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Stakeholder Involvement in Monitoring and Evaluation and Performance of Constituency Development Funded Projects: A Case of Juja Constituency, Kiambu County, Kenya

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Abstract:

The government finances Constituency Development Fund projects to ensure they are effectively finished. In addition, they play a key role in the achievement of the Kenya's Vision 2030. To improve the performance of Constituency Development Fund projects monitoring and evaluation is a common practice during various phases of the projects. However, most Constituency Development Fund projects are characterized by low stakeholder involvement. Further, Constituency Development Fund initiatives have worse success with regard to time, cost, and quality targets. The study therefore sought to examine the effect of stakeholder involvement in monitoring and evaluation on performance of the Constituency Development Fund projects in Juja constituency, Kiambu County. Descriptive and explanatory research was used for the investigation. The target population was 60 Constituency Development Fund projects in Juja Constituency and the respondents were 60 individuals. The results indicated that stakeholders' involvement in monitoring and evaluation has a positive and significant effect on performance of the Constituency Development Fund projects in Juja constituency. The study concludes that an improvement in stakeholder involvement in monitoring and evaluation would lead to an improvement in the performance of the Constituency Development Fund projects in Juja constituency. The study recommends that all stakeholders in a project should be properly informed in order to guarantee that meetings are held frequently and that all members participate actively in monitoring and evaluation. Involvement and management of stakeholders improves project quality and project ownership. All stakeholders should be involved in every monitoring and evaluation activity and make necessary adjustments if required to ensure Constituency Development Fund projects achieve the set objectives.

Keywords: Stakeholder involvement, project performance, monitoring and evaluation

1. Introduction

The constituency development fund was created by passing the CDF Amendment Act of 2003 to support constituency development initiatives in Kenya (TISA, 2011). Rural development was taken to a new level in 2011 with the implementation of the District Emphasis on Rural Development strategy (Chitere & Ireri, 2006). This practice was established by the Kenyan government based on the idea of community participation in development initiatives, where the needs of the community are taken into consideration. The CDF initiative was started to give the essential finances for rural communities in Kenya to get their projects finished, such as schools, roads, and hospitals. The government has therefore played an important role in communities' developments by setting aside community development funds. Over recent years the public has become informed and has demanded for transparency in the way government funds are used. Public projects must be continually monitored and evaluated to make sure they meet the required goals and targets prescribed by the government. Potential beneficiaries also demand for delivery of services within schedule by procurement departments. This is to ensure funds set aside by the government are accounted for and that public projects run efficiently (World Bank, 2007). Following measures by the United States of America, having efficient and effective ways of tracking achievements met following development contributes to their immense success (Kelly & Magongo (2014). The United States has recorded an increased interest in development programs and monitored outcomes-based performance over the last two decades. In Ghana financial support is accompanied with conditions that affect the projects right starting from the pre-planning stage affecting the whole projects life sequence (Ofori, 2006). The practice states that, the expected needs to be met following development to beneficiaries is not met and the donors wishes tend to put on hold the development of the project thus causing delays in, changes in scope, sometimes leading to abrupt project termination and affects implementation. Moreover, societal issues that are related to hierarchy, deferment, aversions, taboos, notion of respect

contribute to project management negatively (Ackerman & Wang, 2011). The issues faced in the negative monitoring of the project impacts the general quality and the triumph of projects carried out in Ghana.

Following the new implemented structure of county governments, there is a great call to have an effective nationwide M&E's framework in Kenya. The funds acquired from the projects are budgeted by central government and disbursed to constituencies under the management of CDF committees. The lack of involvement by the CDF in gathering funds at the grounds, it leads to the perception that the money is freely acquired from the central government to the constituency (Kimenyi, 2008). This is an intervention initiative aimed at improving the social components of society, including healthcare, education, and food security. In order to keep projects' advantages achieved, it is critical to have adequate M & E practices in place (Ahsan and Gunawan, 2010). To help ensure that projects have high-quality results, the management has accepted the usage of M & E design as part of the standard procedure. This has assisted to engage their teams and task them to establish clear goals. They are also given the tools they need to draft a workable outline.

Stakeholder involvement involves sharing a major understanding with stakeholders in the process to achieve certain decisions of the project (Rodolfo Siles, 2018). This ensures good human resource management, feasibility and understanding of the project. Donaldson and Preston (2008) observed that the inclusion of interested parties has many advantages that include: ensuring that the project needs are satisfied and reflect its genuine objectives and needs, fostering openness in project actions and accountability for the project to stakeholders.

1.1. Statement of the Problem

The Development Fund for constituencies was enacted through an Act of parliament in 2003. It aims at ironing out the regional imbalances caused by fighting poverty following the implementation of local development projects. It also aims at providing basic requirements as such as water, agricultural services, healthcare, electricity and security (Barney, 2007). The fund is under the management of the National Government Constituencies Development Fund Board (NG-CDFC) at the state level. Meanwhile, the National Government Constituency Development Fund Committees (NG-CDFC) are given the responsibility to ensure the planning, participatory project identification, and the evaluation and monitoring of the projects in all constituencies.

The government is using funds to ensure CDF projects are completed successfully. However, statistics show that there is poor performance of CDF projects as far as time; cost and quality objectives are concerned. They are not performing well because they are not achieving the set objectives. In fact, 88% of CDF projects in Juja Constituency is considered by the public (as evaluators) as being behind schedule, with at least 12% of projects being in accordance to the schedule with no projects being ahead of the given schedule (Marangu, 2012).

CDF projects are mostly behind the timelines set due to ineffective planning and lack of co-operation by team members. The audit report 2016 on CDF projects reported that about 80% of projects that were started in the previous year were not completed within the time frames set while others were rendered inadequate. Other causes for projects are the misappropriation of cash and poor planning at the start of a project process (Wahura, 2016).

Stakeholders are consequently not given the chance to contribute fully in the initial stages of the project development. Poor strategies are utilized when stakeholders are involved in developing projects and programs are not linked to national long-term objectives (Kamuiru, 2014). According to the NACCSC (2008), 60% of Kenyans really aren't involved in the selection and prioritizing of CDF initiatives. The benefactors are thus denied of their opportunity to progress, since it is left as a political favour. This causes friction between the project beneficiaries and the legal system.

Studies have been conducted on project performance and project management in the public sector. For example, according to Bundi (2011) funds are poorly managed despite the government allocating adequate Constituency Development Funds to various constituencies. Stakeholders are never part of the process of decision-making process and experts do not conduct assessment of projects as required. This shows lack of stakeholder involvement leading to poor quality of the projects. Hence, this study sought to investigate the effect of stakeholder involvement in monitoring and evaluation on performance of CDF projects in Juja Constituency.

2. Literature Review

2.1. Stakeholder Involvement CDF projects' Performance

Chitere and Ireri (2006) conducted a study on factors affecting stakeholder involvement in capacity development projects on project success in Canada. Using stratified sampling method and at sample size of 250 respondents drawn from project from informal settlements, the researchers found that primary stakeholders' participation especially beneficiaries, partially participated in design of healthcare project. In addition, they had low participation level in decision making too, an issue the researchers observe to threaten sustainability.

In a related Musomba (2013) research, who conducted elements affecting stakeholder engagement that effectively monitor and evaluate the effectiveness on CDF projects. The study found that local populations had little participation in project management using a population sample of 61 project management committees using a mixed sample approach. In addition, because of the low degree of community knowledge and less interest in the project, their appropriate monitoring and control roles are hindered. The participation of stakeholders is an essential component in carrying out CDF projects. Amoiti (2012) in an analysis about approaches applied by CDF supervisors to attain growth in programs within the constituency of Mwala in Kenya, demonstrated that the participation of the community in the selection of projects is essential for implementing elements. The management of CDF in the Mwala constituency carried out meetings so to identify with the project and the proposal appraisal; they included interested people and stakeholders through discussions, and also few community members for the evaluation and monitoring to give their contribution.

Mwala constituency also used committee members from the surrounding environs in the investment scheme implementation to achieve more stakeholders. Local contractors and local labor are also utilized aiming at achieving local ownership of the project. Odhiambo (2016) performed a study on the legality of projects in Kaloleni, the participation of members of the Community in project creation and schedules. The success and efforts in the localized project results draw such conclusions. Therefore, every region should have a project precedence list that they would desire for implementation in their area. This will greatly help in the project ownership by the community, hence avoiding any project disruption. The study indicated different standards of stakeholder engagement; the passive and the active participation. The passive involvement includes mere information request or information delivery while the active participation includes consensus building and aggressive monitoring.

2.2. Project Performance

According to Uitto (2014) when monitoring of projects is done on time it helps in workmanship control thus enhancing project quality. When effective project monitoring is done, every activity is done as required which helps achieve good quality projects as desired. Instances of misuse of resources such as funds, labor or materials are quickly reported. Project monitoring tracks and records all resources used throughout the implementation phase.

Project efficiency is compared to the project objectives set. The project evaluation therefore examines the efficiency of projects to achieve their objectives and identifies the present sustainability and relevance of the project. Nthiwa (2013) says that performance measurement is vital since it provides insight into the project's completion state. A project with great expectations can work poorly if it is not adequately monitored and assessed. Good monitoring and assessment mean that regular reports promptly identify delays. Monitoring and evaluation management ensures, according to Kursave (2014), that any modifications made to the target set are included. This guarantees that the initiatives continue to meet the objectives stated. Thus, it is crucial that the major outcomes and results of projects be identified early and the indicators used to monitor delivery are identified. Karanja (2014) says management must monitor and measure the descriptive and analytical progress of the projects.

Conscientious project managers should regularly examine the status of projects contrasting progress to the established plan, quality and budget. Thus, problems will be discovered early to guarantee that methods to fix them are adhered to the objectives of the project. Management must maintain and monitor the unsafe project network against loopholes in terms of quality, costs and time.

2.3. Theoretical Review

Stakeholder theory emphasizes ethics in business and proper organizational management to maximize value for its stakeholders and to enhance local community growth (Armitage, 2012). He argued that by using the influence and opinions of all stakeholders, the project is positioned to achieve success. The benefits can influence the perception of the project by not only with all the extended stakeholders, but rather with the entire world. According to Ackerman and Wang (2011), the stakeholder theory involves how top management governs an organization using ethics. It helps create teams of stakeholders and identifies the best ways to govern those teams.

The stakeholder view of strategy is relevant to community development projects in terms of resource distribution and utilization (Miles, 2013). This view of strategy helps identify key stakeholders of a community funded project and define the terms which key identified stakeholders should adhere to. Stakeholder theory has however been criticized by various authors. According to Tache (2011), the less criticism states that it fails to deal with the major problem of balancing the potential conflicting interest of all different constituencies. The stakeholders have no way to claim for the failure that comes' form the directors. Another scholar, Nthiwa (2013), feels that the stakeholder hypothesis grants no decision-making standard that can greatly direct the way of governance. The stakeholder theory supports the stakeholder participation variable of this study in that, in the planning stage, stakeholders identify needs of the potential beneficiaries. This enhances the achievement of solutions. The solutions are most likely to be effective since they have been derived from the current situation (Zimmerer & Yasin, 2008). Stakeholder participation in monitoring means stakeholders have participated to decision making. Resolutions acquired from this are more probable to relevant and suitable to the larger number of members of the community. This makes human resource and project recruitment and realization easily.

2.4. Conceptual Framework

Conceptual framework refers to diagrammatic representation of association between study variables (independent variables and dependent variable). Figure 1 shows the independent and dependent variables. The independent variable was stakeholder involvement and the dependent variable was project performance.

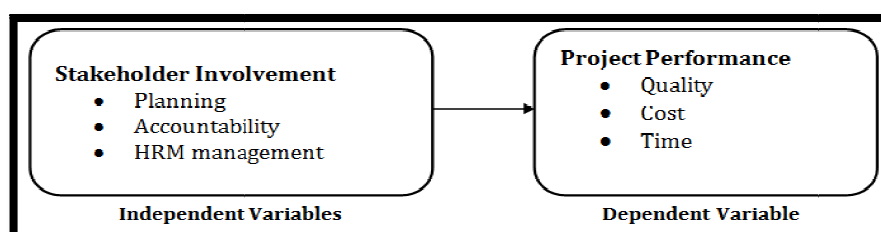


Figure 1: Conceptual Framework

3. Research Methodology

An exploratory descriptive research design was used. The descriptive research included the collection of data, describing events and tabulating, representing, organizing and describing data. The target population was 60 CDF Projects in Juja constituency as at May 2018. The CDF Project Committee and all members of the CDF Management Committee were included in the study. Community leaders from the ten Juja constituency wards were picked. A census approach was used and hence the whole population of 60 respondents was included in the study because the target population was small.

Questionnaires were used to obtain primary data with closed and open questions. According to Odhiambo (2016), questionnaires can help in reaching many respondents in a short period of time and give respondents enough time to answer questions without disclosing their identity. This assisted the researcher to learn from respondents about the important suggestions and remarks that helped improve the effectiveness and efficiency of research tools. A pilot survey of 10 respondents was conducted in Nairobi County to assess the validity and reliability of the research instrument.

Analysis of qualitative data was done through thematic analysis and then presentation of the results was done through use of a narrative form. Both inferential and descriptive statistics were used with the help of SPSS (SPSS version) for analysis of quantitative data. In this research Descriptive statistics entailed mean, standard deviation. The research results were presented through the use of tables together with figures which comprised of bar charts together with pie charts. The relationship between the research variables was established through use of regression analysis. The regression model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Whereby:

Y= Project performance;

β_0 = Constant;

β_1 = Coefficients of determination;

X_1 = Stakeholders Involvement;

ε = Error term

3.1. Research Findings and Discussions

The number of questionnaires distributed was 60 in Juja Constituency, Kiambu County. Forty surveys were filled out of the 60 questionnaires, a return rate of 66.67%. Out of 60 questionnaires that were distributed 20 questions were not answered, and the proportion of non-response was 33.33 percent. The return rate was included for analysis as a feedback rate of 50% is regarded appropriate for data analysis.

3.2. Stakeholder Involvement in CDF Project Performance

The study sought to determine the influence of stakeholder involvement in CDF project performance in the Juja constituency. The participants were required to identify their agreements and disagreements stating where they should be applied. The results from the respondents indicated that the participation of stakeholders in planning of CDF projects had a mean of 3.5372. The engagement of stakeholders in decision making process had a mean of 3.6090. Stakeholders' involvement in developing monitoring and evaluation instruments for CDF projects had a mean of 3.6455. Stakeholders' involvement in accounting over the use of CDF developing instruments had mean of 3.7521. With a mean of 3.6359 and a standard deviation of 0.6555, the respondents indicated that the impact of stakeholder involvement on the success of CDF projects in Juja is significant as it guarantees the contributions and decisions of stakeholders are included in the project. This study therefore agrees with the study of Amoiti (2012) whose findings showed that the partaking of stakeholders in CDF projects essential in execution aspects.

	Mean	Standard Deviation
Stakeholder participation in planning of CDF projects	3.5372	.94104
Stakeholder involvement in decision making process of the CDF projects	3.6090	.52534
Stakeholder participation in developing Monitoring and evaluation tools for CDF initiatives	3.6455	.67466
Stakeholder participation in the accountability of CDF initiatives by using M&E tools	3.7521	.48100
Average	3.6359	0.6555

Table 1: Stakeholder involvement in CDF Project Performance

3.3. CDF Projects Impact Performance

The study sought to identify the performance of the CDF initiatives. The CDF Project Performance Summary shows that respondents agree that majority of CDF projects that are carried out have good results, which is why the community's growth is mostly accountable (3.8285). The results also indicated with a mean of 3.4737 that CDF projects are economical. In addition, Project M&E and PMC Committees help to hold project managers accountable so that CDF projects are reliable (3.3479). The respondents were neutral on the statement indicating that projects are finished at the time specified (3.1880). Despite the agreements, the primary discrepancy is the quality of the projects as indicated by a mean of 1.8919. CDF projects can therefore be identified to be cost effective, and the contribution towards the growth of the community.

On the other hand, aspects that include timeliness, reliability, accountability and leadership need more improvement. The management of the CDF project has to ensure that the network of the project is monitored and maintained against shortcomings that include cost, quality and the duration of the project. To successfully attain the above, the management of the project makes use of credible M&E systems so as to acquire feedback towards arising and potential problems in the project.

	Mean	Std. Dev
CDF project quality is great.	1.8919	1.387546
Projects completed at given time.	3.1880	1.27235
Reliable CDF projects.	3.3479	.98570
Monitoring and Evaluation committee aid to keep project management accountable.	3.4676	1.0225
Cost effectiveness of CDF projects.	3.4737	.76348
Community growth can be identified and good performance of the CDF projects.	3.8285	.72472
Average	3.1868	1.0246

Table 2: CDF Project Performance

3.4. Inferential Statistics

The study used both regression and correlation analysis to assess the effect of the independent variables (stakeholders' involvement) on the dependent variable (performance of the CDF projects).

3.5. Correlation Analysis

Pearson product-moment correlation coefficient was used to determine the strength of association between independent variable (stakeholder involvement) and dependent variable (Project performance). The results were as shown in Table 3. The results show that there is a positive and significant association between stakeholder involvement and performance of the CDF projects in Juja constituency, Kiambu County ($r=0.966$, $p\text{-value}=0.000$). The findings concur with Karanja (2014) argument that stakeholder involvement has a positive association with performance of projects.

		CDF Project Performance	Stakeholder Involvement
CDF project performance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	40	
Stakeholder involvement	Pearson Correlation	.966**	1
	Sig. (2-tailed)	.000	
	N	40	138

Table 3: Correlation Coefficients

3.6. Regression Analysis

This study used regression analysis to assess the relationships between the independent variable (stakeholder involvement in monitoring and evaluation) and the dependent variable (performance of the CDF projects). The R-Squared shows the proportion in the dependent variable that can be explained by the independent variables and the larger the R-squared the larger the effect of the independent variables on the dependent variable. The r-squared for the relationship between stakeholder involvement and performance of the CDF projects was 0.283. This implies that the independent variable (stakeholder involvement in monitoring and evaluation) could explain 28.3% of the dependent variable (performance of the CDF projects). This indicates that 71.7% of the performance of the CDF projects could be explained by other factors which were not put into consideration.

Model	R	R Square	Adjusted R ²	Std. Error
1	0.532	0.283	0.251	0.3395

Table 4: Regression Analysis

The analysis of variance is used to determine whether the regression model is a good fit for the data. It also gives the F-test statistic; the linear regression's F-test has the null hypothesis that there is no linear relationship between the two variables. As shown in Table 5, the F-calculated (22.727) was greater than the F-critical (3.84) and the p-value (0.000) was less than the significance level (0.05), which implies that the model is a good fit for the data and hence can be used to predict the effect of stakeholder involvement in monitoring and evaluation on the performance of the CDF projects.

Model	Sum of Squares	df	Mean	f	Sig.
Regression	111.63	1	111.634	22.727	0.000
Residual	186.66	38	4.91197		
Total	298.29	39			

Table 5: Analysis of Variance

The coefficients or beta weights for each variable allows the researcher to compare the relative importance of each independent variable. In this study the unstandardized coefficients and standardized coefficients are given for the multiple regression equations. However, discussions are based on the unstandardized coefficients.

From the results the regression model was;

$$Y = 3.670 + 0.647X_1$$

The findings, as depicted in Table 6, show that the performance of the CDF projects will be having an in index of 3.670 when stakeholder involvement in monitoring and evaluation is held constant. In addition, the Beta coefficient was 0.647 for the relationship between stakeholder involvement in monitoring and evaluation and the performance of the CDF projects. This shows that a unit improvement in stakeholder involvement in monitoring and evaluation would lead to a 0.647 improvement in the performance of the CDF projects. The relationship is significant as the P-value (0.000) was less than the significance level (0.05). The findings agree with Chitere and Ireri (2006) observation that stakeholder involvement in monitoring and evaluation has a significant effect on performance of the CDF projects.

	Unstandardized Coefficients	Std Error	Standardized Coefficients	t	Sig.
	B		Beta		
(Constant)	3.670	1.347		2.725	0.000
Stakeholder involvement	0.647	0.109	0.553	5.936	0.000

Table 6: Coefficient of Determination

4. Conclusions and Recommendations

This study achieved the objective of identifying the significant role of stakeholder involvement in CDF projects in Juja. The findings indicate that stakeholder involvement in M&E activities positively influence the quality of output of Juja CDF projects thus improving project significance.

All parties involved should be properly informed in order to guarantee that meetings are held frequently and that all members participate actively in M&E. Proper involvement and management of stakeholders improves project quality. Management should be involved in every M&E activity and make necessary adjustments if required to ensure CDF projects achieve the set objectives.

5. Recommendation for Further Studies

The study sought to investigate the effect of stakeholder involvement in monitoring and evaluation on performance of CDF projects in Juja Constituency. Due to the limitation to Juja Constituency, the findings of this study cannot be generalized to other constituencies due to differences in levels of stakeholder involvement, types of projects and community needs. Therefore, further studies should be conducted on effect of stakeholder involvement in monitoring and evaluation on performance of CDF projects in other constituencies in Kenya. The study also found that stakeholder involvement in monitoring and evaluation could explain 28.3% of the performance of the CDF projects. The study therefore recommends further studies on other factors affecting the performance of CDF projects in Kenya.

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