survey design. The study targeted PMC members, chairmen, secretaries, treasurers of 8 educational NG-CDF projects. The target population was 64 respondents. Census sampling was used to determine the sample size of 64 respondents out of which 61 respondents were reached. Primary data was collected using structured questionnaires and secondary data was collected through reviews of both empirical and theoretical data from books, journals, magazine and the internet. The data was analysed using SPSS and involved descriptive and correlation. The descriptive statistics show that respondents agreed that budgetary allocation and capacity development influenced successful project implementation. The correlation findings indicated that there was a positive and significant association between capacity development and budgetary allocation and successful implementation on NG-CDF educational projects. The study concludes that capacity development and budgetary allocation affects successful implementation of NG-CDF educational projects in Juja Constituency. The study recommends that training, sensitization, and awareness of M&E tools, skills, and techniques should be conducted for PMC members of NG-CDF projects in Juja Constituency. The study recommends that the budget for M&E of NG-CDF should be increased from the current allocation to help assist in creating capacity for M&E among the PMC and the public; and that there is need for more access and availability of project documentation to the M&E project teams.

**Keywords:** National Government Constituency Development Fund, NG-CDF projects, M&E project teams.

---

## 1. INTRODUCTION

Monitoring and Evaluation (M&E) is a powerful project management tool that can be used to improve the way governments and organizations achieve results. Monitoring gives information on where a policy, program, or project is at any given time (and over an extended period) relative to its targets and outcome goals whereas evaluation gives evidence about why targets and outcomes are, or are not, being achieved (Kusek & Rist, 2004).

An effective M&E system must be able to ensure that; firstly, it serves the practical information needs of intended users. Secondly, the methods, sequences, timing & processing procedures proposed must be realistic, prudent and cost-effective. Thirdly, the M&E activities are conducted legally, ethically & with due regard for the welfare of those affected by its results. Finally, the M&E outputs reveal and convey technically adequate information. In summary an effective M&E system must be utilizable, feasible propriety and accurate (Kusek & Risk, 2004). This study therefore seeks to look at the influence of M&E system on successful implementation of NG-CDF projects in Kenya, a case of Juja Constituency.

### **National Government Constituency Development Fund:**

The National Government Constituencies Development Fund (NG-CDF) (hereafter referred to as the Fund) formerly Constituencies Development Fund (CDF), is a fund established in 2003 through an Act of Parliament, the Constituencies Development Fund Act, 2003. The Act was later reviewed through the enactment of the CDF (Amendment) Act 2007, and repealed through CDF Act, 2013. The current NG-CDF Act, 2015, subsequently succeeded the latter. The Fund is domiciled within the ministry in charge of national economic policy and planning, currently the Ministry of Devolution and Planning. The main purpose of the Fund is to enhance infrastructural and socio-economic development at the constituency level in order to reduce poverty by dedicating a minimum of two and half per cent (2.5%) of the National Government's share of annual revenue towards projects identified at constituency level by the communities.

Wabwire (2010), observed that the implementation of the devolved government system to

County levels as stipulated in the new constitution has strengthened the strategic role of NGCDF in the devolved County governments as it has brought it closer to the benefiting community. Despite the foregoing, there have been a lot of challenges in the implementation of the devolved structures which have negated the benefits of NG-CDF operations.

### **Statement of the Problem:**

There are so many reasons why a project might fail – setting up unrealistic expectations, poor methodology and requirements, inadequate resources, poor project management, untrained team members and lack of M&E. Project success can be defined in terms of timeliness, within budget, stake holder satisfaction and accountabilities. On the other hand, project failure would entail lateness, cost ineffectiveness, dissatisfied stakeholders and lack of accountabilities. The implementation of project effectively and within budget would be influenced by the execution of project activities, accuracy of project financial forecasts and the subsequent forces of demand and supply on the project inputs.

According to existing literature on management of projects in Kenya several projects have been informally cited as failed projects; meaning that they did not achieve the desired success. In fact, a significant share of the failed projects are NG-CDF projects. For example in Maragua constituency during financial year 2010/2011, out of 94 NG-CDF projects only 36 % ( 34) projects were well built, completed and performing while 64% (60) were poorly built and incomplete.

In Kiharu constituency during financial year 2009/2010 there were 43 NG-CDF projects, only 26% (11) are completed and performing while 74% (32) are incomplete and not performing (NTA, 2013). The literature available shows that none of the studies have focused on influence of Monitoring and Evaluation System on implementation of Constituency Development Fund projects in Kenya, hence the knowledge gap. This study sought to fill the existing research gap by conducting a study to determine the influence of M&E System on the Successful Implementation of National Government Constituency Development Fund projects in Juja Constituency.

### **Objectives of the study:**

To determine the influence of institutional framework on successful implementation of NGCDF projects in Juja Constituency.

To assess the influence of budgetary allocation on successful implementation of NG-CDF projects in Juja Constituency.

## **2. LITERATURE REVIEW**

### **Theoretical Framework:**

The theoretical framework is the structure that can hold or support a theory of a research study.

Theories reviewed in this study were Resource Based View Theory and Competency Theory.

**Resource Based View Theory:**

Resource Based View Theory is linked to budgetary allocation variable was established by Werner (1984) and Rumelt (1984). The resource based view of the firm (RBV) explains that each institution or organization has unique resources and capabilities that make them different hence become competitive advantage (Muthuuri, 2014). Initiated in the mid-1980s, the resource-based view (RBV) has since become one of the leading modern methods to the analysis of sustained competitive advantage (Tan & Meyer, 2011). The theory on RBV offers a good explanation on how constituencies can make good use of their financial resources provided by the government in implementing the various projects in the constituency. Resource based view theory is of importance in ensuring NG-CDF is maximizing on use of existing funds. RBV is of importance in ensuring that other sources of funds are available and accounted for.

**Competency Theory:**

Competency Theory was linked to capacity variable. Linnell (2003) refers to capacity that is outcome focused, but also made up of specific organisational capacities and, in tandem, the particular capacities of individuals. For individuals, capacity may relate to leadership, advocacy skills, training/speaking abilities, technical skills, organising skills, and other areas of personal and professional effectiveness. In 1980s, McClelland and McBer established the competence theory. They elaborated that competency as the primary characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation (Cicmil & Hodgson, 2006). The theory of competency is of much relevance to this study based on the fact that it expounds on the importance of having M&E staff that have the required capacity to monitor and evaluate projects in their constituency.

**Empirical Review:****Budget Allocation influence on M&E System:**

Budgeting for PM&E tasks and overall responsibilities must be listed and analysed where necessary. Studies have indicated that having sufficient budgets will ensure a smooth process while carrying out M&E (McCoy, Ngare, & Krumpke, 2005). Further Gyorkos (2003) suggests that a monitoring and evaluation 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.

According to Murithi, (2015), budgetary allocation is moderately correlated with effective monitoring, evaluation, and increasing the budget allocated for M&E leads to an increase in the effectiveness of the M&E process. Worldwide projects have experienced numerous barriers in their implementation. As a solution, project monitoring and evaluation are key elements in improving project performance. These barriers are primarily influenced by the kinds of measures being used and the minimum amount of attention given to the practice (Tengan & Aigbavboa, 2016).

Studies have indicated that having sufficient budgets will ensure a smooth process while carrying out M&E (McCoy et al., 2005). Further Gyorkos (2003) suggests that a monitoring and evaluation 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. Kelly and Magongo (2004) argue that M&E budgets should be about five to ten percent of the total projects budget.

According to the Constituencies Development Act (2003), at the Constituency level, a maximum of 3% of each constituency's annual allocation may be used for administration, 15% for an education bursary scheme, 2% for sports activities and 2% for environmental activities.

Although CDF does not cover recurrent costs it allows 3% of the constituency's annual allocation to be used for recurrent expenses of vehicles, equipment and machinery since they constitute development projects under the CDF Act.

**Capacity Development influence on M&E System:**

Capacity development is vital for effective monitoring and evaluation, it is any support that strengthens an organization's ability to effectively and efficiently design implement and evaluate program activities according to its mission (UNICEF 2008). According to Okello and Mugambi (2015), for effective monitoring and evaluation, there should be: dedicated staff time—for effective monitoring and evaluation; staff should be dedicated for the function.

Oloo (2011) opined that CDF project staff should be given clear job allocation and designation befitting their expertise, if they are inadequate then training for the requisite skills should be arranged. For projects with staff that are sent out in the

field to carry out project activities on their own there is need for constant and intensive on-site support to the outfield staff (Collings & Wood, 2009). Capacity development should focus on all levels of the system. M&E capacity building should focus not only on the technical aspects of M&E, but also address skills in project management, leadership, financial management, facilitation, supervision, advocacy and communication. In addition, continuous capacity building improves the skills and competence of programme implementers (NG-CDF Board, Strategic Plan, 2016)

### 3. RESEARCH METHODOLOGY

The research design adopted was descriptive survey. A descriptive survey research design is considered appropriate for the study because it involves fact finding and enquiries and hence provided quantitative and numerical description (Mugenda & Mugenda, 2003). The target population consisted Project Management Committee members, which included the chairmen/women, secretaries, and treasurers charged with monitoring and evaluating of eight NG-CDF educational projects within Juja Constituency (CDF Office, 2017). These projects were found in Murera, Kalimoni, Juja, Theta and Witeithie wards. This population was purposely chosen on the basis of their mandate to monitor and evaluate projects undertaken under Constituencies Development Fund. Stratified random sampling was used to select the sample size of the study in specific groups. These strata were based on the educational projects implemented through NG-CDF. As per the records available at the CDF offices there were 5 Primary schools and 3 secondary schools where CDF projects were active. A structured questionnaire was used for data collection. The researcher used both primary and secondary data sources. Primary data was collected from the various individuals by use of selfadministered questionnaires incorporating the four variables in line with the research objectives of the study. Secondary data was collected from Juja CDF projects records, publications and information obtained from the internet.

### 4. RESULTS AND DISCUSSIONS

#### Capacity Development:

The first objective of the study was to determine the influence of capacity development on successful implementation of NG-CDF projects. The respondents were asked to indicate their level of agreement with ten capacity development statements. The results show that the overall mean score was 4.13 with a standard deviation of 0.782 as shown in Table 4.1. Successful M&E needs qualified staff with perquisite skills and knowledge in M&E. therefore staff training is an important factor to enhance the effectiveness and efficiency of the NG-CDF M&E system.

Table 4.1: Descriptive Statistics for Capacity Development

Capacity development statements	Mean	Std. Deviation
Human capital on the project should be given clear job allocation and designation be fitting their skill	4.23	0.847
PMC members have diversity skills and competence to administrate and implement development projects	3.62	0.686
The PMCs play a pivotal role in CDF project implementation; it is at this level that project requests/proposals are raised, approved projects implemented, procurement and documentation undertaken and subsequent M&E takes place.	3.98	0.772
Progress reports are vital in ensuring that projects are being implemented so as to be completed within acceptable parameters and time span and to give the desired benefits	4.09	0.766
PMC members have diversity skills and competence to administrate and implement development projects	4.25	0.830
Human capital, with proper training and experience is vital for the production of M&E results	4.25	0.918
The technical capacity of the project organization can be huge determinants of how the evaluation's lessons are produced	4.21	0.793
Building an adequate supply of human resource capacity is critical for the sustainability of the M&E system	4.30	0.638
Project staff commitment contribute to the more successful M&E of CDF projects	4.13	0.810
Monitoring and Evaluation system cannot function without skilled people	4.26	0.763
<b>Overall mean score</b>	<b>4.13</b>	<b>0.782</b>

**Budgetary allocation:**

The second objective of this study was to assess the role of budgetary allocation on successful implementation of NG-CDF projects. The respondents were asked to show their level of agreement with ten statements on budgetary allocation variable. Table 4.2 shows that the overall mean score was 4.21 and a standard deviation of 0.824. This finding means that respondents agreed that budgetary allocation was an important component of M&E system. M&E relies on financial resources allocated for the exercise. Currently, there is a 2.5 % of budgetary allocation for CDF to be used in M&E which has been found to be insufficient.

**Table 4.2: Descriptive Statistics for Budgetary allocation**

Budgetary allocation statements	Mean	Std. Deviation
The budget of projects undertaken usually provide a clear and adequate provision for monitoring and evaluation activities	4.19	0.761
At the PMC level the Fund Account Manager shall assist the project management committee in preparing books of accounts.	4.15	0.770
The PMC's are meant to keep the financial documents for monitoring and evaluation	4.36	0.762
The major challenge faced by this team is Sourcing and securing financial resources for monitoring and evaluation of outcomes	4.45	0.667
The project budget should provide a clear and adequate provision for monitoring and evaluation events.	4.21	0.885
Monitoring and evaluation budget can be obviously delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project running,	4.13	0.900
Monitoring and evaluation budget should be about 5 to 10 percent of the entire budget	3.92	0.978
The budget of projects undertaken usually provide a clear and adequate provision for monitoring and evaluation activities	4.15	0.818
Money for M&E are usually channeled to the right purpose	4.23	0.912
A realistic estimation for monitoring and evaluation is usually undertaken when planning for projects.	4.34	0.783
<b>Overall mean score</b>	<b>4.21</b>	<b>0.824</b>

**Successful implementation of projects:**

Table 4.3 shows the descriptive statistical findings of the dependent variable (successful implementation of projects). The results show that the highest mean scores were for cost/budget (M=4.09; 0.741) and project quality (M=4.02; 0.796) which means that respondents agreed that NG-CDF projects were completed within the stipulated budget and project quality was achieved. The respondents revealed they were neutral on the user satisfaction, achievement of objectives, and time completion indicators of NG-CDF educational projects in Juja Constituency.

**Table 4.3: Successful Implementation of Projects Descriptive Statistics**

Successful implementation indicators	Mean	Std. Deviation
Time	3.79	0.927
Cost / Budget	4.09	0.741
Project quality	4.02	0.796
User satisfaction	3.83	0.955
Achievement of objectives	3.79	0.968

**Correlations Analysis:**

Table 4.4 shows positive and significant associations between capacity development ( $r = 0.601$ ,  $p = 0.000$ ) and budgetary allocation ( $r = 0.521$ ,  $p = 0.000$ ) and successful implementation of NG-CDF projects. This result indicates that an increase in each of the independent variables leads to an increase in successful implementation of NG-CDF projects at Juja Constituency.

**Table 4.4: Correlation Coefficient Results**

		Capacity development	Budgetary allocation
Capacity development	Pearson Correlation	1	
	Sig. (2tailed)		
	N	61	
Budgetary allocation	Pearson Correlation	.756**	1
	Sig. (2-tailed)	0	
	N	61	61
	N	61	61
Successful Implementatio	Pearson Correlation	.601**	.521**
	Sig. (2-tailed)	0.000	0.000
	N	53	53

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

**5. SUMMARY OF THE STUDY**

This study aimed at investigating the influence of monitoring and evaluation systems on successful implementation of national government constituency development funded projects in Kenya at case study of Juja Constituency. The study measured the influence of two independent variables (capacity development and budgetary allocation) on the successful implementation of NG-CDF projects (dependent variable).

The sample of the study consisted of 61 respondents drawn from the Project Management Committees (PMC), chairman, treasurer, and secretary of eight (8) education NG-CDF projects in Juja Constituency. A structured questionnaire was used to collect data for the study using drop-and-pick method. Descriptive statistics including mean and standard deviation and inferential statistics were used to analyse the data. The data was presented in charts and tables and supported by the researcher's interpretation.

**Capacity Development:**

The descriptive statistics show that the overall mean score for capacity development was 4.13 which according to the 5 point likert scale used means that respondents agreed that capacity development was an important component of successful implementation of NG-CDF projects in Juja Constituency. Correlation results also show a positive and significant linear association between capacity development and successful implementation of NG-CDF projects.

**Budgetary Allocation:**

The descriptive statistics findings revealed that the overall mean score for budgetary allocation was 4.21 which according to the 5 point likert scale used means that respondents agreed that budgetary allocation was an important component of successful implementation of NG-CDF projects in Juja Constituency. Correlation results revealed a positive and significant linear association between budgetary allocation and successful implementation of NG-CDF projects.

**6. CONCLUSION OF THE STUDY**

This purpose of the study was to assess the influence of monitoring and evaluation systems on successful implementation of national government constituency development funded projects in Kenya at case study of Juja Constituency. The study measured the influence of capacity development and budgetary allocation on successful implementation of NG-CDF projects.

**Capacity Development:**

The findings show that respondents agreed that capacity development was an important component in successful implementation of NG-CDF projects. The correlation findings indicate that there was positive and significant association of capacity development on successful implementation of NG-CDF projects. The study therefore concludes that capacity development is a critical factor affecting successful implementation of NG-CDF educational projects in Juja Constituency.

**Budgetary Allocation:**

The findings show that respondents agreed that budgetary allocation was an important component in successful implementation of NG-CDF projects. There was a positive and significant linear association between budgetary allocation and successful implementation.

The study therefore concludes that budgetary allocation to an extent has an effect on successful implementation of NG-CDF educational projects in Juja Constituency.

**7. RECOMMENDATIONS OF THE STUDY**

The study makes the following recommendations based on the study findings;

- i. The study recommends that training, sensitization, and awareness of M&E tools, skills, and techniques should be conducted for PMC members of NG-CDF projects in Juja Constituency. This training and capacity building should be tailored to the specific projects that are being implemented under the NG-CDF since different projects require different M&E approaches and skills.
- ii. The study recommends that the budget for M&E of NG-CDF should be increased from the current allocation to help assist in creating capacity for M&E among the PMC and the public. The budgetary allocation should also be specific towards the different activities undertaken within an M&E system.
- iii. The study recommends for more access and availability of project documentation to the M&E project teams. There is need for accessibility to project work plans, activity progress report and project financial, procurement, and overall management of documentation that is used in the project implementation process to enable M&E teams perform their duties more efficiently and effectively.

**REFERENCES**

- [1] Baruch, Y. (1999). Response Rate in Academic Studies - A Comparative Analysis, *Human Relations*, 52 (4), 421-438
- [2] Bushett, S. (2008). *Evaluation Capacity Development in Zimbabwe: Issues and opportunities*. ECD Working Paper Series number 2: The World Bank.
- [3] CDF Board (2015). *Constituencies Development Fund Board*. Retrieved from Constituencies Development Fund Board: <http://www.cdf.go.ke/>
- [4] Chambers, R. (1997). *Whose Reality Counts*. London, UK: Intermediate Technology Publications.
- [5] Chitere, O. P., & Ireri, O. N. (2004). *District Focus for Rural Development in Kenya: It's Limitations as a Decentralization and participatory planning strategy and prospects for the future*. Nairobi: Institute for Policy Analysis and Research.
- [6] Cicmil, S., & Hodgson, D. (2006). Rethinking project management: researching the actuality of projects, *International Journal of Project Management*, 24 (8), 675-686.
- [7] Collings, D. G., & Wood, G. (2009). *Human resource management: A critical approach*. London, UK: Routledge.
- [8] Constituencies Development Fund Board (2011). *2010 – 2014 Strategic Plan, Equitable Development for Kenyans*. Nairobi. Government Press
- [9] Cooper, D. R., & Schindler, P. S. (2008). *Business Research Methods* (10th Edition). Singapore: McGraw Hill.

- [10] Enemark, S., & Ahene, R. (2002). *Capacity Building in Land Management Implementing land policy reforms in Malawi*. FIG XXII International Congress. Washington, D.C. USA
- [11] Enemark, S., & Williamson, I. (2004). Capacity building in land administration. - a conceptual approach, *Survey Review*, 37 (294), 639-650
- [12] Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Boston, MA: Pitman Publishing Inc.
- [13] Freeman, R. E., Harrison, J. S., Wicks, A.C., Parmar, B., & de Colle, S. (2010). *Stakeholder theory: The state of the art*. Cambridge, UK: Cambridge University Press.
- [14] Ganley, E. (2010). *Strategic planning boosts morale, budget*. New Jersey, NJ: Associated Press.
- [15] Gikonyo, W. (2008). *The CDF Social Audit Guide: A Handbook for Communities*. Nairobi: Open Society Initiative for East Africa.
- [16] Gill, J., & Johnson, P. (2010). *Research Methods for Managers* (4th Edition). London, UK: Sage Publications Ltd.
- [17] Government of Kenya (2003). *Constituencies Development Fund Act 2003*. Retrieved 11 July, 2017 from <http://www.cdf.go.ke/images/docs/revised%20cdf%20act%20annotatedversion.pdf>
- [18] Government of Kenya (2003). *Interim Poverty Reduction Strategy Paper 2000/03*. Nairobi: Government Press.
- [19] Government of Kenya (2016). *National Government Constituency Development Fund-Strategic Plan 2016/17-2020/21*. Nairobi. Government Press
- [20] Government of Kenya (2016). *Guideline for Development of County Integrated Monitoring and Evaluation System (CIMES)*. Nairobi. Government press.
- [21] Grimble, R., & Wellard, K. (1996). *Stakeholder Methodologies in Natural Resource Management: A Review of Principles, Contexts, Experiences and Opportunities*. Chatham. University of Greenwich.
- [22] Guba, E. G., & Lincoln, Y. S. (1989). *Fourth generation evaluation*. Newbury Park, CA: Sage Publications
- [23] Gyorkos T. (2003). Monitoring and Evaluation of large scale Helminth control programmes. *Acta Tropica*, 86 (2): 275 – 282.
- [24] Hauge, A. O. (2002). *Evaluation Capacity for M&E in Uganda: A Result based Management Perspectives*. ECD Working Paper Series number 8. Washington D.C.: The World Bank
- [25] Holvoet, N., & Inberg, L. (2011). *Sector M&E Systems in the Context of Changing Aid Modalities: The Case of Niger Health Sector's*. Working Paper number 2. From: [www.ua.Uc.bc/job](http://www.ua.Uc.bc/job).
- [26] Institute of Economic Affairs (2014). *Devolution in Kenya: Prospects, Challenges and Future*. Nairobi.
- [27] Kannae, L. A. (2000). *The role of Ghana Institute of Management and Public Administration in Institutionalizing of M&E in Ghana*. Selected Proceedings from a Seminar and Workshop on M&E Capacity Development. Johannesburg: The African Development Bank & The World Bank.
- [28] Karanja, G. N. (2016). *Assessment of the Use of Participatory Monitoring and Evaluation Approach: A Case of CDF projects in Dagoretti South Sub-County Nairobi*. Research project. Nairobi. University of Nairobi
- [29] Kelly, K., & Magongo, B. (2004). *Report on Assessment of Monitoring and Evaluation Capacity of HIV/AIDS organizations in Swaziland*. Swaziland: NERCHA.
- [30] Khan, M. A. (1989). *A South Asian Regional Study on Current Thoughts and Practices in Monitoring and Evaluation*. Washington DC: Economic Development Institute of the World Bank.
- [31] Kiura, H. M. (2017). *Influence of Monitoring and Evaluation Strategies on the Implementation of NG-CDF Projects: A case of Ngariama Njukiini Water Project Gichugu Constituency Kirinyaga County*. Research project. Nairobi. University of Nairobi.