

Influence Of Monitoring And Evaluation Practices On Implementation Of Road Construction Projects In Kiambu County, Kenya

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Abstract- County governments in Kenya are implementing monitoring and evaluation systems in an effort improve efficiency in public service delivery. M&E practices are an integral part of the road project cycle and of good management practice in government development projects. The study objective was to examine the influence of leadership in monitoring and evaluation process on implementation of road construction project in Kiambu County. Stakeholder theory has been used widely in various fields and has been applied in different and distinct ways that involve different methodologies, concepts and criteria of evaluation and types of evidence. Interest in the concept of Stakeholders has been growing rapidly and this has led to the increase in the number of perspectives on the subject. The study adopted a descriptive survey design. Descriptive survey research design helped in collecting quantitative data to answer to a study research question or testing of study hypothesis which aimed at carrying out an assess determine influence of monitoring and evaluation practices on the implementation of road construction projects in Kiambu County. the population comprised of target population of who included 12 engineers, 15 Architectures, 25 Kerra officer's county officials, 30 project managers, 31 Clerk of Works, 25 contractors, 16 financial project officers and 75 road construction supervisors a total study population of 229. A sample proportion was therefore be 59% of the study population. Statetified random sampling was used in selection of sample size. A sample proportion of 59% was adopted in determining number of respondents from each management level in the study population. The study concluded that road construction projects in Kiambu County involves a number of Monitoring and evaluation practices that strengthen monitoring and evaluation team in having successful implementation of road construction projects in Kiambu County. The study concludes that leadership in monitoring and evaluation plays a critical role in planning, setting out objectives and charting out the course of action to achieve the set objectives, project organization, project team staffing control and monitor and influence implementation of road construction projects in Kiambu County.

Index Terms- Monitoring and Evaluation, leadership in monitoring and evaluation, Kiambu County

I. INTRODUCTION

In recent times, government across the world undertakes implementing monitoring and evaluation systems in an effort improve efficiency in public service delivery. This has influenced formulation and implementation of policy regulations that enhance application of monitoring and evaluation systems to ensure project success. According to Nabulu (2015) successful completion of an organizational project within budget allocation, scope, without delays is determined by the extent to which monitoring and evaluation (M&E) systems, laying of development project achieve success and completion (Musau, 2016). M&E practices are said to be effective when they can assist project managers to make corrective action and to make decisions that can aid in future project initiation and implementation (Albert, 2012). Implementation of monitoring and evaluation practices influences project performance (Benington & Moore, 2011). Local governments in developing and developed countries are motivated by influence of monitoring and evaluation practices on road construction project success. This view is supported Passia (2013) who indicated that implementation of M&E practices enhances information collection and provision of project progress feedbacks, promote transparency and accountability to implement projects successfully. Government has adopted M&E practices in efforts to achieve success in the implementation road construction project. Mackay (2007) opined that M&E practices have emerged as a key determinant of project implementation success in the road sector.

In Africa, road construction project has instituted monitoring and evaluation practices in efforts to achieve performance in development projects and programs and promote economic growth. With effective results-driven reform agenda constituting incentives, budgeting, monitoring and evaluation systems play a key role in achieving project success in road construction in government sector. However, most road constructions' M&E systems in Africa operate in complex

regulatory framework characterized by highly bureaucratic framework (Nabulu, 2015). However, only a few countries have been able to achieve project success due to effective monitoring and evaluation practices. In Libya, Ayarkwa, Ayirebiand Amoah (2010) indicated effective implementation of M&E systems influence successful implementation of 15 tertiary colleges and 25 secondary schools. In Ghana, implementing the national M&E system led to significant progress in government development (Clear, 2012).

This have resulted to poor implementation of projects, or stalled or abandoned mega projects altogether (GOK, 2016). After the inception of county governments following promulgation of constitution 2010 county governments manage and initiate development projects and programs. However, World bank (2014) paint a gloomy performance of development projects in most county government where delays in implementation of the road project are high. This has attributed to monitoring and evaluation in implementation of assessment tools making it difficult to assess progress (GOK, 2016). In Kenya, monitoring and evaluation has been implemented in the execution of projects. The extents to which it contributes to implementation of road project remain elusive. This motivates the undertaking of the study. Most studies done locally have not have focused on determining the effect of M&E practices on implementation of road projects in Kenya.

Objective

- i. To examine the influence of leadership in monitoring and evaluation process on implementation of road construction project in Kiambu County

II. STATEMENT OF THE PROBLEM

In Kenya, the government is focus on achieving success in the implementation of development projects foster implementation of M&E practices. The new devolved structures of county governments and the development of fiscal devolution about development policies, programs and projects in Kenya, there is critical requirement for effective national wide M&E systems and practices in Kenya. Accountability in new governance structure in Kenya is responsible for core project execution in county level. Completion of development projects both at the county and national level of government has not been a success in counties in Kenya.

The County is keen on completing the project on time and implement monitoring and evaluation practices an enabling infrastructural system on the above area that links various pillars of development to enable timely access of services and market at minimal cost. Empirical studies such as have identified institutional framework, training, stakeholder participation, budgetary allocation, politics, M&E tools, planning, lack of knowledge skilled staff amongst others as factors determining effective monitoring and evaluation of projects in organization. Most of these studies focused on factors affecting monitoring and evaluation in project management in organizations. Despite utilization of monitoring and evaluation practices in county governments road constructions, there are few empirical studies that have focused on determining the influence of M&E practices

on implementation of road construction project in County government levels. Therefore, this study aimed at bridging the existing knowledge gap by examining the influence of M&E practices on the implementation of road construction project in Kiambu County, Kenya.

Stakeholder Theory

The proponents of the stakeholder theory were Morrissey in 1960. The stakeholder theory helps us to understand the firm in its environment (Oakley, 2011). The initial purpose of the Stakeholder theory was to enable project managers to comprehend the stakeholders and how to effectively manage them (Patton, 2008). Stakeholder theory has been used widely in various fields and has been applied in different and distinct ways that involve different methodologies, concepts and criteria of evaluation and types of evidence. Interest in the concept of Stakeholders has been growing rapidly and this has led to the increase in the number of perspectives on the subject (Oakley, 2011). The aim of this approach is to educate the management on its roles and responsibilities that go past their profit maximization duties and their duties to the stakeholders identified in the firm's input-output model to include the interests and claims of non-stockholding groups. Patton (2008) in reviewing the stakeholder theory said that people or groups who have legitimate interest in an enterprise only do so because of the benefits that they obtain and added that no set of benefits and interests are prioritized over the others. Karl, 2007 added that future employees and customers, associated corporations, and the public in general, need to be taken into consideration.

The county leadership role in stakeholder involvement has been to illustrate that how stakeholders are treated is directly related to the success of monitoring and evaluation practices on implementation of the project (McManus, 2004). The stakeholder theory emphasizes the importance of synergy between the project leadership with the project stakeholders. The stakeholder's theory supports engagement of project manager as stakeholder to influence M&E practices to achieve project outcomes.

III. METHODS AND PROCEDURES

The study adopted a descriptive survey design. Descriptive survey research design helped in collecting quantitative data to answer to a study research question or testing of study hypothesis which aimed at carrying out an assess determine influence of monitoring and evaluation practices on the implementation of road construction projects in Kiambu County.

the population comprised of target population of who included 12 engineers, 15 Architectures, 25 Kerra officer's county officials, 30 project managers, 31 Clerk of Works, 25 contractors, 16 financial project officers and 75 road construction supervisors a total study population of 229 (Kiambu County, 2020).

The study used Krejcie and Morgan Table for determining Sample size to select a sample size of 136 respondents. A sample proportion was therefore be 59% of the study population. Statetified random sampling was used in selection of sample size. A sample proportion of 59% was adopted in determining number of respondents from each management level in the study population.

Table 1: sample size

Management Level	Population	Sample Proportion	Sample Size
Engineers	12	0.59	7
Architectures	15	0.59	9
Kerra officers	25	0.59	15
Project managers	30	0.59	18
Clerk of Works	31	0.59	19
Financial project officers	16	0.59	9
Contractors	25	0.59	14
Road construction supervisors	75	0.59	45
Total	229		136

Data was collected using a questionnaire. The questionnaire had both closed and open-ended items. This enabled collection of quantitative and qualitative data.

Findings and Discussion

The respondents were administered using drop and pick later method. Out of 136 questionnaires administered, 126 project team members working on road implementation projects in Kiambu County responded and returned the questionnaires. This represented a response rate of 92% hence the response rate was adequate for data analysis.

Leadership in M&E and implementation of road construction projects in Kiambu County.

Respondents were requested to indicate whether project leaders are effective in allocation of road construction projects in Kiambu County. The respondent indicated that project leaders are effective in allocation of road construction projects in Kiambu County. Respondents stated that project leaders through M&E practices project leaders are determined to achieve success in the implementation of road construction projects in Kiambu County, and that they ensure for construction materials, time, finances and adequate allocation of staff to the project. This is in line with Benington and Moore, (2011) who stated that governments in developing and developed countries are motivated to deployment of monitoring and evaluation practices to achieve success in implementation of road construction projects in Kiambu County.

Involvement in Setting Monitoring and Evaluation Objectives
Table 2: Extent to which leaders are involved in setting monitoring and evaluation objectives

Response on Leadership Involvement	Frequency	Percentages
Very great Extent	56	45
Great Extent	39	31
Moderate Extent	31	24
Total	126	100

Respondents were requested to indicate the extent to which leaders were involved in setting monitoring and evaluation objectives. From the finding, majority 45% (56) of the respondents indicated that leaders are involved in setting monitoring and

evaluation objectives to a very great extent. Most 31% (39) of the respondents indicated that leaders are involved in setting monitoring and evaluation objectives to a great extent while 24% (26) of the respondents indicated that leaders are involved in setting monitoring and evaluation objectives to a moderate extent. Respondents explained that leaders have been fully responsible for objectives of road construction projects in Kiambu County as it affects every step of the project life cycle. Leaders plan the course of action to achieve set objectives and are fully responsible for the activities and inputs in road construction systems project success. This implies that leaders are involved in setting monitoring and evaluation objectives thus influencing implementation of road construction projects in Kiambu County.

Leadership in Monitoring and Evaluation and implementation of road construction projects in Kiambu County

Table 3: Leadership in Monitoring and Evaluation and implementation of Road Construction Projects in Kiambu County

Responses on extent of Leadership in monitoring and evaluation	Mean	Standard Deviation
The leaders provide adequate resources for monitoring and evaluation	4.87	0.75
There is effective setting of objectives for monitoring and evaluation	4.72	0.76
Instituting effective project team staff and	4.86	0.84
Leaders motivate project team members	4.89	0.87
There is accountability and transparency in road construction projects in Kiambu County	4.62	0.59
Enhancement of coordination of road construction implementation activities	4.61	0.66
Project leaders provide support required for implementation of road construction projects	4.46	0.49

Table 3 shows respondents' response on the extent to which they agreed with the given statements on leadership in monitoring and evaluation and implementation of road construction projects in Kiambu County. From the findings, majority of the respondents strongly agreed that leaders motivate project team members,

provide adequate resources for monitoring and evaluation instituting effective project team staff and control as indicated by mean of 4.89, 4.87 and 4.86 with of 0.87, 0.75 and 0.84. Most of the respondents strongly agreed that there is effective setting of objectives for monitoring and evaluation, there is accountability and transparency in road construction projects implementation and there is enhancement of coordination of road construction projects in Kiambu County implementation activities as indicated by mean of 4.72, 4.62 and 4.61 with SD of 0.76, 0.59 and 0.66. Most of the respondents agreed that project leaders provide support required for implementation of road construction projects in Kiambu County as indicated by mean of 4.46 with mean of 0.49. This implies that the County's leaders support and involvement in the M&E activities influence effective and successful implementation of road construction projects in Kiambu County. This is in line with Kerzner, (2006) that implementation of road construction project in is dependent of effective leadership in monitoring and evaluation process.

On the respondent's opinion on other ways through which leadership in monitoring and evaluation influence implementation of road construction projects in Kiambu County, the study found that leadership in local government do monitor the road construction projects in Kiambu County project plan, actual plan, actual work and work complete value to see if the road construction projects in Kiambu County project is on track. It was revealed that communication, quality management and documentation or administration system influence implementation of road construction projects in Kiambu County. The respondents further explained that reliable way to keep the project momentum going is to continuously monitor and evaluate the project through effective leadership. This implies that leadership in monitoring and evaluation processes in organization is critical element to learn the proper implementation of road construction projects in Kiambu County. This is in line with Kerzner, (2006) that application of leadership in monitoring and evaluation improves coordination and control of road construction system projects.

The results were further supported by findings from interviewees that strong leadership during the monitoring and evaluation process can help ensure that limited resources are used effectively, that all components of a project leverage and complement one another, that work does not need to be discarded or redone, and that the results of the road construction projects in Kiambu County are achieved. The leadership does the assessment on where the road construction project is in relation to its expected outcomes in order to continuously improve implementation. This

implies that the leadership support and be involved in the monitoring and evaluation activities influence successful implementation of road construction projects in Kiambu County. This concurred with further Williams (2013) that leadership is critical in motivation of project team members and influence success in the implementation of the project.

The respondents indicated that a leadership in monitoring and evaluation enable project staff to track specific indicators and measures on their own to promote accountability. Its through leadership that there is recognition of the implications that any changes may have for all those involved in a project and thus carefully monitors that project implementation progress. This implies that application of leadership in monitoring and evaluation improves coordination and control of road construction projects in Kiambu County. This concurred with Faqih, (2010) that commitment of senior management plays a critical responsibility in motivating the project team, provide feedback of project progress and enhance control of project execution hence achieve success implementation of the road construction project.

IV. CONCLUSION

The study concluded that road construction projects in Kiambu County involves a number of Monitoring and evaluation practices that strengthen monitoring and evaluation team in having successful implementation of road construction projects in Kiambu County. The study concludes that leadership in monitoring and evaluation plays a critical role in planning, setting out objectives and charting out the course of action to achieve the set objectives, project organization, project team staffing control and monitor and influence implementation of road construction projects in Kiambu County.

V. RECOMMENDATIONS

The findings clearly demonstrated that implementation of project is dependent of effective leadership and that leadership in monitoring and evaluation processes in organization is critical element to learn the proper implementation and areas for improvement, the study recommends that management in road construction projects in County government should continue supporting and be involved in the monitoring and evaluation activities for effective and successful implementation of road construction projects in Kiambu County.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773 ^a	.597	.529	.56895

a. Predictors: (Constant), Leadership in M&E, Communication in M&E, Planning in M&E, Capacity Building in M&E
 Implementation of road construction projects in Kiambu County

The model summary results indicated that proportion variation of 52.9% of implementation of road construction projects in Kiambu County due to the influence of M&E practises.

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