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Influence of monitoring and evaluation planning on performance of water supply projects in kakamega county, Kenya

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Abstract
Kenya's Vision 2030 has an ambitious target of ensuring universal access to water and improved sanitation services by 2030. This aspiration is also reflected in the Kenya Environmental Sanitation and Hygiene Policy (KESHP) 2016–2030 that aims to ensure 100% access to improved sanitation services by 2030. Kenya's renewable water resource per capita is projected to fall below the absolute water scarcity level of 500m3 per year by 2030 due to population growth with poor sanitation estimated to cost Kenya's economy Ksh. 27 billion annually. This study seeks to investigate the influence of monitoring and evaluation planning on performance of water supply projects in Kakamega County. The study adopted descriptive research design, which guaranteed ease in appreciating the problem under study. Primary data from staff involved in project monitoring and evaluation of the 28 water supply projects within Kakamega County making a total of 189 formed the target population. A sample size of 128 respondents was used to represent the target population. A self-administered questionnaire was used for data collection. The questionnaire was pilot tested on 5% of the sample size to ensure that it was manageable, relevant and effective. Pearson correlation analysis showed that there was a general moderate positive relationship between monitoring and evaluation planning and performance of water supply projects in Kakamega County. Combined multiple regression analysis revealed that there was a significant positive relationship between monitoring and evaluation planning and performance of water supply projects in Kakamega County. It was concluded that monitoring and evaluation planning had an influence on performance of water supply projects in Kakamega County. It is recommended that the County Government of Kakamega should come up with clear policies and guidelines to ensure mandatory monitoring and evaluation planning in all water projects in the county.

Keywords: monitoring and evaluation, planning, performance, water supply projects

1. Introduction

1.1 Background of the Study

The UN Special Rapporteur on the human right to safe drinking water and sanitation has identified the provision of drinking water, sanitation and hygiene as an important means for advancing human rights (UN Special Rapporteur on the Human Right to Safe Drinking Water and Sanitation, 2012) [18]. The 2014 UN-Water GLAAS report, a biannual survey, identified less than one third of 94 countries have policies, plans, and coverage targets in place for schools and healthcare facilities (WHO, 2014). National and international monitoring of water projects is important to inform policy and investment strategies, to benchmark service quality, and to measure, compare and report progress among countries (Bradley & Bartram, 2013) [3]. A framework that links monitoring and evaluation at different levels (e.g. county, national, and international) allows for efficient data collection that is useful to multiple stakeholders (Bradley & Bartram, 2013) [3]. Within such a framework, there is a need for robust indicators and definitions to understand status and trends in coverage which enables effective and efficient targeting of financial resources (WHO/UNICEF, 2014).

Countries such as the United States of America have been able to achieve successful development because they have put in place effective and efficient systems that track achievement of development objectives (Katharine & John, 2011) [8]. In the United States of America, the last two decades have noted an increased interest in outcomes based performance monitoring and evaluation of policies and development programs under the administrations of three successive Presidents, namely, Bill Clinton, George W. Bush and Barrack Obama (Katharine *et al*., 2011) [8]. The evolution of monitoring and evaluation in France has been grouped into several distinct phases for the purpose of clarity, and it does help to show how ideas have generally evolved and how expectations have expanded over the years (Roger & Tim, 2008) [16]. In China, there are special officers in the government to coordinate monitoring and evaluation process (Angus & Mohammed, 2014) [2].

Developing countries are performing some kind of regular monitoring and evaluation activities, these ranges from comprehensive national evaluation systems in countries such as India and Malaysia to basic monitoring and evaluation of selected projects in many countries in Africa and the Middle East (Zvoushe & Gideon, 2013) [20]. All major donors, such as the World Bank, the Asian Development Bank and the bilateral aid agencies have been expressing concerns on the issue of large number of projects being implemented at huge costs yet experience difficulties with sustainability and performance (Khan, 2012) [9].

Rural areas in Africa remain severely disadvantaged without sustainable water supply projects. Only 47% of the rural population of sub-Saharan Africa has access to an improved

water source (UN, 2010). According to Paulinus and Iyenemi (2014) [13], poor performance of projects in Nigeria and Ghana depended on the lack of project monitoring and evaluation practices including planning. Sustaining a functional rural water supply infrastructure has been a challenge in Sub-Saharan Africa. In Tanzania, nearly half of rural water points are not functional and about 20% of newly constructed water points become non- functional within one year due to lack of monitoring and evaluation practices and specifically planning. Rural citizens soon return to traditional, unimproved water sources and endanger their health and well-being (Gine & Perez-Foguet, 2008) [7].

Kenya is a water-scarce country with an estimated total renewable water resource per capita of 692m3 per year against the recommended minimum of 1,000m3 per capita per year. Kenya's renewable water resource per capita is projected to fall below the absolute water scarcity level of 500m3 per year by 2030 due to population growth with poor sanitation estimated to cost Kenya's economy Ksh. 27 billion annually (World Bank, 2012) [18]. The performance and sustainability of water supply projects has been prophesied as a promising direction for a variety of communities in Kenya (Dube, 2012) [6]. Formal monitoring and evaluation systems as practiced in Kenya have not fully been incorporated in the government projects control systems (Abdulkadir, 2014) [1]. Kenya's Vision 2030 has an ambitious target of ensuring universal access to water and improved sanitation services by 2030. This aspiration is also reflected in the Kenya Environmental Sanitation and Hygiene Policy (KESHP) 2016–2030 that aims to ensure 100% access to improved sanitation services by 2030 (Republic of Kenya, 2016) [15]. Adequate availability of water is critical for sustainable economic growth and reduction of poverty - currently estimated at 36.1% of Kenya's population (Republic of Kenya, 2017) [14].

In 2018, the Governor of Kakamega County Hon. Wycliffe Ambetsa Oparanya appointed among others two County Chief Officers, one in charge of Economic Planning and the other in charge of Service Delivery. This was aimed at strengthening monitoring and evaluation activities of County projects among them water projects. To actualize Hon. Oparanya's manifesto and slogan of *Amatsi khumuguru* (potable water close to the doorstep), Kakamega County Urban Water and Sanitation Corporation was established through the Kakamega County Water Act, 2019 to serve urban areas (Kakamega County, 2019) [4] while the Kakamega Rural Water and Sanitation Corporation was at the final stages of being established to serve rural households within the County.

1.2 Statement of the Problem

Kenya's Vision 2030 has an ambitious target of ensuring universal access to water and improved sanitation services by 2030. This aspiration is also reflected in the Kenya Environmental Sanitation and Hygiene Policy (KESHP) 2016–2030 that aims to ensure 100% access to improved sanitation services by 2030 (Republic of Kenya, 2016) [15]. Kenya is a water-scarce country with an estimated total renewable water resource per capita of 692m3 per year against the recommended minimum of 1,000m3 per capita per year. Kenya's renewable water resource per capita is projected to fall below the absolute water scarcity level of 500m3 per year by 2030 due to population growth with poor sanitation estimated to cost Kenya's economy Ksh. 27 billion annually (World Bank, 2012) [18]. Access to improved sanitation services in Kenya increased in 29 counties with significant improvements being achieved in Kisumu, Tana River and Tharaka Nithi between 2009 and 2015/16. By contrast, the proportion of households with access to improved sanitation services reduced in 18 counties, with significant reductions in Kakamega, Vihiga and Trans Nzoia. This study therefore sought to investigate whether monitoring and evaluation planning has an influence on performance of water supply projects in Kakamega, Kenya.

1.2.1 Objective of the Study

The specific objective of this study was to investigate the influence of monitoring and evaluation planning on performance of water supply projects in Kakamega County.

2.2 Literature Review

2.2.1 Program Theory

The focus of this theory is on how to bring about change, and who is responsible for the change. Program theory provides tools to control influential areas in monitoring and evaluation (Sethi & Philippines, 2012). According to Lipsey (2011), program theory is a proposition with regard to transformation of input into output. Program theory consist of an organizational plan on how to deploy resources and organize the activities of the program activities to warrant that the planned service system is established and at the same time maintained (Rossi, 2012).

Uitto (2010) illustrates the benefits of using theory-based framework in monitoring projects such as water supply projects. It includes the ability to attribute project outcomes of specific projects or activities as well as identification of anticipated and undesired program outcomes. Theory based monitoring and evaluations as such enables the expert to understand why and how the program is performing in a certain way (Rossi, 2012). The theory applied in the input output model to monitor performance, communicate findings and improve project performance.

2.2.2 Monitoring & Evaluation Planning

Monitoring and evaluation planning is considered as one of the key apparatus that partners use to guarantee that undertakings are effective (Naoum, Fong & Walker, 2004). Monitoring and evaluation planning as the precise course of action of venture assets in the most ideal route in order to accomplish targets (Faniran, Love & Smith, 2000). Strategic planning has been likened with organizational changes globally (Pearce & Robison, 2012). A strategic plan is an arrangement of procedures attempted so as to build up a scope of methodologies that will add to accomplishing the authoritative heading (Srivastava & Teo, 2012). According to Thompson and Strickland (2012), methodology plan and usage are center administration capacities.

There are three levels of monitoring and evaluation planning, specifically: the end-client level of planning where planning centres for the most part around the utilitarian attributes of the venture and the finished result, the second level is the specialized level that spotlights on the specialized determinations of the venture expectations that are expected to help the practical necessities, and the last level is the venture administration level which concentrates on arranging the exercises and procedures that

should be completed to guarantee that the specialized work continue adequately (Dvir, Raz & Shenhar, 2003). A well prepared and executed monitoring and evaluation will contribute to both project outcomes and international standards of doing things (Jha *et al*., 2010).

Techniques can be planned in three levels that is; corporate, business and practical level. In a water supply project circumstance, the choices and systems are made by the Board of Directors or Project Management Committee. Heads of divisions settle on choices on business level procedures, offer initiative and assume a key part in detailing of key targets in their organizations/projects. Before methodology definition is done, the management must dissect the earth utilizing instruments, for example, SWOT investigation, PESTEL examination, Stakeholder analysis, Porters five powers show, contender examination, client examination among others (Aldehayyat, Al Khattab & Anchor, 2011). A venture will be considered absolutely effective on the off chance that it efficient service (Kikwasi, 2012).

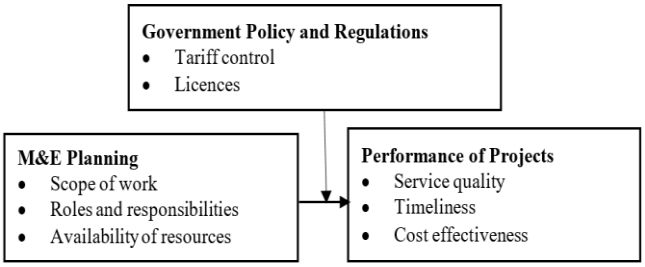
In project maintenance, Gwayo *et al*. (2014) posits that there is a growing concern regarding the reasons why the requisite objectives are not achieved as per the projects' client's expectations. Muchung'u (2012) avers that some projects take as many as three years before they are completed; a scenario that is usually accompanied by huge cost overruns. The above-mentioned has resulted in evitable cost overruns, time overrun, idling resources, and also inconveniences to the targeted beneficiaries of such projects (Kikwasi, 2012). Spinner (1981) reiterated that some organizations do not spend sufficient time and efforts on planning and controlling the project. Further planning should indicate when and how often data will be collected as well as who is responsible for compiling and disseminating reports to the organization, the beneficiaries or even the donors as part of coordination Crawford and Bryce (2003).

A study by Prabhakar (2008) pointed that monitoring and evaluation was one of factors leading to project success. Likewise Papke-Shields *et al*. (2010) also noted that the probability of achieving project success seemed to be enhanced among other factors, by constantly monitoring the progress of the project. According to their study, monitoring and controlling was relevant in management of project scope, time, cost, quality, human resources, communication and risks. In agreement, Hwang and Lim (2013) also established that monitoring and evaluation, budget performance, schedule performance and quality performance could lead to project success.

Ika *et al.* (2012) carried out a regression analysis which shows that there was a statistically significant and positive relationship between each of the five Critical Success Factors and project success. The five critical success factors include monitoring, coordination, design, training and institutional environment. He further explained that, consistent with theory and practice, the most prominent CSFs for project supervisors are design and monitoring and evaluation. Hence Ika *et al.* (2012) ranks monitoring and evaluation highly as one of the major project success factors. A research carried out by Ika *et al.* (2010) established that project success was insensitive to the level of project planning efforts but on the other hand ascertained that a significant correlation does exist between the use of monitoring and evaluation tools and project "profile," a success criterion which was an early pointer of project long-term impact. Once again Ika *et al*. (2010) accentuates that monitoring and evaluation is even more critical than planning in achievement of project performance.

Similarly one of the components of the project management methodology whose main aim is to achieve project performance was monitoring project progress (Chin, 2012). There seems to be consensuses across the project management field of study in the statement that monitoring and evaluation is a major contributor to project performance. The relationship between these project managers and project clients within a project can be the main attributable factor to success or failure (Makins, 2011). Great clients ensure that project has the right resources to get work done and great project managers articulate clear vision on resource requests and right size needed in projects implementation (Pacelli, 2009). Effective clients are an advocate, coach and battering ram for the project and effective project managers know how to leverage a client and listen to the client's counsel (Pacelli, 2009).

2.3 Conceptual Framework



3.1 Research Design

Creswell (2009) [5] defines research design as plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari & Garg, 2014) [11]. Descriptive research design was used in this study. This design is appropriate for this study since Kothari and Garg (2014) [11] note that descriptive research design is used for those studies which are concerned with describing the characteristics of a particular individual or groups for instance project managers (Kothari & Garg, 2014) [11].

3.2 Target Population

According to Kothari and Garg (2014) [11] population refers to all the items under consideration in any field of inquiry. Target population includes all the members real or hypothetical set of people, events or objects to which researchers wish to generalize the results of their research (Singleton & Strait, 2010) [17]. The target population for this study included 189 employees and project management committee members involved with a day to day running of water projects in Kakamega County.

3.3 Sampling Frame

A sampling frame consists of a list of items from which the sample is to be drawn (Kothari & Garg, 2014) [11]. The sampling frame of this study consisted of 189 employees and project management committee members involved with a day to day running of projects as shown in Table 3.1

Table 3.1: Population Sampling Frame

Name of Water Project	Population of Senior Staff	Population of Support Staff	Sample Size of Senior Staff	Sample Size of Support Staff	Study Sample Size
Shitoli	2	11	1	8	9
Malinya	-	4	-	3	3
Sigalagala-Bukura	2	6	1	4	5
Muhranda	1	5	1	3	4
Shinyalu	1	6	1	4	5
Misango	1	4	1	2	3
Mwihila	1	5	1	3	4
Khwisero	2	9	1	6	7
Mutoma	-	3	-	2	2
Butere	1	6	1	4	5
Mabole	-	4	-	3	3
Koyonzo	-	3	-	2	2
Matungu	1	7	1	4	5
Khalaba	-	4	-	3	3
Shianda	1	4	1	2	3
Musanda	-	3	-	2	2
Mumias	2	9	1	7	8
Kakamega	5	27	3	19	22
Eshisiru	-	3	-	2	2
Centre	-	3	-	2	2
Navahkolo	1	6	1	4	5
Obulamu	-	3	-	2	2
Malava	1	6	1	4	5
Kipkaren	1	6	1	4	5
St Cecilia	1	6	1	4	5
Soyi	1	4	1	2	3
Lumino	-	2	-	1	1
Kongoni	-	4	-	3	3
Total	25	163	19	109	128

Source: Department of Water, Environment and Natural Resources, CGKK (2019)

3.4 Sample and Sampling Technique

According to Kothari (2010) [10], a sample is a section of a population that is selected for examination and analyses and used to make inferences to the population from which it is obtained. Sampling technique is the process of selecting respondents that constitute a sample (Kothari & Garg, 2014) [11]. Since the target population (189) is less than 10,000, Yamane (1967) [19] statistical formula was employed as follows:

N = N/ (1+N (e) 2)
Where;
n: Sample size
N: Population under study
e: Margin error (0.05)
1: Constant

A margin error of 0.05 was used to compute the sample size, which according to Yamane (1967) [19] gives the largest sample size at a given confidence level. Substituting the margin error of 0.05 and the target population of 189 in the formula above gives a sample size of 128. This study therefore used a sample population of 128 respondents for data collection which represents 68 percent of the target population as shown in Table 3.1 above. This sample size is considered sufficient since Mugenda and Mugenda (2003) [12] proposes that a sample of 10 percent of population is considered the minimum for a descriptive research.

4.1 Data Analysis and Presentation

4.1.1 Reliability Test Results

The reliability for multi-item opinion items were computed separately for the two subscales in the questionnaires, as shown in Table 4.1. The Cronbach's alpha revealed that the instruments had adequate reliability for the study.

Table 4.1: Cronbach's Alpha Results

Scale	No. Items	Cronbach's alpha	Conclusion
M&E Planning	12	.841	Reliable
Performance of Projects	9	.865	Reliable

From Table 4.1, it was noted that all items correlated with the total scale to a good degree. On the same note, the internal consistencies for the other subscales in the questionnaire were adequate enough for the study. All the subscales had Cronbach's alpha of greater than 0.7, which is adequate (Pallant, 2007). These findings show that the questionnaires were generally suitable for data collection because they adequately measured the constructs for which they were intended to measure.

4.1.2 Descriptive Statistics for Performance of Projects

A five point rating scale was used to collect the views of respondents. Respondents were presented with nine constructs as indicators of performance of projects where they responded to the statements on a five Likert scale from strongly agree (5) to strongly disagree (1), where 5 was

Translated to indicate very high level of performance and 1 To represent very low level of performance. Further, this data was rigorously interrogated on the basis of percentage frequencies of responses. The interrogation was done thematically and the results were summarized as shown in Table 4.2.

Table 4.2: Performance of Projects

Statement	5	4	3	2	1
Customers are satisfied with the quality of water and sanitation services	29.3%	38.8%	6.7%	11.7%	13.4%
Water and sanitation services provided are reliable	23.1%	33.6%	8.8%	16.6%	17.9%
Customer care platform is well defined in the organization	31.3%	23.5%	8.8%	20.8%	15.6%
Water reconnection and other related services are done promptly	22.5%	21.5%	15.0%	20.5%	20.5%
Application/fixing of new connection is done promptly	31.6%	13.0%	13.4%	32.2%	9.8%
Timeline in project implementation period is adhered to	34.3%	36.3%	4.5%	13.6%	11.3%
The project's revenue collection efficiency is high	30.3%	30.3%	12.0%	19.9%	7.5%
The organization works out the cost against benefit of the project	19.2%	27.0%	15.0%	17.3%	21.5%
The revenue collected is ring fenced back to improve services	29.3%	38.8%	6.7%	11.7%	13.4%

N = 113 **Key:** 5=Strongly Agree, 4=Agree, 3=neither Agree nor Disagree, 2=Disagree, 1=Strongly Disagree

From Table 4.2, respondents generally agreed that monitoring and evaluation planning had a positive effect on performance of water projects. For instance, respondents were in agreement that adherence to timelines in project implementation period contributed largely to performance of water supply projects. This was confirmed by about 71% of the respondents who participated in the study. This is in line with the assertion by Hwang and Lim (2013) that monitoring and evaluation planning, budget performance, schedule Performance and quality performance could lead to project success.

4.1.3 Descriptive Statistics for M&E Planning

Table 4.3 shows the statistical results for M&E planning based on nine opinion statements. The respondents rated the items using: 1= strongly disagree, 2= Disagree, 3=Undecided, 4=Agree and 5=strongly agree. The Likert scale responses were converted to continuous scale data by computing the percentages in each item.

Table 4.3: M&E Planning

Statement	5	4	3	2	1
1. Our project monitoring activities are relevant and adequate	64.5%	24.8%	7.8%	0.3%	2.6%
2. The organization conducts stakeholder's analysis surveys before monitoring and evaluation process	38.1%	51.8%	6.8%	1.0%	2.3%
3. The project scope of work is well understood by the all the stakeholders	44.3%	42.0%	9.1%	2.3%	2.3%
4. Staff roles match their experience and qualifications in the organization	59.3%	31.6%	5.2%	1.6%	2.3%
5. Every member of staff knows his role in the project	45.6%	45.9%	4.6%	2.3%	1.6%
6. There are enough staff to engage in the project	43.6%	46.5%	6.3%	1.9%	1.7%
7. The organization embraces ICT for monitoring plans	23.5%	49.8%	15.3%	8.5%	2.9%
8. There are enough resources to undertake monitoring process	44.3%	44.6%	7.8%	1.3%	2.0%
9. The resources are released on time	35.8%	45.0%	12.3%	4.9%	2.0%

N = 113 **Key:** 5=Strongly Agree, 4=Agree, 3=neither Agree nor Disagree, 2=Disagree, 1=Strongly Disagree

Table 4.3 reveals that M&E planning had a significant effect on performance of water projects. For instance, 90 percent of the respondents agreed that water project monitoring activities were relevant and adequate in Kakamega County. These findings coincide with those of Thompson and Strickland (2012) that methodology planning and costing are center administration capacities that enhance Performance of projects.

4.1.4 Correlation for M&E Planning

A Pearson product moment correlation coefficient was computed, with scores on M&E planning as independent variable and performance of water projects as dependent variable. The scores for both variables, which were collected in form of frequencies, were converted into ratio scaled data by computing mean responses per respondent, where high scale ratings implied high M&E planning and high project performance and vice versa. The correlation analysis result was shown in SPSS output, as indicated in Table 4.4.

Table 4.4: Correlation for M&E Planning

		Performance of projects
M&E Planning	Pearson Correlation	.683**
	Sig. (2-tailed)	.000
	N	113

**. Correlation is significant at the. 01 level (2-tailed).

The finding showed that there was a significant positive ($r=.683$, $n=113$, $p<.05$) relationship between M&E planning and performance of water projects as indicated in Table 4.8. The findings resonates well with the assertion by Srivastava and Teo (2012) that there is a positive relationship between strategic planning that builds up a scope of methodologies that will add to accomplishing of project objectives.

4.1.5 Regression Analysis for M&E Planning

To estimate the level of M&E planning on performance of water projects, a coefficient of determination was computed. This was done using regression analysis and the results were as shown in Table 4.5.

Table 4.5: Model Summary of Planning on Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.604[a]	.365	.361	.51775

a. Predictors: (Constant), M&E Planning

From Table 4.5, it can be seen that R-value is 0.604. Therefore, R-value (.604) for M&E planning suggested that there is a strong influence of M&E planning on performance of water supply projects. It can also be observed that the coefficient of determination, the R-square (R^2) value is 0.365, which represents 36.5% variation of performance of water projects as a result of M&E planning. To determine whether M&E planning was a significant predictor of performance of water projects, Analysis of Variance (ANOVA) was computed as shown in Table 4.6.

Table 4.6: ANOVA – M&E Planning on Performance of Projects

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.8	1	23.4	87.291	.000[b]
	Residual	81.493	112	.268		
	Total	128.293	113			

a. Dependent Variable: Performance of Projects b. Predictors: (Constant), M&E Planning

From Table 4.6, it can be noted that M&E planning was a significant predictor of performance of water projects [F (1, 112) = 87.291, p <. 05)]. This means that M&E planning was a significant predictor of performance of water projects. From the results it was clear that M&E planning explained a significant amount of the variance in the value of performance of water projects.

4.2 Linear Regression for M&E Planning and Performance

The study sought to establish a linear model that could be used to describe the optimal level of performance of water projects in Kakamega County, factoring the variable of monitoring and evaluation planning. This was suitable because it could help to investigate how well monitoring and evaluation planning was able to predict the level of performance of projects, in line with the views held by Oso and Onen (2009). The SPSS output is shown in Table 4.7

Table 4.7: Regression Coefficients

Coefficients[a]						
Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.409	.107		3.838	.000
	M&E Planning	.326	.072	.303	4.546	.000

a. Dependent Variable: Performance of Projects

From the standardized coefficient result of the regression shown in Table 4.7, the following regression equation was derived;

$Y = 0.409 + 0.303X + \varepsilon$

Where:

Y = Performance of Projects

X = M&E Planning

ε = Stochastic disturbance error term.

5.1 Conclusion

The objective of this study was to investigate the influence of M&E planning on performance of water supply projects in Kakamega County. Descriptive statistics showed that M&E planning had a considerable effect on performance of water supply projects. According to Pearson correlation analysis, there was a significant positive correlation between M&E planning and performance of water supply projects. A standard regression analysis revealed that M&E planning contributed significantly to the explanation of performance of water supply projects. Given that the regression results demonstrated the existence of significant relationship between M&E planning and performance of water supply projects, it was therefore concluded that M&E planning had a significant effect on performance of water supply projects. This therefore implies that an increase in M&E planning enhances performance of water supply projects.

5.2 Recommendations

The study is a justification of the fact that the role of monitoring and evaluation planning cannot be underestimated and contributes to improved performance of water supply projects. In view of the findings of this study, it was concluded that there was a statistical significant relationship between M&E planning and performance of water projects. It is therefore recommended that the Kenyan and Kakamega County governments should provide clear guidelines, clear policies and dedicated establishments to ensure approval requirements for monitoring and evaluation planning of all projects. It should be a mandatory requirement for project managers to develop comprehensive strategic plans to guide them during the project cycle.

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