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Omanyo, C. O., & Otysulah, J. O.

The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com
Vol. 8, Iss. 1, pp 791 – 803. March 16, 2021. www.strategicjournals.com, ©Strategic Journals

IMPACT OF MONITORING PRACTICES ON THE PERFORMANCE OF MODERN MARKET PROJECTS IN THE COUNTY GOVERNMENT OF KAKAMEGA

Omanyo, C. O., [1*] & Otysulah, J. O. [2]

[1*] Masters Student, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya
[2] Ph.D, Lecturer, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

Accepted: March 14, 2021

ABSTRACT

The paper established the impact of monitoring practices on the performance of modern market projects in the County Government of Kakamega. This study was guided by Resource based theory, Stakeholders theory and The Theory of Constraints. The study employed use of descriptive research design in primarily to accomplish the research objectives. The accessible population for the study was Sub County Market administrators and Number of mapped traders in Lurambi and Mumias West Sub Counties of the County Government of Kakamega. Sample size was computed using the Fishers formula. Stratified sampling technique was applied to select respondents from each stratum. The researcher employed the use of questionnaire to collect data from participants. The collected data was assigned codes and entered into the Statistical Package for Social Sciences (SPSS) program according to each variable of the study for proper analysis. Descriptive statistics was done by using frequency percentages, means and standard deviation of each variable. From the results, performance in modern market projects in Kakamega County was explained by monitoring practices. The study forms a basis of reference by interested parties in future. The study is likely to benefit, sub county development committees, county government planning officials, NGOs, procurement officers, state department of Planning at the national treasury and prospective researchers in this area of study.

Key Words: *Monitoring Practices, Modern Market Projects, Performance*

CITATION: Omanyo, C. O., & Otysulah, J. O. (2021). Impact of monitoring practices on the performance of modern market projects in the County Government of Kakamega. *The Strategic Journal of Business & Change Management,* 8 (1), 791 – 803.

INTRODUCTION

In an increasingly global society, projects are no longer bound by borders, bringing both interconnectedness and a complexity. (AIG, 2014) By 2030 more than 55 percent of the Asian population will live in cities, furthermore the United Nations (UN) predicts the global urban population to top 6.25 Billion by 2050, 80 percent of whom are anticipated to live in cities within Africa and Asia. (ADB, 2012). Global economic growth will encounter great challenges in future if it is not matched with infrastructure development.

Regionally, Egypt started as early as the Pharaoh's regime whereby the country was divided into 7 sub development units. In these units, they make laws in relation to national laws, projects were implemented with deficit financing from the central government. Several projects have so far stalled due to various prevailing constraints namely, insufficient finances, poorly developed projects, political instability, radicalization of youths, strained natural resources. The World Bank, 2012 reported that after the Arabic spring up to 95% of the planned development projects in Egypt have stalled, while 67% of major infrastructural projects have been destroyed.

The Kenyan population and its agricultural activity are heavily concentrated in the southern half of the country, along the corridor adjoining Mombasa to Nairobi and then onto Kisumu and into Uganda. The Northern half of the country by contrast is sparsely populated and characterized by fragmented infrastructure coverage. To meet it's most pressing infrastructure needs and catch up with developing countries in other parts of the world. Kenya needs to expand its infrastructure assets. Kenya's infrastructure spending needs are absolutely high, and even more so relative to GDP (Calderon, 2009)

The public sector and overseas development aid to Kenya, each account for one quarter of current capital expenditure. Kenya's infrastructure funding gap amounts to USD 2.1 Billion per year that's about 11 percent of Kenya's GDP. The funding gap could be addressed only by raising additional finance or alternatively adopting lower cost technologies or far less ambitious targets for infrastructure development. With the overall funding envelope, it will be very crucial to carefully prioritize infrastructure investments. Considering the magnitude of the country's funding gap, it will not be possible to resolve all pending infrastructure issues at once, hence the need to identify priorities (Calderon, 2009)

For effective operation of devolved functions, the county governments will need financing which may be from a variety of sources. The sources of county government revenue in Kenya include: locally generated revenue, revenue received from the national government and revenue from external sources. Article 209(3) of the constitution of Kenya, (2010) authorizes the county governments to impose two types of taxes and charges. These sources of county government revenue in Kenya are property rates and entertainment taxes. The devolved governments can also impose charges for any services they provide in accordance with the stipulated laws. (PFM Act, 2012) Some more types of these local revenue sources include rates, single business permits, parking fees, building permits and fees from billboards and advertisements. All these sources of county government revenue in Kenya constitute the local revenue.

The equitable share is the money parliament shares vertically between the national and the county governments. These transfers are typically allocated from a specific revenue source (County revenue Fund) that is controlled by the national government (Blazek, 2005). The money comes from the ordinary revenue the national government raises nationally. The senate then allocates the equitable share for the counties from the vertical share horizontally among the 47 counties. (PFM Act, 2012)

The equitable share is the biggest of the resources of county Governments revenue in Kenya. It should not be less than 15% of all the revenue raised by the national government. (PFM Act, 2012) The most recent audited revenues by the parliament forms the basis for this threshold of 15%. The senate uses

a revenue sharing formula developed by the commission on revenue allocation (CRA) to divide the equitable share among the counties. The equitable share to the counties is unconditional. That is the county governments can spend the money without any restrictions from the national government.

The county governments can receive additional allocations from the national government's equitable share of allocations, these additional allocations are known as conditional grants. They are conditional when the national government imposes restrictions on how county governments will spend them. They are unconditional when the national government does not impose any restrictions on their expenditure. Most of these additional allocations are conditional allocations/grants. (PFM Act, 2012).

The county governments should spend the funds on specific items on their budgets. They cannot divert them for other purposes i.e. funds for level 5 hospitals cannot be used for other sources. The conditional grants include the equalization fund article (204) (Constitution of Kenya, 2010) that benefits certain areas that CRA recognizes and categorizes as marginalized. Other examples are money for level five hospitals, compensation for user fees forgone (reimbursements for services county hospitals render) and fuel levy fund for maintaining county roads.

Loans as sources of county government revenue in Kenya may come from external sources or private lenders. The external sources include: foreign lenders such as multinational corporations (IMF, World Bank e.t.c) the private lenders include commercial banks and other financial institutions. The county governments can borrow or access loans which they repay with interest (PFM Act, 2012). However the counties must meet two conditions in order to access the loans. First they can only access a loan if the national government guarantees the loan. That is the national government should be willing to repay the loan if the county government fails. Secondly the county assembly must approve the acquisition of any loans.

Donor funding as one of the sources of county revenue in Kenya involves aid from international donors. Some donors will first assess the capacity of the counties systems and structures to handle those funds before funding can be approved. They also consider if the potential recipient has experience and knowledge to meet deliverables (Ali, 2012). The donors provide the aid in form of loans and grants. Such international organizations include, USAID, DFID and DANIDA etc.

The county revenue fund in Kenya exists under article 207 of the Kenyan constitution. This is under chapter 12 of the constitution on Public finance. Section 109 of the public finance management act (PFM Act, 2012) expounds further on the county revenue fund. The article stipulates that the county revenue fund should be established to receive all money raised or received on behalf of the county government. However this excludes any money that an act of parliament may exclude from being paid reasonably to the county revenue fund. (County Government Act, 2010)

The fund for every county resides at the central bank of Kenya. Brown, (2011) indicated that the aim of devolution was to bring about a reduction in the size and influence of the national government. It may also be referred as the county Exchequer account. The county treasury is in charge of the fund. It should ensure that all money raised or received by or on behalf of the county government is paid into the account/Fund. All the sources of county revenue in Kenya should be deposited in the county revenue Fund. Funds excluded from the Fund include the Appropriation in Aid (AIA), which is received by county departments when they offer services. (PFM Act, 2012)

According to a Government of Kenya report, (GOK, 2014) the country has made significant improvement on infrastructural projects, education, mining projects, water projects since the promulgation of the new constitution in 2010. The

47 county governments have had their own projected development plans fully or partially funded and supplemented their funding with national government allocations, to the tune of 35% of the national budget. A further study by the ministry of devolution, 2013 noted that counties have made significant improvements on development projects especially ICT related development projects. The report gives examples like Machakos and Bungoma counties have repaired, maintained and developed major road links in the FY 2013/2014. The refurbishment of the Machakos stadium and Meru stadium were major examples cited of works done by devolved governments. In Kakamega for example, the road terminal joining Kisumu road was carpeted at a cost of 110 Million being part of revenue collected by the county government. Implementation of infrastructure projects in the 47 county governments recorded a failure rate of 55% due to a variety of prevailing conditions like insufficient finances, politicization of development projects, insecurity, obsolete technologies, low levels of community participation (GOK, 2013).

Kakamega County is located in the Western part of Kenya and borders Vihiga County to the South, Siaya County to the West, Bungoma and Trans Nzoia counties to the North, Nandi and Uasin Gishu counties to the east. The county covers an area of 3,020 Km2 and is the fourth populous county after Nairobi 4.3Million, Kiambu 2.4 Million, and Nakuru 2.1 Million. The county administrative units comprise 13 sub counties, 60 wards 187 village units and 400 community areas. According to the 2019 population and housing census the county population was 1,867,579 consisting of 897,133 Males and 970,406 Females. (KNBS, 2019) The county has a population growth rate of 2.5%. Similarly the county has a population density of 618 persons per square kilometer. The county government had a budget of Kshs 12,905,263,573.00 for the financial year 2017/18 after approval of the supplementary budget comprising Kshs 5,624,385,976 (44%) for development expenditure and Kshs 7,280,877,597.00 (56%) for recurrent expenditure. Of the development budget the county delivered projects worth Kshs 4,334,670,884.00 representing 82% and overall expenditure for the county was Kshs 11,564,266,806.00 against a budget of Kshs 12,905,263,573.00 representing 90% utilization.

Statement of the Problem

There has been a history of problems with most of the previous devolved funds, the CDF being the most recent. Most county governments have been left behind in development at their comfort zones because of various factors that have led to imbalance in regional development projects (Legal and Human rights Centre, 2014). The constitution of Kenya, 2010 has bestowed great authority to the devolved units with respect to revenue collection through rates and taxes. The county governments impose the rates and taxes in their jurisdictions through the Finance act (PFM Act, 2012) Because of inadequate staffing levels, institutional weaknesses, and lack of political support, there's a vast gap between the targets of own source revenue by Law and those actually realized and reported to the Central government (Robbins, 2005). Since the operationalization of the 47 devolved units in Kenya seven years have lapsed. In as much as it may be early to begin pointing out the various challenges in implementation of devolution, it is important to keep the management of these county governments regularly in check, simply because revenues collected from Wananchi's hard work is placed solely in their hands to manage. Arriving at social and political stability, requires a close link between the political leaders, development leaders, project managers, religious leaders, strategic planners and the local citizens (Harch, 2010)

It has become a common scenario to hear and/or see governors put the national government on the spot for failure or delay in remitting the county revenue funds. Many projects have so far been stalled due to the same allegations above. Alga, (2010) posits that for projects to benefit the total population, devolution of operations and

implementation of development projects is inevitable and has to be taken into reality. There's also the clamor for increase of the County revenue funds from the current 15% of annual audited national Government revenue collection to between 30-45%, by our elected political and county officials. These they argue, that the 15% is insufficient to adequately address the development issues at the counties. Contrary to that, the COB in its latest report pointed out various challenges on preparing of the Annual County Budgets Implementation review reports citing; high expenditure on personnel emoluments, delay in submission of Financial reports by county treasuries to the COB contrary to section 166 and 168. (PFM Act, 2012)

Most devolved units have constructed Modern markets in various forms with a view to move their Micro and Small scale enterprise traders in them. The modern markets are equipped with electricity connections for lighting, lockable shelves for storage and clean piped water for use by the traders for washing their produce. This strategy when well executed guarantees good health and sanitation to the general public, in comparison to the makeshift kiosks and 'vibandas' previously used by the traders.

With all these benefits, there's still reluctance by the traders to embrace the market shades and stalls. Why is it so, could it be a case of market structures built away from the general public who would rather buy goods along the roads/walk ways, or is it the cost of renting the stalls which could be way above the "Mama Mboga's " reach? There lies the problem whose solution will be derived from the findings of this study. According to the World Bank, (2013) 45% of projects in counties were struggling, while only 21% of intended projects were effectively implemented, while the rest were abandoned of failed. A project may be deemed successful by a client while an end user finds it unsuccessful (Toor & Ogunlana, 2010) There is however general agreement that project success involves both efficiency and effectiveness (Belout & Gauvueau, 2004). As a result there is a research gap that needs to be carried out on successful project management with a focus on local county funded infrastructure projects, due to a raft of perceptions as illustrated in this section regarding project success. This study highlighted and brought about an understanding of what essentially project success is.

Study Objective

This study established how monitoring practices impact the performance of modern market projects in the county government of Kakamega. The study was guided by the following research hypothesis;

- H_0 There is no relationship between Monitoring practices on the performance of modern market projects in the county government of Kakamega.

LITERATURE REVIEW

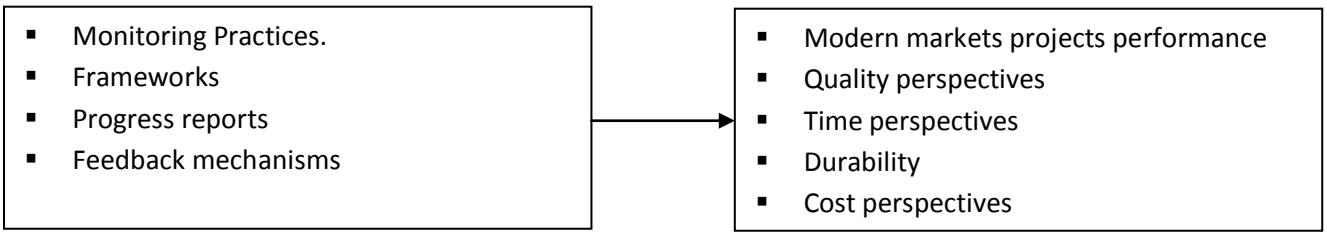
Three theories were identified to significantly guide this study. They are: Theory of Constraints (TOC), Resource Based Theory and Stakeholder theory.

The constraints theory recognizes that a small number of constraints prevent any management system from achieving more of its goals. There is always at least one constraint, and the theory employs what is called a focusing process to identify that constraint, and then restructures to address it. There's an old idiom that says 'A chain is no stronger than its weakest link'. Therefore the theory seeks to find that link and improve on its vulnerability. This applies to processes, organizations, individual team members; whatever is a risk to the successful implementation of the project. The theory was introduced as a management philosophy in 1984 with the publication of the Goal by Eliyahu M. Goldratt an Israel business management expert. Similarly, the concept was replicated in Germany in the early 1960s by Wolfgang Mewes. In this theory (TOC) before any goal is achieved there are conditions that must be met such as safety, Quality, and Legal obligations. Zeynep et al., (2014) mentioned in their study 'Theory of constraints: A literature review'

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

that, organizations struggle to survive in a global competition. TOC views processes as rings of the same chain instead of thinking they are independent from each other. Therefore, this integrated management philosophy changes the way of thinking of managers and so it becomes an important tool for solving root problems. Originally TOC was used to plan the production process and allocate resources but its content is improved day by day as the technology evolves and competition between rival companies increases in the business world, (Zeynep et al., 2014). A lot of studies have previously focused on optimized production technology which was improved by Goldratt, (1980). When the importance of TOC was realized by academicians and managers, studies started to focus on TOC measures, thinking processes which is one of the most important tools of TOC and project management. This theory is instrumental in guiding the relationship between defined constraints in Kakamega county modern market project implementation processes and performance of the same projects.

The resource based view seeks to understand why firms grow and diversify. The theory grew largely out of Penrose's (1959) study, which cited unused managerial resources as the primary driver of growth. Penrose recognized that internal managerial resources are both drivers and limits to the expansion any one firm can undertake. This stream of literature was expanded in the 1970s and early 1980s on the heels of significant diversification and firm expansion (Rubin, 1973) .Resources are not the same as competencies or capabilities, rather a firm's access to resources in specific ways determine the firms competence in a given product area, (Teece, 1982). Resource allocation is key towards project performance, the quantity and quality determines the progress of project implementation. This study in reference to the (RBT) will look at management of the human resources involved in projects with a view to guiding the performance of Kakamega county funded modern market projects.



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Source: Researcher's own conceptualization (2021)

EMPIRICAL LITERATURE

Monitoring practices seek to assess the actual success with regard to expected results set upon the objectives of the project as defined during project planning phase. It is the continuous assessment of project implementation through verification of activities against set targets (NIMES, 2008). It therefore helps in taking corrective action in case of an error in implementation of the project, thereby aiding the proper planning of subsequent stages of the project. Monitoring practices enable tracking, reviewing and regulating the entire process of a project performance (Cynthia, 2008)

In the same definition of monitoring, Article 174 of the Kenyan constitution (2010), lays out four main objectives that were set for devolution: being to break up the centralization of power by decentralizing state organs and by enhancing the separation of powers to strengthen national unity by recognizing diversity, protecting minority and marginalized communities and sharing resources equitably, to enhance democracy by introducing

self-governance and participation: to promote social and economic development through the improved delivery of services.

The Kenyan constitution (2010) therefore devolved many services to county governments. The devolved services includes county health services, solid waste disposal, county transport, including county roads, street lighting, traffic and parking, water conservation, social services because of their local knowledge to the local problems facing the people. There was very high expectations by Kenyans, that devolution among constitutional provisions will improve service delivery and accountability. The devolution process has generated tremendous hope and high expectations of how quickly devolved governments will change the lives of ordinary citizens, improve service delivery and reduce corruption.

Sound institutional frameworks are crucial in promoting economic growth via investment, unless such frameworks are built and maintained to tackle the grand corruption within government bodies, prospects for development will remain very poor indeed (Yieke, 2010). It has been very challenging to convert raised citizen expectations for better service delivery into action, while helping to ensure citizens have a realistic understanding of the constraints and challenges faced by county governments.

In part, such high expectations have borne quite low levels of satisfaction with local service delivery prior to devolution because approximately six out of ten Kenyans rated the former local authorities as performing poorly in the delivery of pertinent services. (KSG, 2015), and even during the onset and operationalization of devolution assessing the actual results with regard to these expectations remains an uphill task. Some researchers while observing the principle of monitoring of devolution in Kenya have brought up a basket of mixed results.

Agnes Michelle, in a 2016 study findings suggested that in relation to the breakup of centralization of state power, devolution has created strong, powerful county governments that can act as a counterweight to the central government. In-addition she declares that, devolution has significantly altered the access to resources for traditionally marginalized communities. In terms of ethnic politics, this has not eliminated the potential for conflict, particularly among trapped minorities within counties. In terms of democracy, devolution has indeed dispersed and separated power as indicated, with power devolved from the center.

However, in the study Michelle expressed fears that the very success with which power and resources have been devolved has provoked a backlash from the centre in ways that could threaten its very success in future. It is true, that devolution in its seventh year has faced unspecified threats from all corners of the republic. This is happening just because when people try to assess the actual success with regard to expected results, they are not satisfied. The degree of success is quite low in so many areas. In spite of the glaring gaps in accomplishment of several policy frameworks, the Kenyan public is not ready to relent on their pivotal role of monitoring key performance factors.

METHODOLOGY

The study employed the use of descriptive research design. Stratified sampling technique was employed to ensure all the key subgroups of interest to the county modern market projects were represented. The study used a structured questionnaire to collect data from participants. The questionnaires were administered to the representatives listed above in the population. The questionnaires were used to collect data on Monitoring practices measured by project frameworks, progress reports, and learning lessons by those carrying out the project; stakeholder engagement was measured by stakeholder identification process, management of stakeholder engagement, planning stakeholder management and how stakeholder engagement was controlled; Project funding was estimated by project selection criteria, resource availability, legal and regulatory permissions; human resources estimated by human resources management plan,

project team acquisition process, development of project teams and management of project teams. Descriptive statistics employed the use of means, frequencies and percentages and for inferential statistics. Quantitative data collected from respondents was coded and analyzed using the Statistical Package for Social Sciences (SPSS version 20) tool. Simple regression was used to determine the influence of project characteristics on completion of construction projects. The following table shows how the hypothesis was tested and decision rule. Data collected was subjected to cleaning, processing and analysis. It was processed by the use of SPSS Version 21 and was analyzed by the use of both descriptive and inferential statistics; Multiple regression analysis such as Mean, Mode and Variance and Pearson's correlation coefficient respectively. It was then presented in form of tables, graphs and charts.

The following regression model was used:

$Y= \beta 0+ \beta X+ \varepsilon$

Where:

Y = performance of modern markets projects)

B= Beta coefficient which measures how many standard deviations a dependent variable will change, per standard deviation increase in the independent variable.

X = Monitoring Practices

ε = Error term

β was a regression coefficient of independent variable

RESULTS

Descriptive Statistics of monitoring practices

The objective of the study was to establish how monitoring practices impact the performance of modern market projects in the county government of Kakamega. To achieve this, the respondents were asked to give their opinion showing the level of their agreement or disagreement with the statement provided in a Likert scale of 1- 5 where: Strongly agree (SA)=5, Agree(A)= 4, Undecided (U)= 3, Disagree (D)= 2 and Strongly disagree (SD) = 1. The summary of the descriptive results were presented in Table 1.

Table 1: Descriptive Statistics of Monitoring Practices

Statements	Mean	Std. Dev.
Assessment of project deliverables variation is often done.	4.3391	0.8027
Assessment of project time variation is rarely conducted.	3.4261	1.4868
Assessment of project cost variation frequently undertaken	3.8783	1.2514
The use of Log Frames in Monitoring has helped in guiding, implementing and achieving the standard targets set in our project contracts	4.1522	0.8191
Monitoring records are important in tracking progress deviations and making necessary corrective measures	4.2130	1.2051
Monitoring helps provide information on how we can improve performance in the subsequent stages of the project	4.3174	0.9435
Composite mean and Standard Deviation	4.0544	1.0848

Source: Field data, 2021

From the results in Table 1, the composite mean was 4.0544 while the composite standard deviation was 1.0848. Given a composite standard deviation that was more than zero, it implied from the descriptive statistics that respondents' opinion was spread across the five point Likert scale. In addition, the composite mean 4.0544 is close to the score 4 which on the Likert scale denoted agree. Therefore in general, the respondents were in agreement that monitoring practices had an impact on the performance of modern market projects in the county Government of Kakamega.

Descriptive statistics of Performance of modern market projects

Performance of modern market projects was the dependent variable of the study. The summary of the descriptive results were presented in Table 1.

The Strategic Journal of Business & Change Management. ISSN 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

Table 2: Descriptive statistics of Performance of modern market projects

Statistics	This project has met quality objectives set by the market users	The project is progressing according to budget and scheduled timelines.	There's an enabling environment to spur growth of this market beyond the needs of the local community	There's an elaborate Market management structure to foster sustainable trading activities and safe market spaces.	The government has built capacity of the local community to adequately meet the supply needs of this market.	Market spaces available are convenient, sufficient for traders and affordable to all the market users
Mean	4.1478	4.2261	3.6957	4.3565	4.0000	4.3391
Std. Deviation	.60194	1.40840	1.20533	1.23055	1.40802	1.01420
Skewness	-.072	-1.619	-1.328	-1.956	-1.221	-1.937
Std. Error of Skewness	.160	.160	.160	.160	.160	.160
Kurtosis	-.339	1.015	.844	2.574	.065	3.665
Std. Error of Kurtosis	.320	.320	.320	.320	.320	.320
Overall mean						4.2089
Overall standard deviation						1.0921

Source: Research data, 2021

The results in Table 2 gave a composite mean of 4.2089 with a standard deviation of 1.2089 which implied a large variation of mean across performance of modern market projects.

Inferential Statistics

The study set out the following null hypothesis;

- H_0 There is no relationship between Monitoring practices on the performance of modern market projects in the county government of Kakamega.

The test criteria was set such that the study rejected the hypothesis if the value of beta, $\beta 1 \neq 0$.

Simple regression $Y = \alpha + \beta 1X1 + \varepsilon$ was used where Y is performance of modern market projects, α is the y-intercept term, X1 is monitoring practices, $\beta 1$ is the beta value and ε is the standard error term. The mean of monitoring practices (X1) was regressed with mean of performance of modern markets (Y) through simple regression. The interpretation of the results involved using significance of R square and Regression coefficient at 95.0% confidence level. Summary of the results were presented in Table 3.

Table 3: Regression model summary of monitoring practices and performance of modern market projects in Kakamega County

Model Summary b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.886a	.785	.784	2.33475	1.623

a. Predictors: (Constant), monitoring practices

b. Dependent Variable: modern markets project performance

Source: Research data, 2020

Results in Table 3 showed R2 of 0.886, which implied 88.6% of performance in modern market projects in Kakamega County was explained by monitoring practices. Since the Durbin Watson value was 1.623, which falls in the range 1.5 to 2.5, implied there exist positive serial correlation amongst the variables i.e. relationship of values separated from each other by a given time lag in the residuals is positive (Field, 2009). Further analysis of variance was as summarized in Table 4.

Table 4: Analysis of variance

ANOVAa Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4524.485	1	4524.485	830.023	.000b
	Residual	1242.837	228	5.451		
	Total	5767.322	229			

a. Dependent Variable: modern markets project performance

b. Predictors: (Constant), monitoring practices

Source: Field data, 2021

The analysis of variance results in Table 4 showed that the F-statistics was recorded as 830.023 at p=0.000, implying the model fitted between the two variables. The t-test results were as summarized in Table 5.

Table 5: Regression of monitoring practices and performance of Modern markets

Coefficients a Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.189	.914		1.301	.004
	Monitoring practices	1.067	.037	.886	28.810	.000

a. Dependent Variable: modern markets project performance

Source: Field data, 2020

The unstandardized regression coefficient (β1) value of monitoring practices was 1.189 with a t-test of 1.301 and significance level of p≤ 0.001. Further, the findings established that a unit change in monitoring practices would result to a change in performance modern market projects by 27.509. At 5% level of significance and 95% level of confidence, monitoring practices was significant in predicating performance of modern market projects in Kakamega County. Hence, completing the equation;

Financial Performance = 1.189+ 0.886 monitoring practices + ε. The hypothesis was thus rejected.

The findings were in agreement with a study by Agnes Michelle, in a 2016 study findings which suggested that in relation to the breakup of centralization of state power, devolution has created strong, powerful county governments that can act as a counterweight to central government. In-addition she declared that, devolution has significantly altered the access to resources for traditionally marginalized communities. In terms of ethnic politics, this has not eliminated the potential for conflict, particularly among trapped minorities within counties. In terms of democracy, devolution has indeed dispersed and separated power as indicated, with power devolved from the center.

CONCLUSION AND RECOMMENDATION

The descriptive statistics showed respondents were in agreement that monitoring practices had an impact on the performance of modern market projects in the county Government of Kakamega. Simple regression was used to test the hypothesis; H_0 There is no relationship between Monitoring practices on the performance of modern market projects in the county government of Kakamega. The test criteria was set such that the study rejects the hypothesis if the value of beta, $\beta 1 \neq 0$. The mean of monitoring practices (X1) was regressed with mean of performance of modern markets (Y) through simple regression. The interpretation of the results involved using significance of R square and Regression coefficient at 95.0% confidence level. Results show R2 value of 0.886, which implied 88.6% of performance in modern market projects in Kakamega County was explained by monitoring practices.

Monitoring practices had a statistically significant positive effect on performance of modern market projects in Kakamega County. The hypothesis was rejected.

Project managers might benefit in terms of using the research findings to implement management strategies towards improved performance of modern market projects. The county government and national government might benefit from the recommendations of the findings.

The limitations of this study were that the study focused on commercial banks in Kakamega town. Other commercial banks outside Kakamega town were not considered and hence the study might be subjective in terms of the location.

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