

**PERCEIVED EFFECT OF PARTICIPATORY MONITORING AND EVALUATION
ON THE LOCAL AUTHORITY SERVICE DELIVERY ACTION PLANNING
(LASDAP) PROCESS IN BONDO SUB-COUNTY, KENYA**

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the Award of the Degree of Master of Science in Community Studies and Extension of
Egerton University**

EGERTON UNIVERSITY

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DECLARATION AND RECOMMENDATION

Declaration

I declare that this is my original work and has not been presented to this or any other university for an award of diploma or degree.

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DEDICATION

I dedicate this thesis to my late mother Madam Joice Ameleah Adera Otieno for her struggle, encouragement and sacrifice to support my education. May her soul be blessed!

ACKNOWLEDGEMENT

I wish to express my sincere appreciation to the entire management of Egerton University who in one way or another assisted during my study. Special regards goes to my Supervisors Dr. Catherine Munyua and Dr. Adijah Olubandwa, all lecturers who took their time to ensure that I was equipped with the required knowledge and skills for the study. They went further to ensure the success of the whole exercise through their guidance, encouragement and support every time there was need. I wish to particularly thank the Chairperson of Department of Applied Community Development Studies (ACDS) Prof. Dolphine Odero-Wanga and the Dean FEDCOs for their guidance and invaluable support in the entire exercise. I also wish to thank the administrator of Bondo Sub County for his guidance and support in gathering preliminary information to support this study. Finally and more importantly I wish to thank my fellow course mates for their input in the entire exercise.

To all I say **GOD BLESS YOU!**

ABSTRACT

Community participation has remained a key concept in the development process in Kenya and many parts of the world today. Local Authority Service Delivery Action Planning (LASDAP) was meant to achieve community participation with participatory monitoring and evaluation as the driving force within the local authorities in Kenya. Many projects have been implemented across Bondo Sub County yet no study has been carried out to determine the effect of participatory monitoring and evaluation on the LASDAP project implementation. The study therefore intended to investigate the perceived effects of participatory monitoring and evaluation on the LASDAP project implementation in the former Bondo County Council now named Bondo Sub County in the new structure of county government in Kenya. *Ex-post-facto* design was used in the study to examine the effects of participatory monitoring and evaluation since it was introduced in 2008. The target population of the study were the beneficiaries of the LASDAP projects whereas the accessible population were 1260 LASDAP project committee members within the Bondo sub-county. Multi-stage sampling method was used to select seven wards out of the 14 wards. 42 projects were selected using both purposive and simple random sampling methods from the eight wards. Seven respondents were selected from each of the 42 projects. Purposive sampling method was then used to select 3 females and simple random sampling method to select four males respectively to yield a study sample of 294 respondents. Questionnaires were used to collect data. Validity of the instruments was examined by a team of experts from the department of Applied Community Development Studies. The questionnaires were pilot tested in Gem sub-county formerly Siaya county council for reliability and a reliability coefficient of 0.78 obtained. Data collected was analyzed using Statistical Package for Social Sciences (SPSS) V.20. Descriptive statistics were used to analyze data, which included frequencies, means, percentages and standard deviations to determine the associations and trends in the interactions of variables. The study found that PM&E in general improved the LASDAP process and especially stakeholder relationships. However, there were mixed reactions regarding cost efficiency in project implementation. These findings led to the recommendation that the county government adopt monitoring structures used by the defunct local authorities in current and future projects.

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LIST OF ABBREVIATIONS AND ACRONYMS

BQ	Bill of quantities
CDF	Constituency Development Fund
CIDP	County Integrated Development Plan
CQT	Cost Quality and Time
CRF	Constituency Roads Fund
EU	European Union
GOK	Government of Kenya
IADB	Inter-America Development Bank
KLGRP	Kenya Local Government Reform Program
KNBS	Kenya National Bureau of Statistics
LAC	Latin America and Caribbean
LAs	Local Authorities
LASDAP	Local Authority Service Delivery Action Plan
LATF	Local Authority Transfer Fund
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MoLG	Ministry of Local Government
NACOSTI	National Commission for Science Technology and Innovation
NGO	Non Governmental Organization
ODPM	Office of the Deputy Prime Minister
PELUM	Participatory Ecological Land Utilization Management
PM&E	Participatory Monitoring and Evaluation
PMCs	Project Management Committees
PRA	Participatory Rural Appraisal
PRS	Poverty Reduction Strategies
SAMEA	South African Monitoring and Evaluation Association
TQM	Total Quality Management
UN	United Nations
UNDP	United Nations Development Program
UN-HABITAT	United Nations Human Settlements Programme

CHAPTER ONE

INTRODUCTION

1.1. Background Information

Community participation in matters of governance has remained a concern not just in Africa but in the entire world. George & Kirkpatrick (2007) analyzing Agenda 21 of the UN conference on environment and development in Rio de Janeiro in 1992 recommended that each local authority ought to enter into dialogue with its citizens, local organizations and private enterprises and adopt a local agenda. The report further indicated that through consultation and consensus building, local authorities would acquire the information needed for formulating the best strategies for achieving sustainable development. In Africa, participatory monitoring and evaluation is rapidly gaining attention from governments, civil society, and international development agencies as an innovative platform for strengthening citizens' voice in budgetary processes and in the delivery of public goods and services. It is increasingly recognized that participatory monitoring and evaluation is not only an effective mechanism for African cities to improve targeting of public resources to the poor, but also a new tool, in support of decentralization and social accountability (UN-HABITAT, 2008).

Participatory Monitoring and Evaluation (PM&E) in the LASDAP process borrows heavily from Participatory Rural Appraisal (PRA). PRA puts strong emphasis on participatory development or people centered development and the key philosophy driving PRA was empowerment of the rural communities by way of fast tracking the development process through participatory monitoring and evaluation (Edmunds & Merchant, 2008). Similarly for purposes of ownership and sustainability of projects, it is imperative that the beneficiaries take part in the formulation, implementation, monitoring and evaluation of projects (Kibua & Mwabu, 2008). Wider participation ensures that stakeholder concerns are adequately addressed, regional development is equitable and administration and utilization of public resources is efficient.

Participatory monitoring and evaluation has gained greater use in many parts of the world. The World Bank (2005), indicates that many governments in the Latin America and Caribbean (LAC) region had gained an increased understanding of the value of monitoring and evaluation (M&E). The report notes that monitoring and evaluating the performance of public programs and

institutions can help increase their effectiveness, providing more accountability and transparency in how public monies are used. Mayors from Eastern and Southern Africa's meeting held in Harare recommended that municipalities should work with rate payers to develop participatory budgets (Kundishora, 2004). The concept of participatory planning, budgeting, monitoring and evaluation is an annual process of democratic decision-making in which ordinary city residents and other stakeholders decide how to allocate part of a municipal budget. Embracing of this idea is welcome, since it comes against the realization that municipalities in most developing countries, Africa in particular, have not seriously considered participatory approaches in their governance programs as an important concept. Kumar (1993), notes that although in Africa participatory monitoring and evaluation is gaining ground in central and devolved governments and other institutions, many countries are still plagued by poor transparency and weak accountability. This is due to a closed-door budget process, weak accounting and reporting systems, ineffective audits and exclusion of civil society from dialogue.

The introduction of the Local Authority Service Delivery Action Planning (LASDAP) in 2002 in Kenya by the then Ministry of Local Government created an entry point for local authorities to constructively engage with their citizens on matters of planning and development and its introduction was greeted with wide local and regional acclaim (Republic of Kenya, ROK, 2009). The objective of the LASDAP was to improve efficiency and accountability in the operations of local authorities (LAs). In particular, LASDAP process had focused on improving several aspects of local authority management and these included; service delivery, financial management including budgeting, participatory planning and local governance, revenue mobilisation, monitoring and evaluation, institutional reforms, fiscal and overall decentralisation. Preparation of the plan in the first instance enables local authorities to access the Local Authority Transfer Fund (LATF) which is five percent of the revenue raised through domestic taxes by the government. LASDAP provides a planning link between county government, citizens and other stakeholders.

In addition LASDAP provides a forum for annual consultations, monitoring and feedback mechanism to communities, the then Ministry of Local Government and now Ministry of Planning and Devolution, civic leaders, the private sector and donors (ROK, 2010 b). The

LASDAP guidelines also provided for project management committees (PMCs) who were the elected representatives of the beneficiaries and worked hand with other stakeholders to spearhead the PM&E within the LASDAP process. The guide lines stated ability to read, write, and minimum skills in leadership or supervisory work as the eligibility for PMC membership.

In Uganda, for example, whilst civic organizations are anxious to participate in budget and monitoring meetings, the culture of suspicion and confrontation between them and local authorities created acrimonious relationship between the two sides. Matovu & Mumvuma (2008) note that councils are able to get away with this because the legislative framework is not definitive on what the involvement of civic organizations entail. The researchers further argue that in order to implement decentralization successfully, challenges and constraints that influence governance must be overcome. The researchers further add that absence of transparency and accountability in local government has led to corruption and outright abuse of public office. A well empowered citizenry they note is needed to ensure accountability and the prevention of corruption. Introduction of participatory budgeting can be a sound vehicle in realizing good governance and fighting poverty.

Bondo sub-county was chosen because it had implemented several Local authority service delivery action planning (LASDAP) projects since 2008 with PM&E as the guiding vehicle. Bondo sub-county is divided into 14 wards within which at least 5 projects have been implemented per ward. Participatory monitoring and evaluation has been carried out through setting up of project management committees who oversee the project implementation. The projects include classrooms, health facilities, roads, environmental and sanitary facilities. It is expected that quality, cost and rate of implementation as well as stakeholder/beneficiary involvement in Bondo is enhanced. Many projects have since been initiated and implemented across the sub-county through the LASDAP process and a lot is expected to have changed over the past five years in terms of service delivery. In Bondo no study has been carried out to establish the impact of PM&E in the initiation and implementation process in of the various projects hence this study.

1.2. Statement of the Problem.

Participatory Monitoring and Evaluation (PM&E) is a major concept in the Local authority service delivery action planning (LASDAP) process basically designed to improve good governance and proper utilization of resources for the benefit of the wider public. The objective of the local authority service delivery action planning (LASDAP) process was to improve the process of development planning by creating an all-inclusive, accountable and transparent development process. Since the inception of PM&E on LASDAP in 2008, several projects have been implemented but no study has been carried out to determine the effect of PM&E on LASDAP project implementation in Bondo sub-county and whether there is change in the management of project implementation hence this study.

1.3. Purpose of the Study

The purpose of the study was to investigate how participatory monitoring and evaluation contributed to the Local Authority Service Delivery Action Planning (LASDAP) process within Bondo sub-county.

1.4. Objectives of the study

The objectives were to:

- i. determine the perceived effect of Participatory Monitoring and Evaluation (PM&E) on the relationship between the service providers and the beneficiaries in the Local Authority Service Delivery Action Plan LASDAP process,
- ii. investigate the perceived effect of PM&E on the quality of projects implemented through the LASDAP process,
- iii. determine the perceived effect of PM&E on cost efficiency in the implementation of the LASDAP projects
- iv. determine the perceived effect of PM&E on the rate of completion of the LASDAP projects.

1.5. Research Questions

- i. What is the perceived effect of PM&E on the relationship between the service providers and the beneficiaries in the LASDAP process?
- ii. What is the perceived effect of PM&E on the quality of projects implemented through the LASDAP process?
- iii. What is the perceived effect of PM&E on the cost efficiency in the implementation of the LASDAP projects?
- iv. What is the perceived effect of PM&E on the rate of completion of the LASDAP projects?

1.6. Significance of the study

The study was expected to generate crucial information to various stakeholders and players in the development sector. Key among them was Bondo sub-county and by extension the Ministry of Planning and Devolution who are the main players in the LASDAP process. Several Ministries and organizations concerned with welfare matters and whose clientele have been beneficiaries of project undertakings were also to benefit from the study. These welfare providers and government departments would use the findings to scale up the bottom-up planning methodologies in the wake of introduction of devolution in Kenya. Learning and research institutions from Kenya and beyond would also benefit from the findings of the study as the research topic is one of the contemporary issues in modern management in Kenya and the world as a whole.

The findings can be used to advance knowledge and training on participatory monitoring and evaluation. The general public was also expected to benefit as new methods of fostering and improving relationships during LASDAP projects undertakings could be discovered or the existing ones strengthened. In particular there was need for gaining more insight in developing and improving the framework for reporting, establishing and strengthening partnerships, collaborations and more so put emphasis on realizing the desired level of satisfaction from implementers and beneficiaries. Above all, the study could add to the existing body of knowledge in participatory monitoring and evaluation as a contemporary subject with regard to improvement of quality, cost efficiency and rate of completion of projects.

1.7. Scope of the study

The study focused on participatory monitoring and evaluation activities and the role it had played in LASDAP project implementation within Bondo sub-county. The study was expected to take a review of the implementation of sampled projects funded through LASDAP in a period of 5 years and the impact the aspect of PM&E had on it. In particular, the study focused on the effect PM&E as conducted by LASDAP project management committees had on stakeholder relationship, project quality, cost efficiency and rate of completion of projects. The study engaged various project management committee members within the wards where the projects were implemented.

1.8. Assumptions of the study

The study was based on following assumptions:

- i. That the respondents were honest and that they provided accurate information to the research questions presented.
- ii. That the project data and information provided by the relevant institutions were genuine and credible

1.9. Limitations of the study

- i. Unavailability of project financial reports or and busy respondents. The researcher in these circumstances made prior arrangement such as flexible time schedules that took care of very busy respondents as well as issue prior requests in good time for availing of reports.
- ii. Unprecedented circumstances such as extreme weather conditions and geographical terrain. Reliable transport arrangements were made and a good network was created with the local security apparatus that would take care of emergencies cases.

1.10. Definition of Terms

The following terms were operationalised as they were used as they apply to the study;

Action planning process -This involves identifying a need, coming up with a plan, structure and mobilizing resources to address the need (Estrella & Blauert, 2000). In this study the term meant the process of engaging the beneficiaries in identifying their needs, prioritizing them, developing goals, mobilizing resources and implementing a project to solve the need.

Beneficiary - MacMillan English Dictionary (2002), refers to someone who gets advantage from a situation. In this study a beneficiary is a local citizen who is targeted by the LASDAP project.

Cost efficiency - Germany Network for Europe (2006), refers to cost efficiency as giving most profit or advantage in exchange for the amount of money that is spent. For this study the term means achieving most at minimum cost with regard to LASDAP project implementation.

Effects - This refers to the influence of a variable over another (ROK, 2009). In this study it referred to influence of participatory monitoring and evaluation over the stakeholder relationships, quality, cost efficiency and rate of completion of projects implemented in the local authority service delivery action planning process.

Evaluation - This is an independent assessment of a planned, ongoing, or completed intervention to determine its relevance, efficiency, effectiveness, impact and sustainability (Shapiro, 2001). This definition was adopted for this study.

Implementation - it means to carry into effect (Webster's New World Dictionary, 2005). In this study implementation meant all activities used to put (LASDAP) plans into effect.

Local authority - MacMillan English Dictionary (2002), defines it as an organization in the United Kingdom-UK that is responsible for providing public services in a particular area or city or a local government system. It is a form of public administration that addresses local problems and needs in different localities of the country through an elected council. The researcher adopted this definition for the study with a modification to include examples like town, cities, municipalities and county councils in Kenyan situation.

Moderator variable - This is a variable that affect of the relationship between two variables in an interactive manner, Cohen, Jacob; Cohen, Patricia; Leona S. Aiken; West, Stephen H. (2003). In this study it means those variables that could swing the relationship between the variable under study either way e.g. age, education among others

Monitoring - According to ROK (2009), monitoring refers to the process of keeping track of progress and reviewing whether project implementation is progressing according to agreed plans and planned results. According to Shapiro (2001), Monitoring is the systematic collection and analysis of information as a project progresses. In this study it referred to tracking of project resources and processes by stakeholders in the implementation of projects under local authority service delivery action planning process.

Participation - The level and quality of stakeholder involvement in policy planning and budgeting, getting involved and providing opinions and decisions in any action(UNDP, 2004). In this study it referred to involvement of beneficiaries, public officers other partners in the process of project implementation activities in LASDAP.

Participatory monitoring and evaluation - Participatory monitoring and evaluation (PM&E) is an approach to performance review in which stakeholders (local citizens, policy makers, funding agencies, and nongovernmental organizations) in an intervention work together to decide how to assess progress, share control over the content, the process and the results of the process and engage in taking or identifying corrective actions (Estrella & Blauert, 2000). This definition was adopted for this study with modification that the lead stakeholders will be project management committees, the council, the contractors and the beneficiary community.

Process - This is a summary of evidence about what was done and how well it was done (FAO, 1995). In this study the word process means a summary of evidence about how LASDAP activities are carried out.

Project - Means an activity operating within a specified timeline and budget (Blackwell, 2012). This definition was adopted for the study.

Quality - According to MacMillan English Dictionary (2002), quality is defined as how good or bad something is. This definition was adopted for the study but was modified to include parameters such as conforming or not conforming to beneficiary preference and in compliance conventional standards.

Rate - According to Webster's New World Dictionary (1995), rate is the amount or degree of anything in relation to units of something else. In this study the definition was modified to mean the number of projects that were initiated and completed in relation to a specified length of time.

Relationship - This means the way in which two or more things or people are connected with or involve each other (MacMillan English Dictionary, 2002). In this study it referred to the way beneficiaries connected or interacted in the back and forth communication process with the service providers in the LASDAP process.

Service delivery - According to ROK (2009), these are actions that are geared towards problem solving or meeting a deficiency. In this study it meant the process of initiating projects and activities to address local citizens' problems.

Service provider - This is an individual or organization engaged in solving problems of community members/public (Reiner, 2013). In this study the definition was modified to mean the people and machinery of government that offers various services.

Stakeholder - This means someone who has an interest in the outcome of a plan, system, or organization (Mulwa, 2008). This definition was adopted in the study and is taken to mean beneficiaries, and partners in the service provision.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter is a review of information in the field of participatory monitoring and evaluation. The review is intended to strengthen the focus of the study with regard to variables under investigation. The topics under review include stakeholder participation, monitoring of project implementation and evaluation of projects. The theoretical and conceptual frameworks are also presented.

2.2. Participatory Monitoring and Evaluation and Stakeholder Relationships

Local Authority Service Delivery Action Planning (LASDAP) process, as part of the reforms in the local authority management has since its inception attracted a great deal of interest regionally and globally, receiving much acclaim as a practical and effective process that encourages participation of the citizenry in Local Authority affairs (ROK, 2009). The process is anchored on people's participation from the need identification, planning and design, budgeting and implementation of projects in local authorities. World over, the local government reforms have opened new channels for political representations which encourage citizens to participate in governance programs through a more active relationship with state institutions, resulting in better services and greater accountability by the state (Cornwall & Coelho, 2004).

The concept of participatory monitoring and evaluation in LASDAP borrows from a number of studies. Participatory budgeting has an inbuilt mechanism that lead to formation and strengthening of social capital and further increases networking (Baker, 2000). While conventional monitoring and evaluation focuses on measurement of results, service delivery, information dissemination, behavior change and so on, participatory monitoring and evaluation focuses on both results and process. The main characteristics of this process are inclusion, collaboration, collective action and mutual respect. Participatory monitoring and evaluation (PM&E) encourages dialogue at the grassroots level and moves the community from the position of passive beneficiaries to active participants with the opportunity to influence the project activities based on their needs and their analysis.

Edmunds & Merchant (2008), found that the purpose of participatory processes may be transformative in respect to its focus on seeking to give voice, knowledge, and justice to the

marginalized social groups. The researchers further argue that more often, stakeholder participation has been undertaken for more instrumental reasons; that is, to render interventions more effective and sustainable and that information flow during a participatory process helps in checking against worst cases of abuse, negligence and dereliction of duty. The authors are however not very specific on structures and modalities of achieving the same.

According to Shultz (2002), interest in stakeholder participation has grown as a result of several factors including the move towards devolution of central government responsibilities and authority to lower levels of government necessitating new forms of oversight to ensure transparency and improve support to constituency responsive initiatives. The preceding statement is quite relevant in the Kenyan scenario where for instance the public continue to be empowered through devolved funds in the names of constituency development funds (CDF), Local authority transfer fund (LATF), constituency roads fund (CRF) among others. Community participation and representations is a key pillar in the administration of these funds. ROK (2009) notes that community participatory approaches in local authorities build lasting relationships and trust with communities. It further argues that effective community participation opens channels of communication among community members and stakeholders and develops a collaborative working relationship within them. It brings the spirit of inclusion and respect as everyone is expected to join.

Similarly Reiner (2013), notes that participation is increasingly being recognized as being integral to the M&E process, since it offers new ways of assessing and learning from change that are more inclusive, and more responsive to the needs and aspirations of those most directly affected. PM&E is geared towards not only measuring the effectiveness of a project, but also towards building ownership and empowering beneficiaries; building accountability and transparency; and taking corrective actions to improve performance and outcomes.

ROK (2010 a), provides that one of the key roles of the county governments will be ensuring and coordinating the participation of communities and locations in governance at the local level. The document further emphasizes that county governments must assist communities and locations to develop administrative capacities for the effective exercise of the functions and powers and participation in governance at local level. The words in the constitution are unambiguous in

demonstrating the importance of peoples' participation and further specify the development of administrative structure to realize an effective participation of the people in the running of the devolved governments. Participatory Monitoring and Evaluation seeks out meaningful collaboration between citizens and government, thereby improving public involvement in community decision-making especially during the evaluation process as well as enhance local governance structures by combining the creativity, skills, and resources of many different individuals and groups more effectively toward solving problems, tackling issues, or handling crises (Francoise, 1995). The author further argues PM&E helps promote downward accountability and transparency among all the key stakeholders. It ensures balanced power relations of all the key players in the entire programme phases, guarantees mutual and collective learning for further corrective actions and policy change and promotes equity and non-discrimination without exclusion of any targeted groups.

Participatory Monitoring and evaluation is a socio-cultural and political process and may face challenges of mistrust as more and different stakeholder groups co-operate to keep track of change together and therefore may need to make compromises on whose indicators count more, what methods are feasible and considered valid and who is involved in which way (David and Oakley, 2000). The commitment of service providers the authors note could be trusted and states that if PM&E is used as a strategy for empowering marginalized groups and people, revealing problems, gaps, and errors will not necessarily be viewed kindly by those with more power. It is inevitable that not all the different perspectives will merge smoothly or can even be reconciled. A study (Guijt & Gaventa, 2011) however notes that PM&E has helped communities recognize their strengths and improve their management capabilities, which, in turn, is leading to changes in power relationships. Links are being made between communities, providing the concerted voice needed in negotiations with national and provincial government, and the private sector.

The cooperation between citizens, non-governmental organizations, representatives of the private sector and the local government results in more transparent, just and effective financial policies. The participatory budgeting methodology is important and different from that of the traditional form in that it increases citizen participation, strengthens democracy and ultimately through implementation of effective policies, improves the quality of life for citizens. It also helps to lay

the foundation for more meaningful dialogue between the local government and citizens on budget management and investment plans. The active involvement of beneficiaries during the entire process also provides further forms of control and improves budget transparency and accountability (UN-HABITAT, 2008). In addition, participatory monitoring and evaluation (PM&E) involves primary stakeholders as active participants and offers new ways of assessing and learning from change that are more inclusive, and reflects the perspectives and aspirations of those most directly affected. Philosophically, participatory monitoring and evaluation seeks to honor the perspectives, voices, preferences and decisions of the least powerful and most affected stakeholders-the local beneficiaries (Rossman, 2011). The study aimed at finding out how PM&E as anchored in the LASDAP process impacted on stakeholder relationships as the motive was to enhance stakeholder participation and ensure an all inclusive development process.

2.3. Participatory monitoring and evaluation and quality of projects

The concept of participatory project monitoring and evaluation is an emerging issue in the modern development process. The beneficiary community is expected to contribute to keep their interest high on the agenda and to keep overall project objectives in mind (Huther & Shah, 1998). More often it is always perceived that the community being served is too ill organized and inarticulate to make their feelings count (Francoise, 1995). The author observes that on the contrary, there was little doubt that well organized public groups could do much better to keep public servants on their toes to ensure service quality is improved. Similar sentiments are expressed by Campilan (2000), who explains that; ultimately the improvement of government services may depend on the public getting more organized to demand better services. The two writers however do not expressly identify the effects of participation and the modalities for achieving the perceived accountability for improved quality. Kholi & Deb (2008), note that performance monitoring determines the level of quality and acceptance for the plans and actions to implement them. By involving all levels of management and stakeholders, it enhances realization of strategies and objectives, productivity, profitability and return on public funds investment.

Fiscal decentralization in developing countries has been at the center stage of public sector reforms in the last two decades. Yet, a closer look at the recent reforms in the developing world indicates that decentralization does not necessarily translate into better outcomes because of

waste, corruption, and inefficiencies. The success of decentralization depends on the existence of a framework that keeps local or “sub national” governments on track and holds local government officials accountable for results, two missing components in most recent decentralization efforts (Baltaci & Yilmaz, 2006)

Governance quality is enhanced by more closely matching services with citizen preferences and by moving governments close to the people they are intended to serve. This is because citizen participation ensures that public goods are consistent with their preferences and public accountability (Huther & Shah, 1998). Elected and appointed officials and other civil servant leaders need to set an example of high standards of professional and personal integrity (Kibua & Mwabu, 2008). The authors further argue that participatory planning, budgeting and monitoring the implementation of projects and programmes, by permitting the continuous engagement of citizens; and by providing opportunities for citizens to complain about irregularities and poor service delivery; by allowing for verification of county financial accounts; by supporting the transparent tendering and procurement, project monitoring and evaluation; goes a long way in promoting good urban governance.

A study carried out in Uganda (Baker, 2000), found that a key element in achieving effectiveness in the delivery of public services and in promoting local economic development is through the practice of participatory planning monitoring and evaluation. In overall, this greatly improves transparency and effectiveness in service delivery for local government administration which, in some localities, result in the improvement of revenue collection and lead to reduction in the vandalism of municipal public property.

In Africa discussions have intensified recently over the role of civil society in bringing about greater government accountability to its citizens, particularly with regard to the flow of public resources. Through the lessons of civic engagement, participation, and civic ownership, citizen groups in Africa are now beginning to hold a growing number of public officials and service providers accountable for their actions and behaviours. Such social accountability is working to bring about more efficient and equitable governance by reducing corruption and improving delivery of public services to the poor (McNeil & Mumvuma, 2012). The authors further note

that, not only can monitoring and evaluation be used to appraise environmental impact, it can also examine the community's participation in the process and form criteria for assessing the achievement of project objectives and performance in terms of quality of building construction. The foregoing analysis gives a picture that PM&E plays a critical role in nurturing relationships between the implementers and the beneficiaries in development projects. With enhanced relationships an environment is created that facilitates consultations, team building and development of mutual trust which then accelerates the process of implementation of projects.

2.4. Participatory monitoring and evaluation and cost efficiency of projects

A participatory approach has many advantages. Once again, it is an opportunity for communities to take responsibility for an activity designed for its own benefit (Baltaci & Yilmaz, 2013). In reducing the need for external experts, it lowers costs. Communities have a better opportunity to control and learn from the results. Community creativity can be tapped in designing approaches to monitoring and evaluation. Participatory monitoring and evaluation is critical in building necessary social consensus for economic reforms and long term development. It also promotes effective governance by fostering transparency and accountability of public institutions (including combating corruption and ensuring poverty-focus of the budget), and in efforts to fight inequality and exclusion pulls along with it the weakest and most affected by development outcomes.

There could be strong reasons to involve people who are to benefit from the supplies in construction and maintenance so that costs are reduced and the people become more committed to the scheme. Reiner (2013), though arguing from the engineering perspective stands convinced that community/stakeholder participation indeed can reduce costs for either maintenance or during construction itself. (Kholi & Deb, 2008) argue that participatory monitoring and evaluation helps in providing strong foundation for effective utilization of resources of the organization and its work units. According to the writers it also provides a record for various correction steps taken and results attained. The researchers add that PM&E supports the pursuit of accountability when little financial information is available and improves management by pinpointing bureaucratic bottlenecks in the flow of funds for service delivery.

Edmund & Merchant (2008), emphasize that participatory monitoring also makes the programs adoptable and creative since the community is involved throughout the project implementation and hence give maximum support experiences to build on to reduce costs. This has not always been an easy task but there is little doubt that the quality of projects could substantially be enhanced where people are familiar with work and discipline and if work boundaries were clearly defined. Participatory approaches have posed such a great threat to those perpetuating the extortionist orientation that they have often found comfort in simply readjusting their programmes (Mulwa, 2008). The adjustments are merely attempts to involve or draw in people in the execution of the already predetermined “blue print” plans. Such attempts include forcing people to contribute labour, money and material resources towards the project costs. Needless to say this reduces the project costs. The development planners then find an excuse to announce a peoples’ participation. This argument contradicts the whole essence of community participation but interestingly forms a good basis for investigation on the impact of participatory approaches on community development.

The World Bank (2004), noted that evaluations can provide a highly cost-effective way to improve the performance and impact of development policies, programs and projects. That is when conducted at the right time, and when focus is on key issues of concern to policy makers and managers, and when the results are presented in a user-friendly format. Costs vary greatly depending on the scope and depth of application of PM&E and on how local resource contributions are valued (Kumar, 1993). PM&E according to the author helps in diagnosing problems in service delivery quantitatively and providing evidence on delays, “leakage,” and corruption. Meredith & Mantel (2009,) commenting on project costs pointed out that as managers direct the deployment of resources to accomplish some desired objectives, a resource usage should be monitored carefully. Close monitoring allows for early detections of deviations from the planned usage and keeping them on check so as to reduce the overall project costs. In view of these facts the study intends to verify whether monitoring helps in reducing cost of project implementation through reduction of wastage and avenues for creating prompt remedial actions.

Besterfield (2010), observed that participatory evaluation approaches promote enhanced application of ethical principles in project management. The writer further asserts that the basic concept of total quality management (TQM) philosophy is continuous improvement. This concept implies that there is no acceptable quality level because the consumer needs, values and expectation are constantly changing and becoming more demanding. This guides the need to ascertain if indeed evaluation can actually lead to improvement of the quality of projects undertaken through the LASDAP process. Moreover, Shapiro (2001) further argues that project evaluation was growing in popularity as a means of improving quality and effectiveness of development policies.

ROK (2009), stated that participation and involvement in projects evaluation by rural communities create user empowerment that leads to improved and more cost efficient service delivery in local authorities and this further creates a good sense of ownership. Feedback from the people in the community provides the basis for evaluation of development intervention which more often leads to cost adjustment that are beneficial to the community (Guijt & Gaventa, 1998).

Dialogue between users and producers must take into account the tradeoffs between cost, timeliness, coverage, completeness and levels of analysis. It is worth mentioning that consumer or beneficiary satisfaction is one of the standard measures used in market research to improve the quality of service delivery and it seems sensible to use a similar approach to evaluate development projects (Edmunds & Merchant, 2008). Accumulated knowledge and experience gained through participatory monitoring and evaluation allows for a comparison to be made between proposed and actual activity and an analysis of reasons for any change that may have occurred to the project and that could result in negative cost consequences. Evaluation will identify areas for improvement and allow implementers to provide a better service in future activity and in this way it is believed that relationships are enhanced. In summary it is observable that PM&E has a relationship with enhanced efficiency and cost service delivery.

2.5. Participatory monitoring and evaluation and completion rate of projects

Sirker & Cosi (2011), note that timely supervision and review of projects facilitates corrective measures by project administrators and helps speed up resolution of outstanding technical issues and this enhances project completion rate. PM&E ensures setting project duration relative to project type and components for proper implementation and achievement of the objectives. Consultations with key stakeholders during the formative stages of projects and inclusion of monitoring and evaluation system in the project design helps facilitate timely decision making and hence enhanced rate of completion (Hatry, 1999). Participatory Ecological Land Utilization and Management-PELUM (2005), notes that PM&E could help in ensuring project quality and implementation rates are enhanced. Sundy & Pal (2000), observed that direct involvement of civil society in the process of monitoring project implementation has resulted in enhanced completion rate, promoted accountability among service providers and governments to their public. The authors note that these actions have resulted in better service delivery; prioritization of broad social policies; further enhancement of the decentralization process; a significant reduction in corruption; an increase in transparency and access; and the sharing of information among stake holders.

A study by the (World Bank 2000), observed that key among the benefits of PM&E in Africa and the world over is its ability to enhance project completion rate and support growth. Mixed with adequate technical capacity PM&E becomes a formidable tool for fast tracking completion of development projects in Africa and other developing countries elsewhere in the world. Extensive stakeholder involvement facilitates adequate, transparent and flexible consultations which ensures any deadlocks and dealt with project calendar is kept on course Ignacio (1989). South African Monitoring and Evaluation Association-SAMEA (2011, 2012) notes that there is need to promote the recognition of PM&E as a profession and discipline essential to development, and practiced and used in a manner that adds significant value to effective, increased rate and sustainability of development in South Africa and elsewhere in the developing world for accelerated socio-economic growth.

2.6. Theoretical Framework

The systems theory by Aristotle as advanced by Bogdanov, (1980); von Bertalanffy, (1968), Lazlo, (1996); Meadows, 2008 is adopted for the purposes of relating the variables in the study. This theory was first applied in the science and in the engineering fields. The application of the systems theory to management in the late 1950s was one of the most important contributions of the science management school. Systems theory is an interdisciplinary theory about every system in nature, in society and in many scientific domains as well as a framework with which we can investigate phenomena from a holistic approach, Capra, (1997). Systems thinking come from the shift in attention from the part to the whole (Checkland, (1997); Weinberg, (2001); Jackson, (2003), considering the observed reality as an integrated and interacting *unicuum* of phenomena where the individual properties of the single parts become indistinct (Mele. C., Pels, J. and Polese, F., 2010),

According to the systems theory, a system is defined as an entity composed of interdependent parts each of which contributes to the characteristics of the whole. Local Authority Service Delivery Action Planning process is seen here as a system with many interrelated parts each of which works in combination with all others to form an entity with specific properties and purpose. These parts are interdependent and so if one part malfunctions then the overall or the desired effect of the system will not be achieved. In this study there is the human, material, information and environmental elements that all work together to produce projects to satisfy the needs of the community.

The LASDAP process is viewed here as an open system that receives information, which it uses to interact dynamically with its environment composed of varied stakeholder interests. According to the proponents of the systems theory, openness increases its likelihood to survive and prosper. Participatory monitoring and evaluation enhances and sustains the concept of openness which is viewed as a critical success factor in meeting the objectives of LASDAP. The relevance of this theory in this study is born out of the sense that an organization or processes in general sense are people (social component) and the technology they use to get work done and these two components are called socio-technical systems. Participatory Assessment, Monitoring and Evaluation is designed so that the approach, the techniques and the tools all fit together to

compliment, link and interact with each other in an interactive process. The system will not work well if only the tools are used and the approach is missing. It will also not work well if the approach is adopted, but tools used do not encourage participation.

With participatory monitoring and evaluation well anchored in the Local authority service delivery action planning process the result is many possible additional benefits such as, achievement of social responsibilities and relationships, employee and beneficiary satisfaction and growth rate. The integrated policy, planning and budgeting framework adopted from the World Bank (1998), is the analytical foundation which was used to integrate LASDAP process (Kibua & Mwabu, 2008). The preparation of LASDAP, the two authors argue involves formulation of policy, planning and budgeting and this process involves interrelated stages that feed into and inform each other. Failure of any stage can easily ruin the entire process.

In this study the theory is used to find out whether PM&E as the combining machinery to different parts of the LASDAP process could contribute to increased rate of completion, improved relationships between service providers and beneficiaries, improved quality of projects and reduced cost of implementation of the LASDAP projects.

2.7. Conceptual Framework

The conceptual framework of the study was based on the relationship between participatory monitoring and evaluation and the LASDAP process. Figure 1 illustrates a concept on participatory monitoring and evaluation and its effect on local authority service delivery action planning process. It identifies the independent variable (participatory monitoring and evaluation), moderator variable (increased funding, trainings and quality of staff and the dependent variable (LASDAP process) all of which form the basic conceptual framework of the study. The dependent variable (LASDAP process) will be measured in terms of the number and cost of projects completed within the last five years and the perceptual judgment on quality of projects and relationships (trust and confidence levels) between stakeholders and the level of involvement in decision making. The independent variable (PM&E) will be measured in terms of level of stakeholder involvement, information flow, meeting calendar, reporting structures, and availability and adherence to implementation plans.

The moderator variable such as the quality of staff could be a contributing factor to high job performance. Increased funding could also contribute to improved project quality and faster rate of completion. Trainings are essential for addressing contemporary issues in project management and could also contribute to improved level of project implementation. Trainings could enhance capacity in terms of accountability and resource utilization as demonstrated in Figure 1. The moderator variables were controlled by ensuring that all the selected projects were implemented under similar conditions by similar nature of staff (with regard to qualifications, trainings and work experience) and within their stipulated budgets. The instruments have also been designed help check whether there is effect of the moderator variable on the dependent variable.

Independent Variable

Dependent Variable

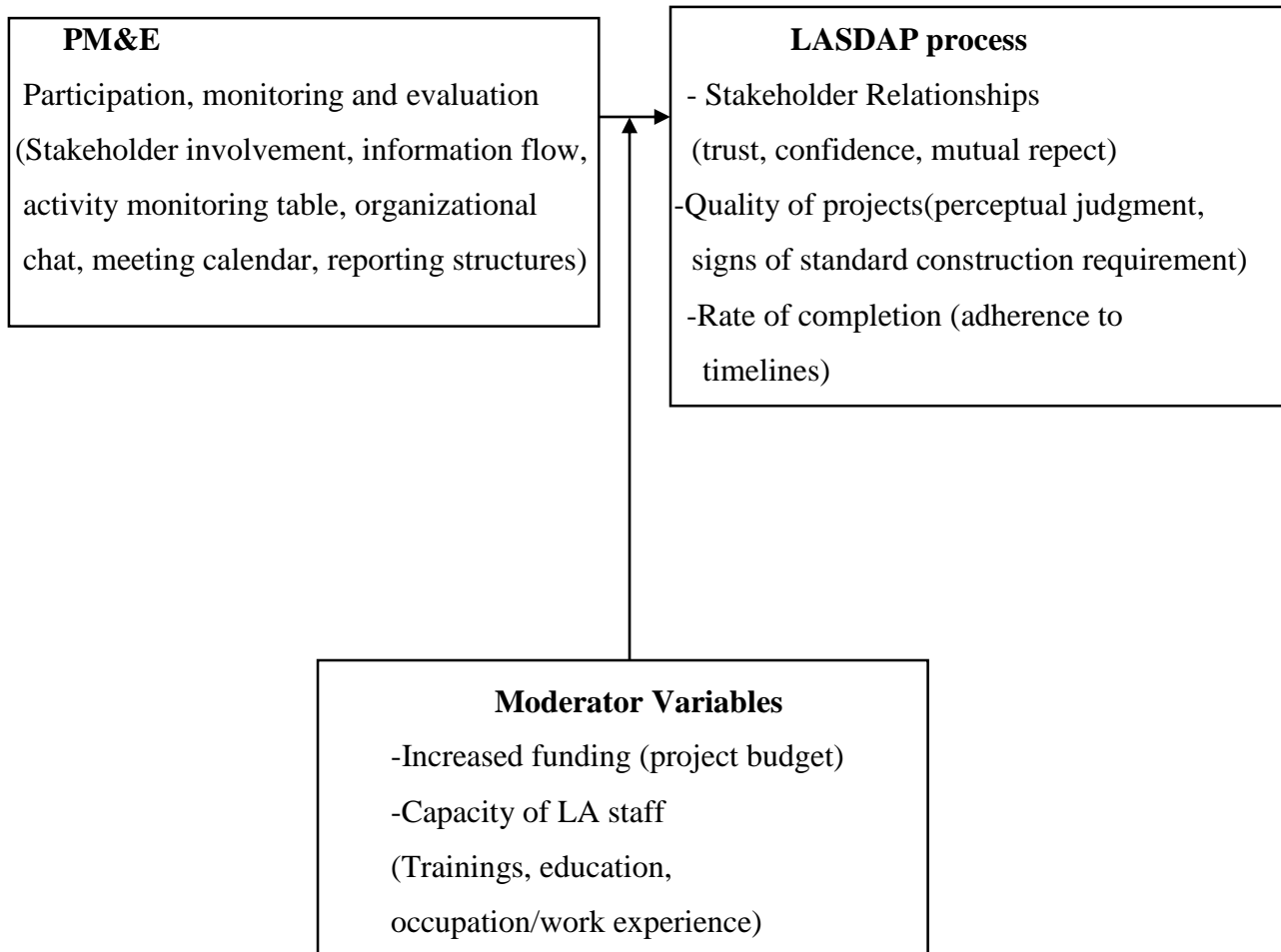


Figure 1: Conceptual Framework relating participatory monitoring and evaluation and action planning process

CHAPTER THREE

METHODOLOGY

3.1. Introduction

This chapter outlines the methods to be used to carry out the study. It gives details on the research design to be employed, study area, population of the study, sampling procedure and sample size, instrumentation, data collection procedures and analysis.

3.2. Research design

The study used an *ex-post-facto* research design since it examines the effects of naturally occurring treatment after the treatment has occurred (Kathuri & Pals 1993). The researcher investigated the effects of participatory monitoring and evaluation after 5 years of full adoption of the local authority service delivery action planning (LASDAP) process in Bondo Sub County. The investigation rotated around the effect of PM&E on stakeholder relationship, quality of projects, cost and rate of project completion. The study focused on LASDAP project management committee members. A documentary review was also conducted using documents provided by the council like council's strategic plan, budgets and project files alongside annual LASDAP reports. Records of performance contracting commitments and reports were also scrutinized. The researcher also used a check list for conducting the documentary review.

3.3. Location of the study

The study was conducted in Bondo Sub County in Siaya County, Kenya. Bondo sub-county was chosen because it is representative of the other local authorities where local authority service delivery action planning LASDAP projects had been implemented. Bondo sub county also had very strong stakeholder network that would be essential for the study as could be compared to other sub Counties at the time. All the former 175 local authorities had received LATF and implemented LADSAP projects and therefore shared similar characteristics. The sub-county is composed of two administrative districts namely Bondo and Rarieda covering an area of 1,987 square kilometers. There is high disease prevalence notably malaria and HIV/AIDS and low school enrolment among the youth due to availability of beaches which offer quick cash from fishing activities. The entire west and south is Lake Victoria (Siaya County Integrated Development Plan –CIDP, 2013-2017).

There was adequate road network that links Bondo town with other centres notably Siaya and Kisumu towns. The population ranked high in poverty index standing at 57% according to the Kenya National Bureau of Statistics (KNBS) 2009 population census and majorly relies on subsistence which is largely on small scale agriculture and fishing. A significant section of the population was also engaged in micro enterprises, with a smaller percentage on paid employment. The sub-county structure and programmes were designed to support the provision of basic physical and social infrastructure which include but are not limited to access roads, health, education, drainage, lighting, water and sanitation.

3.4. Population of study

The sub-county according to the 2009 population census had a population of 289,080 covering a total dry land area of 986.8 Sq.Kms with 68,329 households, KNBS (2009). The growth rate was determined to be 2.1 percent. The target population was the residents of Bondo sub-county who were the beneficiaries of LASDAP projects. The accessible population was members of the local authority service delivery action planning (LASDAP) project management committees (PMCs) members. The accessible population consisted of 1260 members of PMCs drawn from across the 14 wards covered by the sub-county. Each of the 14 wards had 6 projects and each project had 15 PMC members. The project management committee members are uniformly distributed across all wards.

3.5. Sampling procedure and Sample size

The sampling frame consisted of 1260 LASDAP project management committee members from the 14 wards of Bondo sub-county. The list was provided by Bondo sub-county offices from the LASDAP annual records. The sample size was computed using Fisher Laing and Stoeckel (1983) formulae as cited in (Mugenda & Mugenda, 2003)

$$n = \frac{z^2 pq}{d^2}$$

Where, n=desired sample size if target population is more than 10,000

z= 1.96 taken as the standard normal variate at the required confidence level (95%)

p= 0.5 taken as proportion in the target population estimated to have the characteristics being measured

q= 1-p

d= the level of statistical significance set.

Using this formulae where data on the population of the correspondents with characteristics being investigated is not available $p=0.5$ is regarded as appropriate. Therefore at 95% confidence interval the desired sample size will be;

$$n = \frac{(1.96)^2(0.5)(0.5)}{(0.05)^2} \\ = 384$$

However this applies where the population was more than 10,000 but since we are dealing with the target population which is less than 10,000 the modified formulae

$$n_f = \frac{n}{1 + \frac{n}{N}}$$

Where,

n_f = desired sample size for a population less than 10,000

n = desired sample size from target population if more than 10,000

N = estimated population size in the current study

$$\text{Therefore, } n_f = \frac{384}{1 + \frac{384}{1260}} \\ = 294.$$

The sample was then obtained by using multistage sampling method. Simple random sampling was used to select 7 wards from the 14 wards of Bondo sub-county. Completed and incomplete projects from each of the selected wards were then listed separately. Three (3) complete projects were selected from each ward using simple random sampling. This was done by folding papers with names of complete projects, putting them in a basket and picking and repeating the same for the incomplete ones. Seven (7) PMC members were selected (3 female purposively and 4 men randomly) from each project out of the 15 members. The same procedure was repeated for the incomplete projects. This sampling procedure yielded a sample size of 294 PMC members with both male and female gender representation. This mode of selection allowed for comparison of complete and incomplete projects.

3.6. Instrumentation

A structured questionnaire was used to collect data from the selected project committee members. The questionnaire was selected since respondents could fill them out without the

researcher's assistance hence more efficiency in the use of time and finances. The questions captured data in line with the study objectives. The variables as illustrated in the conceptual framework were adequately covered by the instruments. Section A captured general information; Section B, PM&E and stakeholder relationships; Section C, PM&E and quality of projects; Section D, PM&E and costs of projects; Section E, PM&E and rate of completion of projects. Open and close ended questions were used. See Appendix 1.

The second research instrument was document analysis and guide checklist; See Appendix 2. This enabled critical examination of public or private recorded information related to the issue under investigation and for this case financial management. The researcher examined council's asset register, committee minutes, and project files, Books of accounts, LATF disbursement schedules, tender committee minutes, and performance contracting reports.

3.6.1. Validity of the instrument

Validity refers to the degree to which the instrument actually measures the variable it claims to measure (Kathuri & Pals, 1993). To ensure validity, the instrument was developed to reflect the objectives. The instrument was vetted by experts from the Department of Applied Community Development Studies of Egerton University to ensure that the items in the questionnaire represented the content area that it was required to measure. According to Mugenda & Mugenda (2003), validity is the degree to which the results obtained from the analysis of the data actually represent the phenomena under study. Colleagues also assisted with the opinions and ideas. Suggested changes were used to improve the document.

3.6.2. Reliability of the instrument

Reliability is the extent to which a measuring device is consistent in measuring what it is supposed to measure (Reda, 1992) and that repeated a number of times it will yield similar information. According to Orodho (2005) reliability is the stability or dependability of the instrument or procedure in order to obtain information. In this study, to ensure consistency of the developed instrument, the instrument was pilot-tested with a random sample of 10 project management committee members in Gem central ward in Gem sub-county. The number 10 was chosen for pilot-test because according to Kathuri & Pals (1993) it is the smallest number that yields meaningful results on data analysis in survey research. The ward was chosen on the

strength that it had similar characteristics as those found in the study areas. The pilot-test was later be subjected to the split half analysis technique according to the Cronbach's formula.

$$\alpha = \frac{N.r}{1+(N-1)r}$$

Where N is the number of items and r is the average inter-item correlation among the items. According to Mugenda & Mugenda (1999), the advantage of the split half technique is that it eliminates the chance error due to different test conditions. A reliability coefficient of at least 0.7 is normally accepted (Santos & Raynaldo, 1999) while a reliability coefficient of less than 0.7 leads to revision of the instrument. Accordingly a reliability of 0.78 was obtained and accepted.

3.7. Data collection procedure

The researcher used a letter of approval from the Graduate School of Egerton University and sought research permit from the National Commission for Science, Technology and Innovation (NACOSTI). Appointments were made in advance with selected respondents. The researcher distributed the questionnaires and had the respondents fill them instantly. This guidance ensured that the quality of data was enhanced. The researcher intended to use this direct contact method to explain and give proper instructions to the respondents before filling in the questionnaires. The respondents were mobilized and met at their various locations at the LASDAP project areas in the wards. Secondary data with regard to project details was obtained from the council's LASDAP records to help in the location of project areas using a check list.

3.8. Data analysis

The study used both qualitative and quantitative data. Quantitative data was analyzed using descriptive statistics. Descriptive statistics were captured through measures of central tendencies and frequency distributions. Measures of central tendency involved the mean, which was used in the analysis of the Likert type scale questions seeking to know the opinion of the respondents. Frequency distributions were used to analyze the proportions of respondents who stood for certain responses. The qualitative data was compiled grouped and emerging trends described. Statistical package for social sciences (SPSS) version 20 software was used for data analysis. The findings were presented in figures and tables. Qualitative data on the other hand was analyzed by grouping all the data that was similar in content. Thereafter the data was recorded

and organized in sub-themes and themes as they emerged according to the various objectives of the study. Information on document analysis was analyzed through description of trends in terms of level of funding, change in planning models, financial reporting among others.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1. Introduction

This chapter presents results and discussions of the study based on the analysis of the study objectives. The study had four objectives namely: to determine whether Participatory Monitoring and Evaluation (PM&E) has an effect on the relationship between the service providers and the beneficiaries in the LASDAP process; to find out whether Participatory Monitoring and Evaluation (PM&E) has an effect on the quality of projects implemented through the LASDAP process; to determine whether Participatory Monitoring and Evaluation (PM&E) has an effect on cost efficiency in the implementation of the LASDAP projects and to find out whether Participatory Monitoring and Evaluation (PM&E) has an effect on the rate of completion of the Local Authority Service Delivery Action Plan (LASDAP) projects in Bondo sub county.

4.2. Demographic characteristics of the respondents

This section presents the demographic characteristics of the LASDAP project management committee members whose views were captured in the study. The researcher explored the gender, professional qualification, occupation, marital status, age, any relevant training and level of education. The researcher chose to study these demographic characteristics due to their importance in explaining the study objectives.

4.2.1. Age of the respondents

The study sought to establish the ages of the respondents and the results are as indicated in Figure 2.

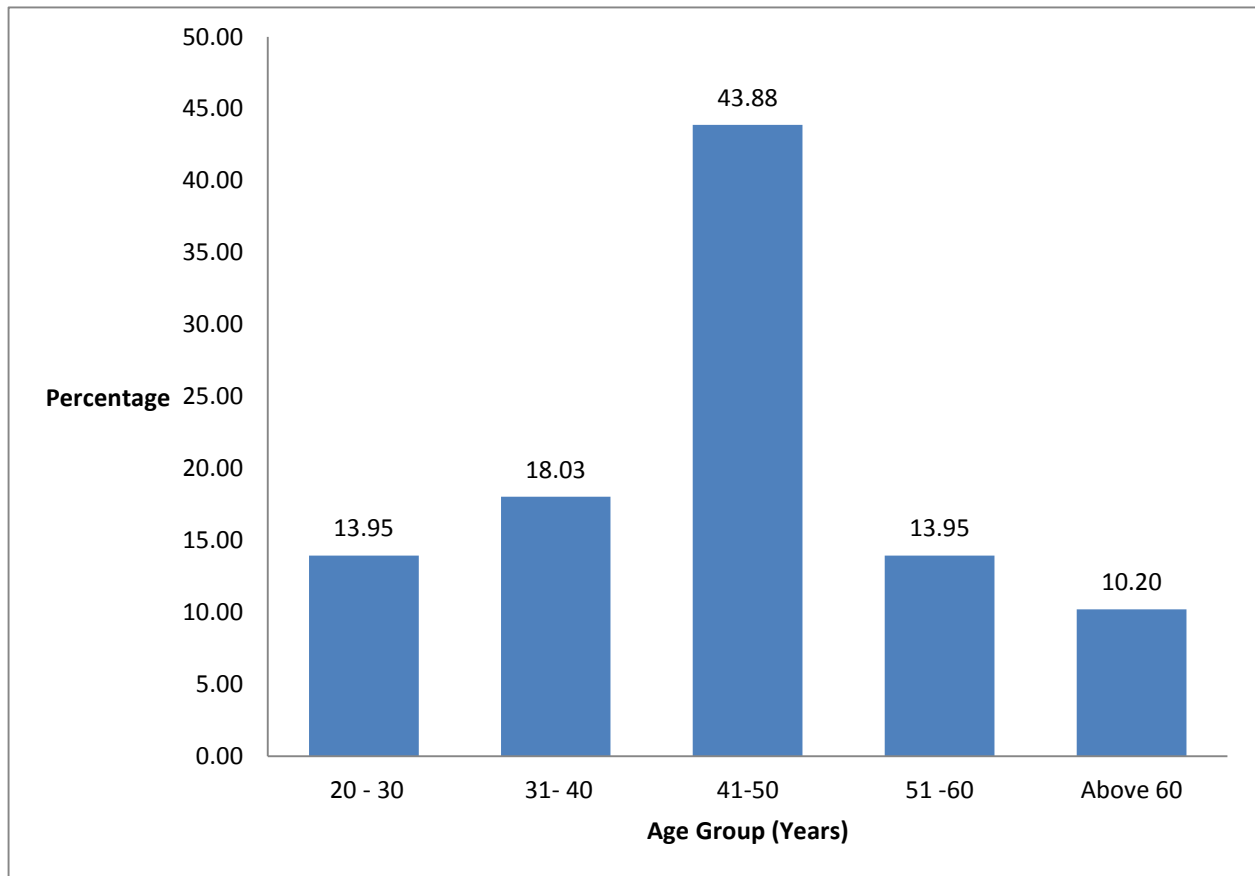


Figure 2: Age of the respondents

The results show that most respondents were from age group (41-50) and this could be attributed to the fact that the community felt project oversight could better be manned by people who were neither too young nor too old. The task required energy, experience and vigilance. These qualities were well adapted to this age group as opposed to the young or elderly members of the community.

4.2.2. Gender of the respondents

The study examined the gender of the respondents and the findings are shown in Figure 3.



Figure 3: Gender of the respondents

The results showed that male respondents in the study were (62.59%) as compared to female who were (37.41%). In most cultures men tend to dominate every aspect of public participation and leadership. There is also a considerable belief that men are better placed to deal with strangers and ensure community interests in promoting development. These findings are however inconsistent with the World Bank (2008) report on Monitoring and Evaluation which notes that development effectiveness and sustainability of community development investments could increase significantly if there was equal participation of both men and women in the project activities. The report suggests that reasonable involvement of both genders add significant value to the entire development process and LASDAP was purposely designed to ensure proper gender mainstreaming. The presence of women could enhance the quality of projects especially the general safety and aesthetics. These findings also indicate a positive dimension in sharing the

benefits of the LASDAP projects which could help reduce the gap of how men and women are affected by poverty.

4.2.3. Marital status of respondents

The researcher also sought to establish the marital status of the respondents and the results are indicated in Table 1.

Table 1: Marital status of the respondents

Marital Status	Frequency	%
Married	184	62.6
Single	20	6.8
Separated	9	3.1
Divorced	0	0
Widowed	81	27.6

The results show that most respondents were married and this could be attributed to the fact that in many societies marriage life is the most predominant setting of a family. The presence of a substantial number of single separated and widowed status as members indicate the existence of the spirit of inclusivity which is a key ingredient in building a cohesive and progressive society. This inclusion also meant that the benefits would trickle to the neediest of the targeted beneficiaries. It also meant a lot of objectivity in selection of the PMCs as the composition reflects non biasness. This composition which ensured at least one third female also enhanced the quality and objectivity of the assessment of LASDAP projects because of the concern of mother hood. This is because women are believed to be less likely to condone evil or malpractices as they take the primary responsibility of nurturing the future of any community. The high number of widowed respondents could also be a pointer to the high death rate in the area which could be attributed to poverty and communicable diseases like HIV/AIDS which are quite prevalent in the area.

4.2.4. Education level of respondents

The researcher also sought to establish the educational background of the respondents and the results indicated that (37.4 %) of the respondents were secondary school leavers followed by primary school leavers (27.6%) and tertiary (14.3%). These three categories form the bulk of the adult population structure in Kenya and therefore could form the larger portion of any community. The university level formed (9.5%) while others who had other qualifications including professional courses like accountancy formed (12%). These findings also pointed at the fact that oversight tasks required some minimum level of knowledge and intellectual reasoning and the community was conscious of that. These findings also suggest PM&E could be improved since the players could make informed decision and this could improve efficiency and quality of projects. The LASDAP program had prescribed guidelines for constituting the PMCs to be adhered to when electing the PMC members. The guidelines required that a member of the PMC had to know how to read and write. Members were also required to have experience in handling supervisory work. This finding showed reasonable degree of compliance with the LASDAP guidelines. These findings add and support the findings of the World Bank (2012) on PM&E which notes that education facilitates community groups to identify creative, sustainable ways to share assets to improve community welfare as well as nurture corporate relationships with diverse local leaders.

4.2.5. Occupation of respondents

The study also examined the various trades and occupations that PMC members were engaged in. The results show that 24.3% of the respondents were teachers followed by housewife 21.83%, farmers 21.48% and businessmen/women at 20.07%. It is observed that the bulk of the rural masses are composed of farmers, housewives, businessmen and teachers who work in rural schools and this could be because these people were most in touch with the rural masses by nature of their occupation. The rest of the committees 12.1 % were composed of doctors, retired engineers, civil servants and politicians. These findings suggest that the blend of the existing occupations contributed to improved skills and experience in carrying out PM&E by the PMC members. The doctors also served in the committees courtesy of their posting in the respective projects under study and added more strength in carrying out objective analysis, critique and assessment of project implementation process. The inclusion of these professionals added a lot of

value as they were conversant with the policies, and safety measures regarding construction of the facilities in various sectors. Teachers would for example know the requirement for a standard classroom, doctors and health professionals would know the model of a standard maternity facility among others. The diversity of people and opinion could lead to enhanced knowledge and experience in carrying out PM&E and this could lead to enhanced quality and improved efficiency in terms of cost and time.

4.2.6. Training status of respondents on project management

Training is a key component of meaningful participatory monitoring and evaluation by the community. Rossman (2011), whose study on Building Skills for Strategic Monitoring noted that empowering the beneficiaries to participate in the oversight of development projects that affected their lives required proper training. This study sought to verify the nature of trainings that had been carried out and the results indicated that 95% of the respondents had been trained and various skills from leadership skills to financial management. Skills on leadership helped bring on board dynamics such as balancing and managing relationships that helped in holding the PM&E process together in spite of the divergent views coming from people with different backgrounds. This information was important to the study for ensuring there was credibility of the entire process of undertaking participatory monitoring and evaluation of the LASDAP projects.

4.3. Effect of (PM&E) on the relationship between service providers and the beneficiaries in the LASDAP process

The first objective of the study was to determine the perceived effect of Participatory Monitoring and Evaluation (PM&E) on the relationship between the service providers and the beneficiaries in the LASDAP process. A general assessment of the effectiveness was carried out taking into consideration several components and items in the questionnaire and the results are presented in Figure 4.

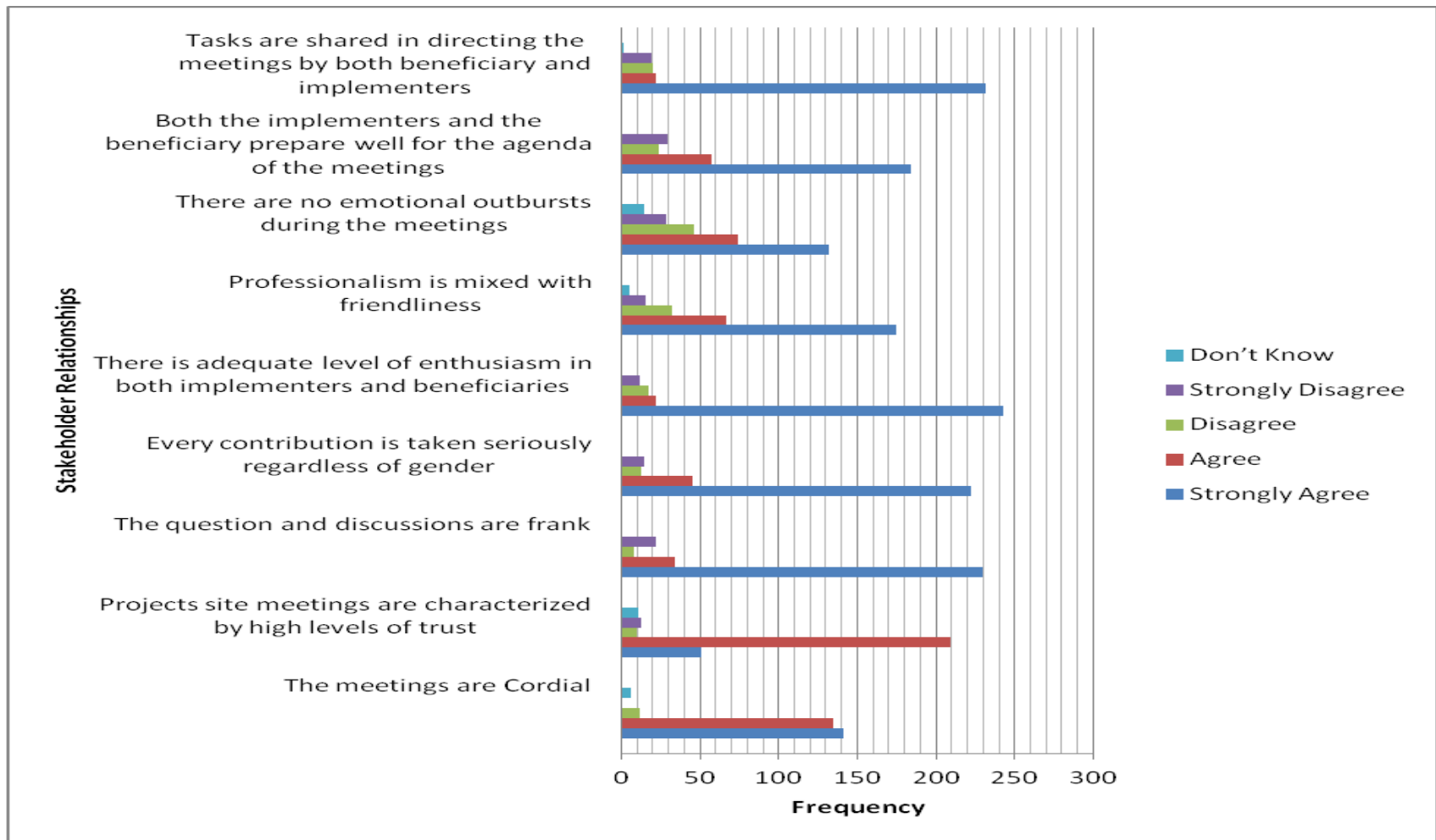


Figure 4: PM&E and Stakeholder Relationships

A range of statements perceived to be indicative of the good working relationships was presented in a likert type scale in a continuum of between 1 and 5 where 1 represented most favourable opinion and 5 represented most unfavourable opinion against the presented statement.

Most of the statements listed in the likert type scale were favourable according to the respondents. As can be observed from the figure a high number of respondents strongly agreed that there was sharing of tasks in running the meetings and this could be an indicator of good relationship among key stakeholders. Leadership skills among PMC members also helped maintain harmony within the PM&E process since it promoted objectivity and respect of each other's opinion. The response on the question of whether there were no emotional outbursts during the meetings also saw most respondents strongly agree with the statement. This could be attributed to training on conflict management.

There was also adequate preparation by both the implementers and the PMC members an indication that there was good understanding of roles by stakeholders. This could also contribute to increased efficiency that may have developed because of the PM&E in the LASDAP process. The respondents also strongly agreed that there was high level of trust however some matters still remained difficult to share freely. Results on further enquiry into this objective indicated that only 22% of the respondents felt their opinion was not well sought while the rest (78%) felt they were adequately consulted.

This was indicated good working relationship and mutual trust among the concerned parties. These findings concur with (Baker, 2000) who point out that participating in M&E is an opportunity to influence the change in a dynamic manner in order to ensure execution of community development projects. The writer further asserts that, by providing feedback on whether programs are achieving aims in line with community needs and desires, PM&E is a powerful tool for enhancing relationships among team players in the development process. The teams require different synergy, reasonable skills background, adequate facilitation in order to carry out their functions.

These findings also concurred with a World Bank report (2012) on monitoring and evaluation (M&E). The report suggested that PM&E should be of interest to those involved in and affected

by community development projects. PM&E serves to drive accountability and transparency, inform decision making about project design and management, and provide lessons learned for future projects. When done in a participatory manner, monitoring can be a valuable process for building trust across diverse stakeholder groups, incorporating local knowledge and preferences, improving program outcomes, triangulating finding, and institutionalizing local engagement. These findings are further supported by the findings of Francoise (1995) which note that good practice in PM&E continues to evolve and there is a good focus on building social capital and local ownership through multi-stakeholder processes; factoring sustainability and handover strategies into project design; and measuring and communicating results to optimize the project impacts and value.

4.4. Perceived effect of PM&E on the quality of the LASDAP projects

The second objective was to determine the effect of Participatory Monitoring and Evaluation on the quality of projects. The results are presented in Figure 5. The findings showed that 52.72 % were able to access bill of quantities (BQs) while the rest did not get. This implies that the presence of the PM&E necessitated authorities to provide details of the projects. The findings also suggest that the respondents strongly agreed that there was reasonable compliance with the BQ. Most respondents agreed that the PMC verified all works and supplies to ensure compliance with the BQ for the LASDAP projects. This ensured that the projects and all their fittings were of the right measurements and sizes. Most respondents also strongly agreed that projects remained functional and in good condition even long after they were put into use. The respondents also strongly agreed that the paintings and the fittings were environmentally friendly and attractive and this could have been attributed to the variety of people and knowledge that were carrying out PM&E.

The findings also indicated most respondents strongly agreed with the statement that the finishing, attractiveness, and general aesthetics of the completed projects were satisfactory. The mixture of talents, knowledge and experience brought about by the presence of PMC through PM&E process brought about enhanced urge to improve the quality of projects. Diversity of people and opinions could improve the efficiency in the implementation of projects.

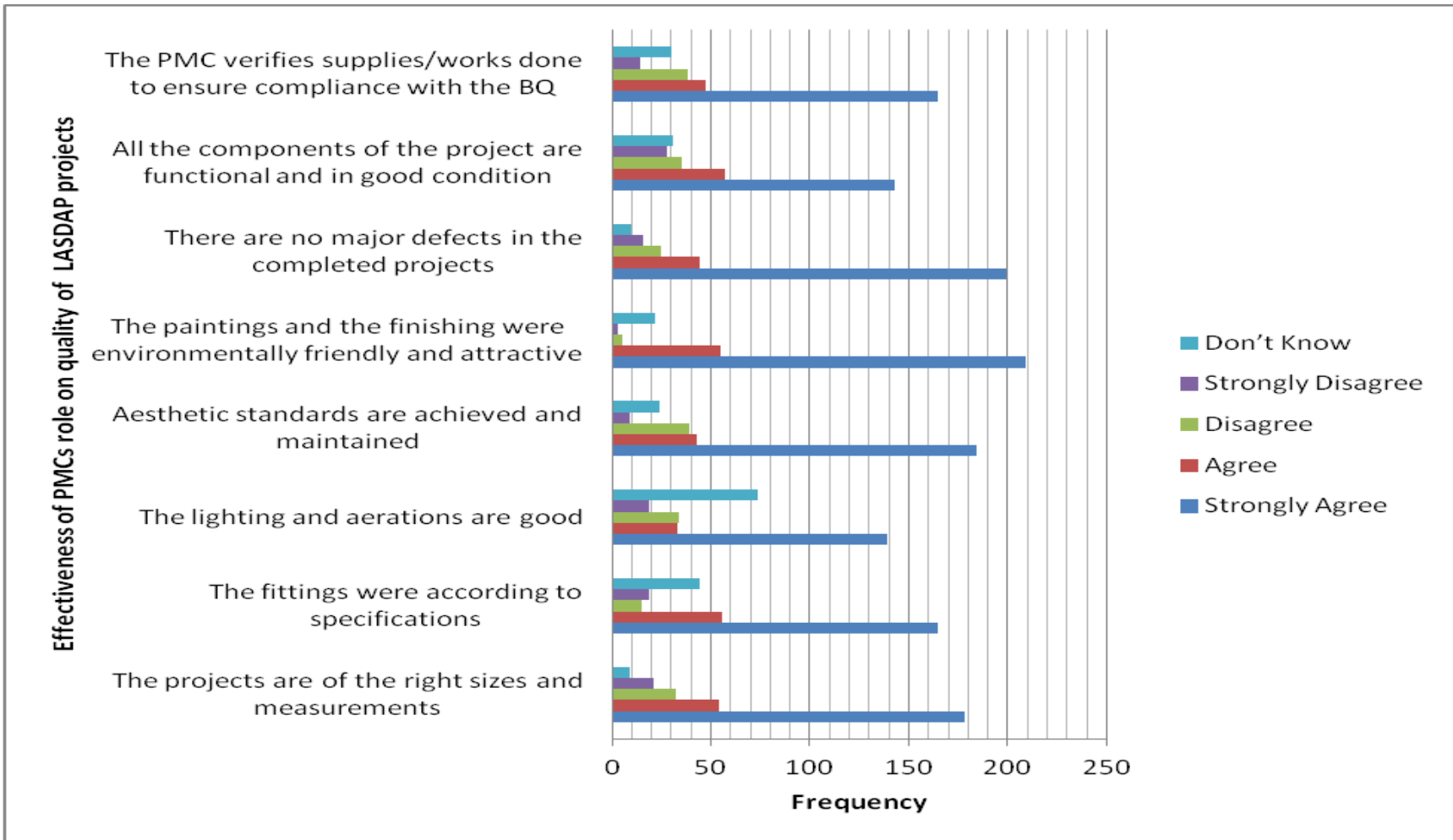


Figure 5: PMCs perceptions on their effectiveness in enhancing project quality

This improvement could also be attributed to skills within the PMCs as was indicated in the personal attributes like gender, education, experience and individual skills. The presence of female gender could have also contributed to this improvement owing to their natural care for order and safety of children especially with regard to educational projects under LASDAP.

These findings add to and support findings by Edmunds & Merchant (2008), who note that bills of quantities can not only help clarify whether costs for a project were justified but also enhance adherence to design and general implementation plan and ensure desired quality levels are reached. It ensures that the right quality of materials are used this enhances quality if it is provided and there is reasonable measure of compliance. The findings also suggest that by involving the community in monitoring, stakeholders can be kept abreast of progress and make suggestions for course corrections, while the project partners can benefit from increased support and buy-in as a result of such transparency. This is confirmed by a study by Kholi & Deb (2008), which notes that performance monitoring determines the level of quality and acceptance for the plans and actions to implement them. By involving all levels of management and stakeholders, it enhances realization of strategies and objectives, productivity, and return on use of public funds.

These findings were consistent with the findings on studies by Besterfield (2010), on Quality management who argue that participatory evaluation approaches promote enhanced application of ethical principles in project management. The writer further asserts that the basic concept of total quality management (TQM) philosophy is continuous improvement. Responding to complaints could help improve the quality of service as it enhances innovation and research to ensure beneficiary preferences are met. The findings also showed that 31.63% of PMCs members accepted they were given some leeway to suggest changes which could then be used to modify projects and improve quality. The majority however did not get the opportunity to suggest modifications. These findings are in contradiction to a recommendation by Edmunds & Merchant, (2008) which note PM&E will identify areas for improvement and allow implementers to provide a better service in future.

The report further argues that engaging stakeholders through data collection and reporting helps project managers gain information on how projects should be adjusted to better ensure that goals

are consistently being met. Once information is brought to light, adjustments to the project should be made to improve performance. This is an iterative cycle that should be repeated throughout a project's life. None the less this was a step in the right direction as it was indicative of the gradual embracing of meaningful public participation.

4.5. Effect of PM&E on cost efficiency of projects

The third objective was to find out the effect of PM&E on cost efficiency of projects and the results are presented in Figure 6. The availability of BQs ensured no exaggerations on costs were made since the PMCs were aware of all the components of construction contracts and areas glaringly exaggerated in the BQs monitored and payments in those areas moderated. The respondents however disagreed that prices were pegged on the prevailing market rates and but agreed that the procurement process was transparent. Costs in the BQ were often above the rates commonly known to the respondents but on further investigation from the authorities they explained that the prices in the BQ contained the mobilization and other contingencies which non contractual projects or costing would not have.

The study also sought to know separately the opinion of respondent on the proper utilization of resources and the results show that 55 % of the respondents felt the resources were properly utilized while 45 % felt there was wastage. This suggested that in the opinion of about half of the respondents felt that monitoring enhance proper utilization of funds by the implementers. The key concern in PM&E is to ensure proper utilization of resources. This indicated a positive trend in terms of the aims and objectives of the PM&E within the LASDAP process. The study also sought opinion of respondents on whether they felt there was deliberate cost saving of funds during implementation. The findings indicate that a majority (61%) of the respondents felt there was deliberate move to cost save during implementation. On further probing the respondents said this happened in the areas where local materials and labour could be reasonably cheaper. The respondents were always made aware of the savings.

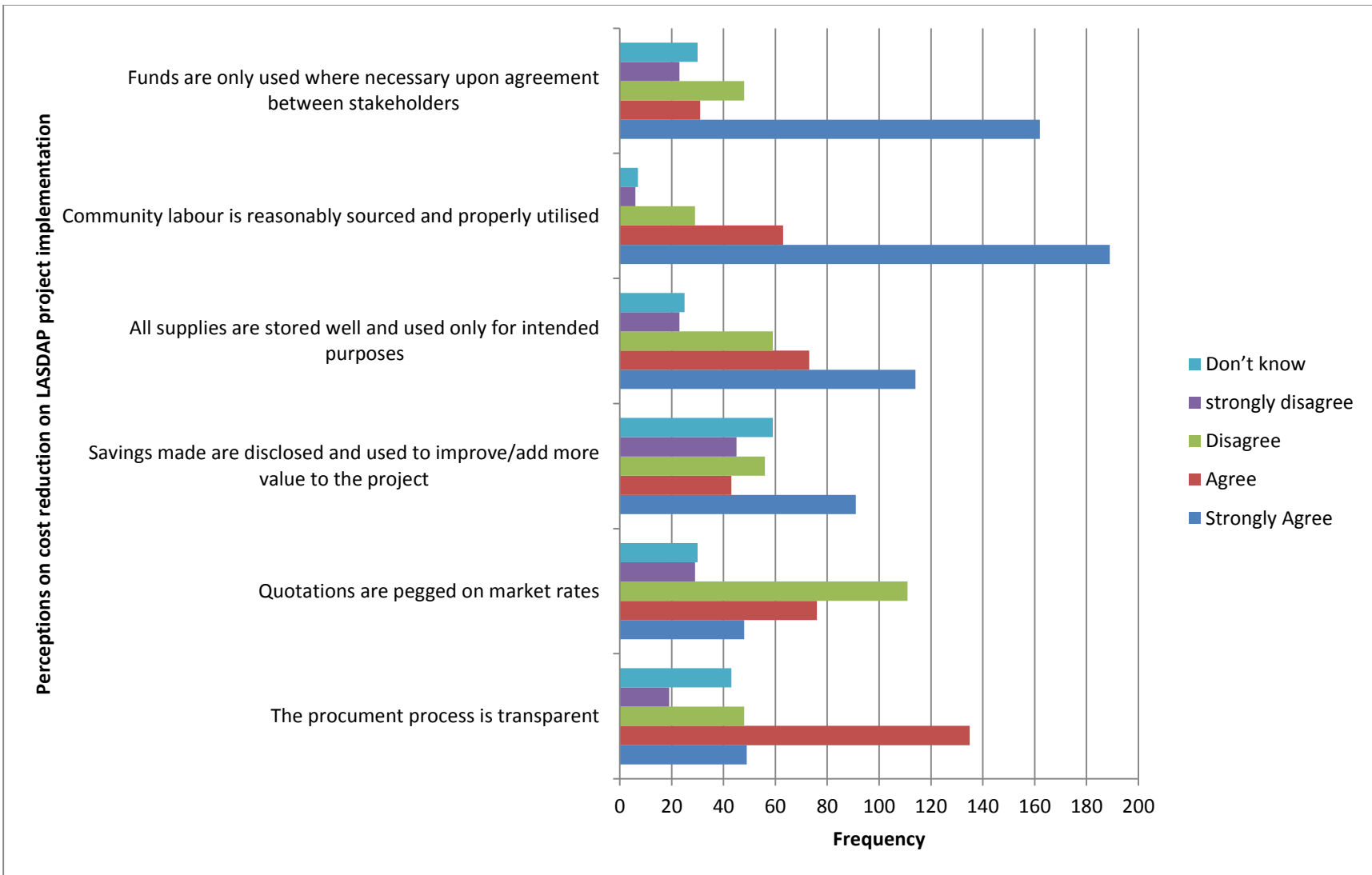


Figure 6: PM&E effect on cost reduction in LASDAP project implementation

These materials could in most cases be left for the community to undertake auxiliary projects like in cases where projects for unknown reasons did not include amenities like toilets or water tanks. The findings concur with Baker (2000), who stated that local procurement enhances efforts on cost saving and benefits the community through the purchase of goods and services from local businesses. Typically, this occurs in situations where local communities have expectations about participating in new opportunities presented by decentralization of government services where the project funding is supposed to have two tire effect; the provision of service as well as the turning round of the local economy. As observed in the figure 6, there was wide use of community labour that reasonably cut down costs of projects since the community members were not in business to make most profit but rather get a compensation that was commensurate to the tasks they performed. Through PM&E local materials like stones, sand, marram, timber among others could be sourced in the project areas helping to avoid heavy transport cost and this then brought the saving without undermining the quality.

The findings are consistent with a study carried out by Baltaci & Yilmaz (2013), which notes that participatory approach has many advantages as it is an opportunity for communities to take responsibility for an activity designed for its own benefit thereby reducing the need for external experts or raw materials and this lowers costs. Further investigation revealed that the PMCs caused compliance by authorizing the payments to the contractor as majority of the respondents agreed that funds were only spent upon agreement between different stakeholders. This was anchored on the requirement of joint site meeting and payment authorization from which both had space for PM&E officials. The contractor was only paid what was budgeted and within the plan of payment. This strategy ensured that all payments were commensurate to the tasks completed by the contractor and the last payment was only done when the project was completed and the committee was had certified. This finding confirmed the respondents' strong agreement with the statement that funds are only used where necessary.

The financial documents (annual financial statements of accounts, cash flow statements, internal audit reports, approved budgets, project payment records among others) reviewed provided information which helped authenticate LASDAP project implementation and monitoring process and this guided the methodology used. The study used the information gathered from the records

to verify the information from the respondents. In terms of cost reduction the records provided information on areas where there were actual savings made as reflected by facts on budgeted and amount actually paid.

The study also sought to find out if the funds provided were adequate and if this could have been a reason for improvement of quality and 63 % of the respondents felt that the funds provided were adequate. This feeling was supported by the evidence from the Local authority Transfer Fund (LATF) records that indicated a steady rise in the amounts allocated annually by the central government to run LASDAP projects. PMC members authorized payments and were privy to information on budgetary allocation per project. The study found that some projects had been allocated additional money and deadline for completion extended. As a sign of good practice bill boards were raised with all the information on the project name, the funding year and the name of the contractor or the council for public view. This also worked to enhance transparency and accountability.

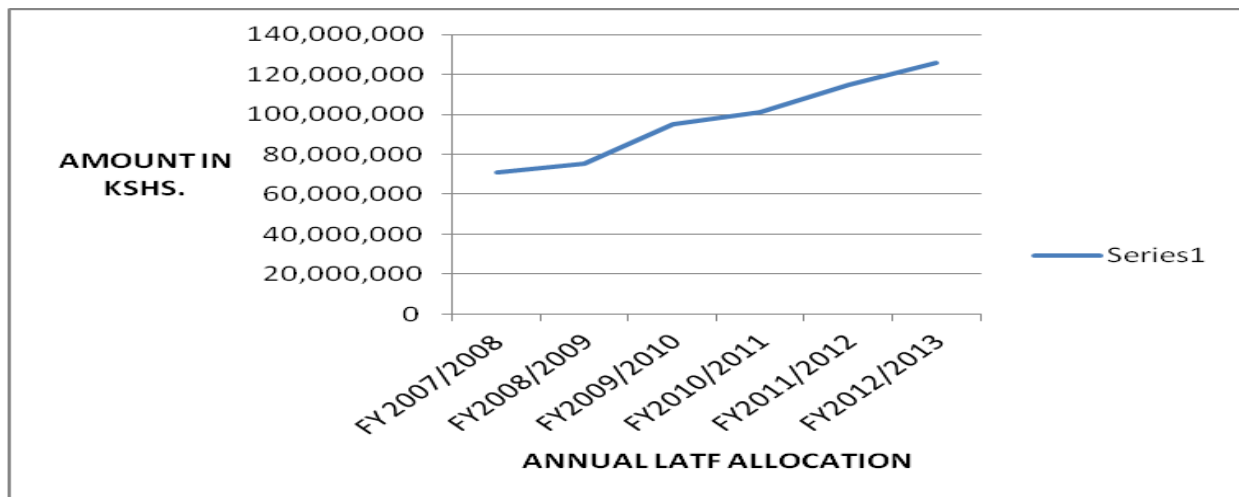


Figure 7: Annual Local Authority Transfer Funds allocation to the former County Council of Bondo (Now Bondo Sub County)

As illustrated in Figure 7, LATF allocation to the council grew steadily from Kshs. 70,000,000 in the year 2008 to over Kshs. 100,000,000 in the year 2011 according to the council’s budget records. Further examination of the records also revealed that the council in fully embracing PM&E had earned herself some extra allocation called Higher Performance Account (HPA)

which was awarded to best performers in the utilization of LATF. These facts meant that allocations of funds could not compromise the quality of projects as the funds were largely adequate.

4.6. Effect of PM&E on rate of completion of projects

The fourth objective was to determine the effect participatory monitoring and evaluation had on the rate of implementation of projects and the results are in Figure 8. The study sought to find out how many projects each PMC member had monitored to their successful conclusion in 3 years. The results showed that 44 % had monitored at least two projects during their tenure. A further 38 % had monitored at least one project. The projects committees were elected for a term of 3 years and therefore the findings suggested that the rate of completion could have improved if indeed 44 % had monitored two projects in 3 years to their completion. The community's focus on fast tracking the implementation of projects was kept alive by the presence of the PMCs in the PM&E within the LASDAP process.

Project completion was a priority to the PMCs as they resolved and managed all the deadlocks and even made difficult decision such as working extra time, or forgoing an opportunity to put another project in the budget in order to ensure one project was completed before another was initiated. Some projects were completed in a record 100 days and this; the study found was only made possible through increased synergy from stakeholder collaboration. The projects were implemented under a tripartite kind of agreement; between the contractor the community (PMC) and the council. The 100 days implementation worked under the then national government rapid results initiative (RRI) which embraced the principle of partnership and PM&E became a useful vehicle for the same. The findings could imply that Participatory Monitoring and evaluation helps improve efficiency and creativity with which the LASDAP projects are implemented. These findings are consistent with the findings of a study by Sirker & Cosi (2011) on casework on social accountability, which notes that timely supervision and review of projects facilitates corrective measures by project administrators and helps speed up resolution of outstanding technical issues and this enhances project completion rate.

The findings indicate that majority of the respondents strongly agreed were completed in either in good time or a head of time. These findings suggest that the rate of completion could have improved because of participatory monitoring and evaluation.

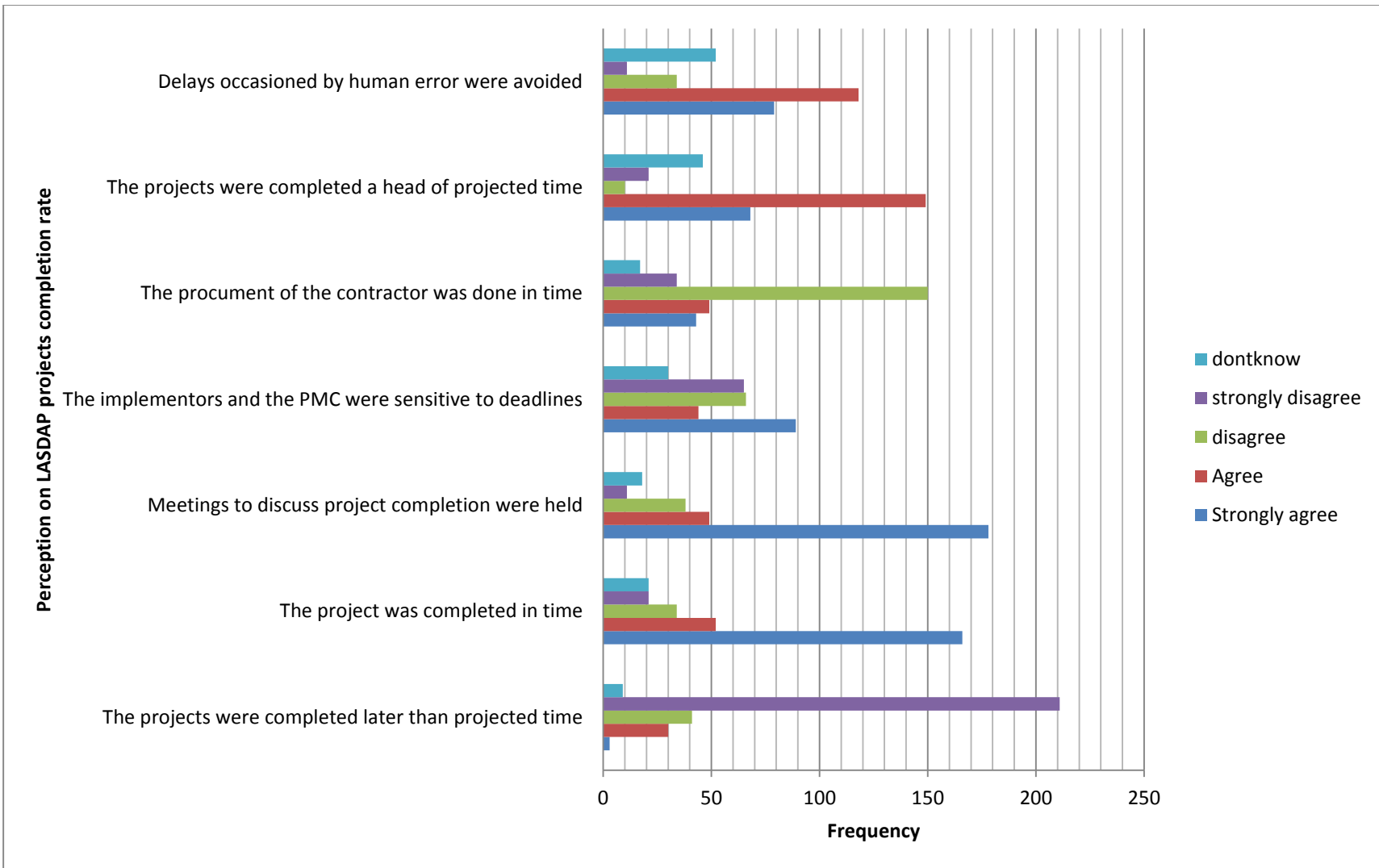


Figure 8. PM&E involvement and effect on Project completion rate

Continuous engagement of the implementers and the beneficiary creates increased synergy that drives the implementation rate as corroborated by the findings of the study by World Bank (2012) which notes that timely supervision and review of implementation progress of projects facilitates corrective measures by project implementers and helps minimise chances of delays and this enhances project completion rate. Examples of these included early childhood education and school classroom blocks that were put under rapid results initiative and completed within 100 days. The procurement of the contractor was never done on time according to the respondents. On further investigation it was discovered that the council had applied provisions of public procurement and disposal Act 2006 and this necessitated a lengthy process. The delay may also have been affected by the cash flows as LATF was given in 3 tranches and so the procurement and engagement of the contractors had to be staggered to fit within the cash flow. The meetings to discuss the implementation progress were held and all were agreed and this was corroborated by the minutes found in the project files. The meetings worked to break the deadlocks. The PMCs however felt the implementers were not sensitive to deadlines in some occasions especially with regard to procurement however this could be attributed to high expectations in project performance without minding established government procedures and tying of the procurement plan to cash flow projections.

The review of official documents such as minutes of council, budgets, project reports and community meetings, budget figures, annual financial statements, correspondences and annual LASDAP reports indicated the effectiveness of PM&E on the LASDAP process. This was seen through constant communication between the public and the authorities. Tasks allocated, action taken and feedback given were indicative of the effectiveness of the PM&E process within LASDAP. The records were instrumental in verifying the project timelines as it indicated the activities of every financial year, the list of projects, allocations and payments. This helped establish effect of PM&E on the rate of completion as the implementation calendar was rigid making it necessary for the implementers to comply. Further scrutiny indicated that the council had qualified for higher performance account (HPA) which was awarded to best performers in LASDAP.

4.7. Summary of Responses across the Key areas of the LASDAP Process

In order to determine the overall effectiveness of PM&E on the LASDAP process, the results on the Likert-type scale for the four objectives were computed and means calculated. The results are presented in Table 2. From the analysis of the means and the standard deviation, it is observable that the effect of PM&E on improvement of stakeholder relationships within the LASDAP process received the most favourable opinion with a mean of 1.6644 moving towards the strong agreement in the likert type scale. As indicated earlier, this was most likely a result of harmony in interactions, sharing tasks in meetings, high level of trust and enhanced feedback mechanism reported by the stakeholders. The effect of PM&E on improvement of quality within the LASDAP process received favourable opinion giving a mean of 1.9226 from the respondents. This could have been due to the fact that projects selected and implemented were functional and met the desired standards. The projects further complied with the BQs and specifications.

Table 2: Mean Scores, Standard Deviation and Ranking of PME Effect on the LASDAP Process.

LASDAP process criteria.	Number of respondents (n)	Mean	Standard Deviation	Rank
Stakeholder relationship	294	1.6644	0.38903	1
Project Quality	294	1.9226	0.44368	2
Cost Efficiency	294	2.2999	0.50077	3
Completion rate	294	2.5180	0.45992	4

According to the respondents the effect of PM&E on the cost reduction within the LASDAP process received mixed reactions with a mean of 2.2999. The results could be because some of the respondents felt that there was wastage of resources while others believed the procurement process was transparent. The issues of money always raise suspicion and this is an area that still needs improvement. With respect to the PM&E effect on rate of completion of projects the mean was 2.5180. The result may have been because although the completed projects increased there number was still low even though the stakeholders were able to deal with the challenges that affected the rate of completion.

There was also the observation that the divergence of opinion in the respondent's perception was higher (0.50077) in their feeling on the effect of PM&E on cost reduction within the LASDAP project implementation. This was followed by the divergence of opinion in perception on cost reduction (0.45992) and perception on PM&E effect on improvement of quality within the LASDAP process (0.44368). Convergence of opinion among respondents was best at a standard deviation of (0.38903) on effect of PM&E on improvement of stakeholder relationship within LADSAP project implementation.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

The chapter presents a summary of the findings of the research objectives. The study had four objectives namely: to determine whether Participatory Monitoring and Evaluation (PM&E) has an effect on the relationship between the service providers and the beneficiaries in the LASDAP process; to find out whether Participatory Monitoring and Evaluation (PM&E) has an effect on the quality of projects implemented through the LASDAP process; to determine whether Participatory Monitoring and Evaluation (PM&E) has an effect on cost efficiency in the implementation of the LASDAP projects and to find out whether Participatory Monitoring and Evaluation (PM&E) has an effect on the rate of completion of the Local Authority Service Delivery Action Plan (LASDAP) projects in Bondo sub county in Siaya county. This chapter draws conclusions from the research findings and recommendations for policy development.

5.2. Summary of research findings

Meetings and consultations took place during the implementation of LASDAP projects. Respect for gender, enthusiasm, respect and adequate preparation for the meetings by both parties were all indications of good relationship within PM&E process. These findings agree with the results of the study by Sundry & Pal (2000) who stated that effective monitoring & evaluation of community development programs can improve management, accountability, participation, trust, learning, efficiency and development impacts. Monitoring is as much about building relationships, trust and mutual learning as it is about collecting and reporting data. Wide participation in monitoring is critical because diverse stakeholder groups are working towards overlapping but not precisely the same goals.

The study found out that generally the quality of the projects had improved because of PM&E which among other things enforced compliance with Bill of Quantities (BQ). Adherence to specifications in the bill of quantities which formed the basis for monitoring ensured quality standards were met. The community felt they could influence change on certain aspects of the projects and this improved quality. A lot of discussion about the projects also took place and

substandard works were reprimanded instantly in those meetings and this minimized reckless workmanship

The PMCs felt most funds were properly utilized and that savings were made and used for other community projects and this was facilitated by PM&E in the LASDAP process e.g on the pattern of grills, flooring types, types of doors just to mention a few. These auxiliary projects that benefited from the savings included latrines, water tanks, renovations of other buildings related to the projects among others. Community labour and local materials were sourced and used in the implementation process thereby reducing costs. The PMCs had powers to authorize payments to the contractors and this ensured compliance with set standards for construction of projects. The respondents also felt the funding was adequate. The study also found out that costs were reasonable and were genuinely pegged on market rates. The PM&E in the LASDAP process opened channels for review and negotiations among stakeholders and this resulted in cost reduction. Most projects had been paid less than the budgeted according to the LASDAP and financial records. This was in the LASDAP records, council budget, project files and the financial statements.

Most respondents had monitored two projects during their tenure as project management committee members. The term of office for the PMC members was 3 years and therefore witnessing the completion of two projects in tenure was a remarkable improvement. This was improvement on the rate of completion since the introduction of participatory monitoring and evaluation and the check list had indicated that most of the incomplete projects were undertaken before 2008 while a large percentage of projects undertaken thereafter are complete. Generally the results from perceptions of the respondents also suggested there was a good relationship among stakeholders as can be observed from the findings of the study.

5.3. Conclusions

The purpose of the study was to evaluate the effect of participatory monitoring and evaluation in the implementation of the LASDAP projects. Despite numerous challenges and areas that still required improvement, the study found that participatory monitoring and evaluation contributed to the improvement of project implementation in the LASDAP process. There was observable improvement on infrastructure in education, water, roads, health and market infrastructure largely to the benefit of intense community participation in the process of monitoring and

evaluation. Stakeholder relationships had improved significantly in the implementation of LASDAP projects. This increment on allocations was due to PM&E since the then Ministry of Local government felt funds were creating an impact and therefore it was important to increase allocations. Effective PM&E of community development programs can improve management, accountability, participation, trust, learning, and efficiency and development impacts. Monitoring is as much about building relationships, trust and mutual learning as it is about collecting and reporting data and this worked well through PM&E in the LASDAP process.

In view of the findings it could be concluded that participatory monitoring and evaluation has an effect on the relationship between stakeholders involved in the LASDAP process. The sharing of information, having joint meetings, making joint decisions on milestones all added up to enhance relationships. The LASDAP records and minutes of various meetings reviewed helped to verify the content of the interactive process created by PM&E in the LASDAP process. Through the minutes and the LASDAP report, open and intense consultations at community and council levels could be established and these were strongly anchored on the PM&E process. It helped verify the level of involvement of stakeholders from the attendance lists and their inputs. The results for the means showed that PM&E was important in improving the LASDAP process especially stakeholder relationships.

5.4. Recommendations

Based on the summary and conclusion, the following recommendations are made.

- i. The county government to adopt and continue with the monitoring structures that were used in the now defunct local authorities.
- ii. The County government and the national government should ensure that there are elaborate programs to build the capacities of the PM&E actors like the PMCs in order to ensure public funds are properly utilized and there is value for money. This will enhance institutional and human capacity for improved performance.
- iii. The County government to continuously undertake resource mapping for improved planning and development of the region in order to enhance community development.

5.5. Suggestions for further study

- i. Whereas there were all indications from the perceptions and feelings expressed by the respondents that there were relationships between the dependent and independent variables, a further research should be carried out to ascertain relationship.
- ii. Similar research on effect of PM&E needs to be done on the implementation of the current projects being undertaken by the county government in the devolved government.
- iii. A similar research should be done to determine the level of preparedness of the ward development and project management committees in undertaking PM&E as membership keeps changing from time to time.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE FOR THE PROJECT MANAGEMENT COMMITTEE MEMBERS (PMCs)

Introduction

I am a student from Egerton University conducting a study on the effects of participatory monitoring and evaluation on the local authority service delivery action planning and project implementation. You have been selected as Local authority service delivery action planning (LASDAP) project committee member (PMC) to assist with information regarding planning and implementation of (LASDAP) projects. All information you provide will be treated with utmost confidentiality.

Instructions

- I. Please read each question and respond to it as requested.
- II. Do not write your name anywhere on the questionnaire.
- III. Respond by checking (✓) or by describing the information requested on the spaces provided.

Section A: General information/respondents characteristics

VillageSub location.....Location.....

Ward.....Division.....District.....

Instruction: Tick in the appropriate boxes

1. Age
- | | |
|---------------------|--------------------------|
| 1. (20-30 years) | <input type="checkbox"/> |
| 2. (31-40 years) | <input type="checkbox"/> |
| 3. (41-50 years) | <input type="checkbox"/> |
| 4. (51-60 years) | <input type="checkbox"/> |
| 5. (Above 60 years) | <input type="checkbox"/> |

2. Gender: 1. Male 2. Female

3. Marital status

- | | |
|--------------|--------------------------|
| 1. Married | <input type="checkbox"/> |
| 2. Widowed | <input type="checkbox"/> |
| 3. Separated | <input type="checkbox"/> |

4. Divorced

5. Single

5. Level of Education

1. Primary

2. Secondary

3. Tertiary

Specify.....

4. University

6. What is your occupation?

1. Farmer

2. Teacher

3. Doctor

4. Businessman/woman

5. Politician

6. House wife

7 Others. Specify.....

7. (a). Have you ever been trained on your roles by the council or other stakeholders?

Yes No

(b). If Yes, who trained you?.....

(c). Which of the following were you trained on?

1. Leadership roles

2. Financial management/tracking

3. Conflict management

4. Team work

5. Resource mobilization

Section B: Participatory monitoring and evaluation and stakeholder relationships

8. How agreeable are you with the level of engagement in the LASDAP process with regard to the following statements?

Statement	Strongly agree 1	Agree 2	Disagree 3	Strongly disagree 4	Don't know 5
(i). The meetings are cordial					
(ii). Projects site meetings are characterized by high levels of trust					
(iii). The questions and discussions are frank					
iv). Every contribution is taken seriously regardless of gender or social status					
v). There is adequate level of enthusiasm in both the implementers and the beneficiaries					
vi). Professionalism is mixed with friendliness					
vii). There are no emotional outbursts during the meetings					
viii) Both the implementers and the beneficiaries prepare well for the agenda of the meetings					
ix). Tasks are shared in directing the meetings by both the beneficiaries and the implementers					

9. Do the implementers seek your opinion? Yes No

If Yes, in what matters?

a. What means do they use to get your opinion?

b. Do you think your opinions are well regarded? Yes No

Section C: Participatory Monitoring and Evaluation and Quality of projects

10. Does your committee have information on specifications of the materials and works to be supplied/Bill of quantities (BQ)? Yes No

11. Through whom do you report substandard works?

- 1. The contractor
- 2. The community
- 3. The chief
- 4. The council
- 5. Don't know

12. Does the PMC have a chance to have certain aspects of the project modified to improve quality? Yes No

13. How agreeable are you with your supervisory role in enhancing the following aspects of the project quality as captured in the statements below?

Statement	Strongly agree 1	Agree 2	Disagree 3	Strongly disagree 4	Don't know 5
(i). The projects are of the right sizes and measurements					
(ii). The fittings were according to specifications					
(iii). The lighting and aerations are good					
(iv). Aesthetic standards are achieved and maintained					
(v). The paintings and the finishing were environmentally friendly and attractive					

vi). There are no major defects in the completed projects					
vii). All the components of the project are functional and in good condition					
viii). The PMC verifies supplies/works done to ensure compliance with the BQ					

Section D: Participatory Monitoring and Evaluation and Cost Efficiency on implementation of projects

14. Do you have any reason to feel project resources are wasted? Yes No

15. When local materials (sand, ballast, timber and unskilled labour) are sourced, are any savings made on costs? Yes No

If Yes, are these savings made public? Yes No

If Yes, are they used for the advantage of the community?

.....

16. In your view, was the funding adequate? Yes No

If Yes, was it remitted in time? Yes No

17. How agreeable are you with the following statements with regard to cost efficiency in LASDAP project implementation.

Statement	Strongly agree 1	Agree 2	Disagree 3	Strongly disagree 4	Don't know 5
i). The procurement process is transparent					
ii). Quotations are pegged on market rates					
iii). Savings made are disclosed and used to improve/add more value to the project					
vi). All supplies are stored well and used only for the intended purposes					
v). Community labour is reasonably sourced and properly utilized					

vi). Funds are only used where necessary upon agreement of the PMC and the contractor					
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Section E: Participatory monitoring and Evaluation and rate of project implementations

18. (a) As a PMC member how many projects have you monitored to their completion?

3 2 1 0

(b). Did the projects finish within the allocated time? Yes No

(c). In your own judgment was the time taken reasonable? Yes No

19. How agreeable are you with your work in meeting project time schedules in the aspects captured in the statements below?

Statement	Strongly agree 1	Agree 2	Disagree 3	Strongly disagree 4	Don't know 5
(i). The procurement of the contractor was done on time					
(ii)Delays occasioned by human error were avoided					
(iii). The implementers and the PMC were sensitive to deadlines					
(iv). The project was completed in time					
(v). Meetings to discuss project implementation period were held					
(vi). The project was completed ahead of projected time.					
(vii). The project was completed later than the projected time					

20. Do you feel the council's technical department is adequately established to handle the projects with respect to the following? Tick in the appropriate boxes

1. Financial management
2. Time management
3. Integrity
4. Project management
5. Procurement management

Give reasons for your answer.....
.....

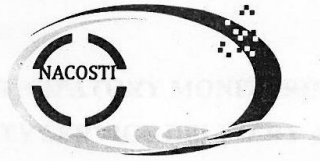
Thank you for your time. This information will be used to improve issues of community participation in monitoring and evaluation.

APPENDIX 2:CHECK LIST FOR VERIFYING PROJECT IMPLEMENTATION RATE AND COST EFFICIENCY

1. Ward.....
2. Name of the project.....
3. Nature of project.....
4. Project management committee available.....
5. LASDAP year.....
6. Budget.....
7. Year of implementation.....
8. Date/year of award.....
9. Project implementation start date.....
10. Implementation Completion date.....
11. Tender sum Kshs.....
12. Amount paid.....
13. Variation (+/-).....
14. Minutes of site meetings available.....
15. Hand over/takeover of site
16. Hand over/takeover of completed project.....
17. Management acceptance committee.....
18. Engineer's certificate.....
19. LASDAP annual records.....
20. Project file.....

Location of Siaya County in Kenya





**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

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Ref. No.

Date:

6th January, 2015

NACOSTI/P/14/9874/4209

JAPHETH KENNEDY OREYO OTIENO
Egerton University
P.O. Box 536-20115
EGERTON.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Effects of participatory Monitoring and Evaluation on the Local Authority Service Delivery Action Planning (LASDAP) Process in Bondo Sub-County,*" I am pleased to inform you that you have been authorized to undertake research in **Siaya County** for a period ending **28th February, 2015.**

You are advised to report to **the County Commissioner and the County Director of Education, Siaya County** before embarking on the research project.

On completion of the research, you are required to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


SAID HUSSEIN
FOR: SECRETARY/CEO

Copy to:

The County Commissioner
Siaya County.

The County Director of Education
Siaya County.

