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MAINSTREAMING OF MONITORING AND EVALUATION THROUGH FUNDING AND SUSTAINABILITY OF BUILDING CONSTRUCTION PROJECTS AT KENYA SCHOOL OF GOVERNMENT IN EMBU COUNTY, KENYA

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Abstract

Monitoring and evaluation (M&E) is not only an integral part but also a good practice in project management. While researchers are gaining interest on M&E practices with greatest impacts on project outcomes, lack of institutional ownership and support of M&E is hindering learning opportunities for sustainable delivery of projects. The study examined how funding of monitoring and evaluation influences sustainability of building construction projects at Kenya School of Government in Embu County, Kenya. Sustainability and stakeholder theories founded the study. Correlational and descriptive survey research designs were adopted. The target population was 180 whereby a sample size of 123 was selected using simple random and purposive sampling. Interview guide and structured-questionnaires were the data collection instruments. Reliability was tested using the split-half method (Cronbach's α = 0.7). While the narrative data was qualitatively analyzed numerical data was analyzed through descriptive and inferential statistics. F-statistical test was utilized in hypothesis testing at 95% confidence interval. The findings revealed that there existed a very strong positive relationship between funding of monitoring and evaluation) and sustainability of building construction projects (for r=0.82 at p=0.00). The model

predicted 66% variation in the sustainability of building construction projects at KSG (for R^2=0.66 at p=0.00). Hence the conclusion that funding of M&E is a critical practice that promotes sustainable delivery of projects. Project managers should therefore ensure that M&E components are adequately funded to support tracking of project progress in rendering long-term beneficial impacts.

Keywords: Funding of monitoring and evaluation, Sustainability, Building construction projects, Convention facility, Embu County, Kenya

INTRODUCTION

Building construction projects are important drivers to socioeconomic development of nations. This is because they promote mobility of economic resources like people and capital thus prompting growth of cities and towns (International Finance Coo portion, 2020). Building construction projects act like precursors for job creation and opportunities to employment. Broadly, building construction projects include but not limited to; transport projects like road, bridge and port, water and water management projects, power generation projects, telecommunication projects, building and construction projects (Hove, Liu, Stubhan et al., 2020). Of interest are educational related building construction projects like conference facilities which are designed to hold conventions and promote sharing of knowledge, learning, exhibition and other common interests. Subject to the need and purpose a conference facility, the construction may be designed with the following features: auditorium, cinema, banquet, theatre, offices, and exhibition grounds just to mention a few. While managers should rationalize the construction of conference facilities per emerging market needs for sustainable impacts, not all projects of these nature achieve long-term benefits.

Whereas investment in conference facilities in USA is growing more competitive and innovative through “green thinking” approach, there are greater concerns over high standards of environment sustainability (Meneghelli, 2018). Other challenges associated with conference facilities in USA relate to meeting the constantly changing customer needs as far as destination, networking and education are concerned. Poor monitoring and evaluation approaches are closely associated to the underperformance of building and construction projects in the United States of America (Callistus and Clinton, 2018). Thus the role of monitoring and evaluation cannot be ignored when evaluating the effectiveness of a project in delivering sustainable impacts.

In Europe, sustainability of building construction projects is advanced through innovation approaches that embrace modern technologies and control of building materials (Bonoli, Zanni

and Serrano-Bernardo, 2021). This ensures that elements that may hinder realization of sustainable utilities are prevented and remedied in time. Notably, many building and construction projects in Europe are successful due to the adequate planning and implementation mechanism. In addition, European countries have embraced robust monitoring and evaluation mechanism throughout the lifecycle of building initiatives. Many building construction projects are faced by operation and maintenance challenges that pose threat to sustainability of projects. In United Kingdom and European countries, many coastal resorts and inner-city conference facilities are informed by high tourist influx (Kaphengst and Davis, 2018). This has catalyzed the growth of other supportive sectors like retail, hotel leisure, sectors thus leading to greater generation of employment and income. However, the conference facilities are reported to have attracted huge population of peoples beyond the carrying capacity leading to environmental pollution (Juan, 2020). Through conference facilities, the service industry has proliferated at the expense manufacturing industries leading to high unemployment (Juan, 2020) thus threatening sustainability of other sectors

Convention facilities in Asian countries like Indonesia and India is claimed to face a lot of inefficiencies thus posing threats to the realization of sustainable impacts (Devina, 2021). But construction of modern conference facilities is being shaped by the merging opportunities owing to the drastic shift from in-person meetings to virtual meeting due to Corona pandemic (Kornei, 2020). Adaptation to the changing market needs is forcing construction of conference facilities to evolving rapidly. This depicts the importance of monitoring any foreign and internal agents that may impact negatively to project sustainability. In Africa, the increased demand for sharing knowledge and expo through meetings, conferences, incentives and exhibitions is quickly forcing governments and organizations to construct modern conference facilities in order to meet the need. However, there are reported challenges relating to financial, management and human resource aspects in the operationalization of the conference projects in most of African countries (ADB, 2021). In South Africa and Rwanda, there are reported challenges of non-functional layout in the conference facilities. In Ghana, poor planning and unattractive venues is claimed to cost the performance of conference facilities. In Egypt, poor organization of the conference facilities and inadequate interpersonal relations between human resources and conveners as well as attendees is claimed to cost the sustainable benefits of the conference facilities (Kruger, 2016).

In line with the aspiration of Kenya`s Vision 2030 in promoting globally competitive education and training through incentives conferences and exhibitions, the Kenyan Government embarked on the construction of convention facility at Kenya School of Government with an aim of providing quality convention services to the market. The project was launched in 2019 at a

cost estimate of Kenya Shillings 1 Billion and was expected to be completed in the year 2021 (Kenya School of Government, 2021). However, the construction process is reportedly slugging due to limitations related to finances, schedule crash, operational risks and low level of sensitization to stakeholder (Kenya School of Government, 2021). As a result, the completion of the project is at jeopardy thus posing challenge to sustainable realization of expected outcomes. Poor monitoring and evaluation of the project inputs, processes and outputs is believed to a major factor threatening the sustainability of the project (UNEP, 2021). This study aimed to examine how funding of monitoring and evaluation contributes to the sustainability of building construction projects at Kenya School of Government in Embu County, Kenya.

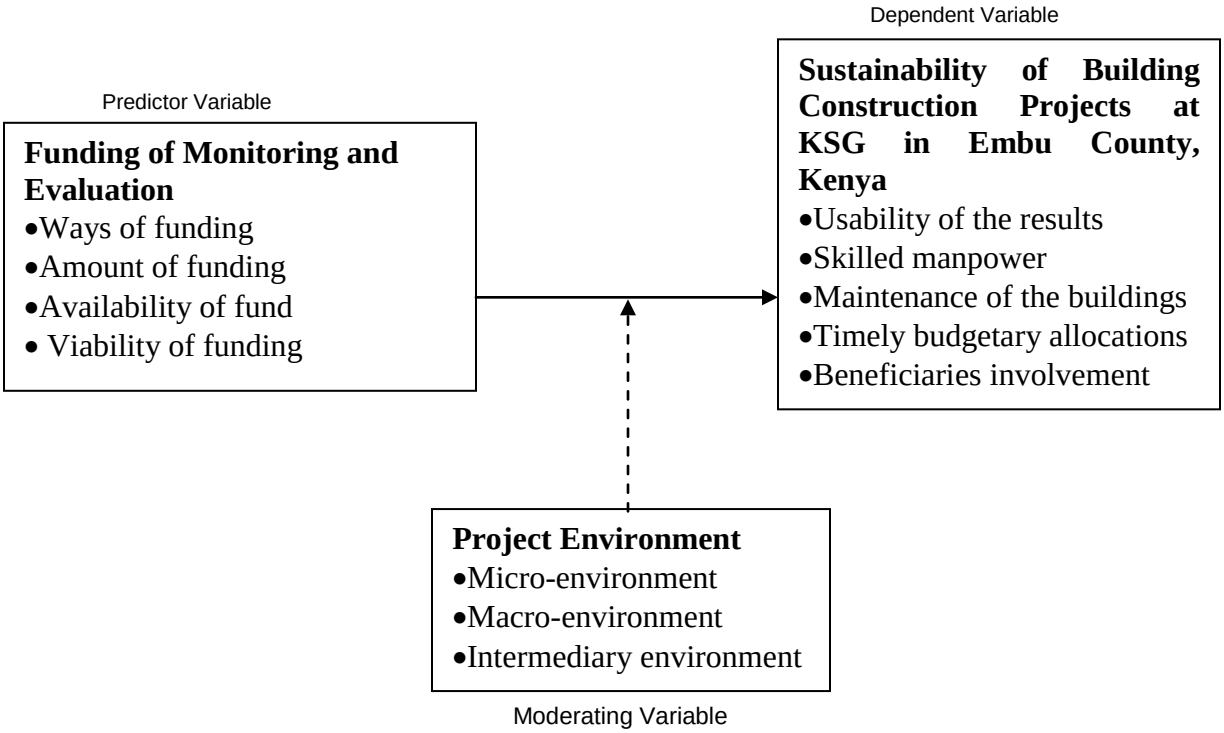
Funding of monitoring and evaluation is the second independent variable in this study. Funds are not only resources in production but also essential inputs in project implementation. All monitoring and evaluation plans have assigned budget and timelines (PMI, 2021). Since monitoring and evaluation are part and parcel of the project, the expenses and costs associated with it should be an integral part of the project budget (Forsberg, 2017). Monitoring and evaluation requires resources like staff time, consultancy fees, data collection, office management and logistics involve a cost that must be budgeted and activated. Many monitoring and evaluation systems fail due to under-funding (Sedrakian, 2016). According Nyakundi (2018), under-funding and poor resource allocation in monitoring and evaluation. Jamaal, (2018) posits that inadequate financing reduces performance and quality of monitoring.

STATEMENT OF THE PROBLEM

The Government of Kenya is facing numerous challenges with regard to the sustainability of its building construction projects. For example, the completion of construction of the convention facility at Kenya School of Government is reported to face numerous challenges relating to usability of the project, inadequate human skills to run the facility, poor maintenance, budgetary constraints for running the facility and inadequate stakeholder involvement (Kenya School of Government, 2021). These challenges have potentially threatened the completion of the project and sustainable realization of the set goals. This is detrimental to the underlying investment opportunities. When a project is not delivered within timeline, budget and quality requirements, users are denied opportunities to enjoy project deliverables in time for greater prosperity (PMI, 2021). While the convention facility focused on establishing a requisite infrastructure for improving quality of convention services in order to meet and exceed client needs and satisfaction, question arises on why the project is far from sustainable completion.

Past studies indicated that funding of Monitoring and Evaluation (M&E) activities increases effectiveness and sustainability of projects (Murei, Kidombo and Gaku; 2017; Njeru and Luketero, 2018). But the studies were contextually limited to horticultural and medical projects respectively. In addition, the studies suffered methodological limitations leading to validity and limited generalizations. A study by This study filled the knowledge gaps by adopting mixed research methodology in order to synergize the strengths of qualitative and quantitative methods while examining how funding of M&E influences the sustainability of building construction projects in the context of convention facility at Kenya School of Government in Embu County, Kenya.

Figure 1: Conceptual framework



THEORETICAL FRAMEWORKS

Theory of sustainability is the main theoretical framework anchoring the study. Felix Ekardt is the founder of theory of sustainability. Developed in the year 2009, theory of sustainability highlights the importance of adopting practices that promote long-term economic and social benefits while safeguarding the integrity of the environment. According to Ekardt (2014) theory of sustainability empathizes on the balance between society needs, economic gains and the long-lasting coexistence with environment in order to promote fairness between current and future generations in meeting their needs. Theory of sustainability presumes that

tracking project progress is useful in ensuring that stakeholders` needs and requirements are continuously strengthened and integrated in project decisions leading to sustainable results (Enders and Remig, 2015). The study was reinforced by stakeholder theory to support that monitoring process should be participatory for long-term realization of project benefits.

Stakeholder theory was used to reinforce sustainability theory. Developed by Freeman in 1980s this theory agitates for recognition of participatory making project decisions. Stakeholders are the cause of project implementation and thus ignoring them in project decisions is believed hinder long-term commitment, support and ownership of the project (Freeman, Harrison, Wicks, Parmar and de Colle, 2010). This theory stresses on establishment of structured strategies for active engagement of stakeholders in the entire life cycle of project so as to optimize their resourcefulness in meeting project gaols and beneficiary needs. Stakeholder theory presumes that the power in running a project need be levelled through participation of stakeholder (Harrison, Douglas and Robert, 2012). Stakeholders can play important role in funding project components like M&E. Participation monitoring and evaluation can contribute to making sustainable decision with regard to building and construction projects.

LITERATURE REVIEW

The term sustainability is broadly regarded as the long-term approach that balances the economic, social and environmental aspects of an activity or project so as to meet the needs of the current stakeholders without overburdening or compromising those of the next generations. According to the United Nations (2015), sustainability is not just environment stability but also economic development and social equity. It entails human activities and processes that promote balance between consumption and production in relation to environment. When the health of environment is factored to the economic vitalization and social equity, it helps to create resilient, robust and healthy communities. Sustainability assumes that the available resources are limited, and thus must be utilized conventionally and prudently with the objective of attaining long-term usefulness while factoring the priorities and possible consequences as a result (Sulemana, 2018). In order to strike a balance between the social, environmental and economic systems, human being must create conscious strategies that must be integrated into the development discourses. Thus, projects and programmes should be designed and implemented taking into considerations how sustainability was achieved in order to promote sustainability.

Project sustainability is the ability of project outputs, outcomes and impacts to have continuous and long-term positive benefits to the implementing organizations, stakeholders and environment (PMI, 2021). Planning for project sustainability starts all the way from conception, initiation, implementation, evaluation, closure and decommissioning. It further implies that

planning for sustainability is a continuous and long-term which must be integrated to all project processes and activities. Amid the rising stakeholder concern, project managers are integrating sustainable elements in their project development so as to meet needs in the long-run. Achieving this requires changes in the designs and plans requires continuous review of the implementation strategy in order to adapt to the dynamic environment. According to Forsberg (2017), project managers are adopting practices that safeguard sustainability through incorporation of activities that focus on the achieving their goals of meeting the interest beneficiaries and stakeholders. In support, Odenyo and James (2018) recommends for integration of meeting customer needs and project goals, promoting growth and new opportunities, and minding the project impacts. In the current study, sustainability of infrastructure project is conceived the long-term utility of the Embu KSG convention facility project and was indicated by usability of the results, skilled manpower, maintenance of the building, timely budgetary allocation, beneficiary involvement and quick feedback.

Monitoring is the systematic and continuous process of gathering and analysing data on the project inputs, processes and outputs and using the results in making decision that promote project effectiveness and sustainability (PMI, 2021). Evaluation is periodic assessment of how outputs are successfully being transformed into sustainable outputs. Both monitoring and evaluation complement each other. The monitoring and evaluation results need be reported and communicated to the stakeholders in order to keep them updated and receive their feedbacks for continuous learning and improvements. Monitoring and evaluation are but not limited to collecting data on the utilization of resources like finances, materials, staffs, machineries and other assets. Other data to be collected regards the project progress or scheduling and other activities per project plan (Tengan and Aigbavboa, 2017). During monitoring and evaluation, data relating to immediate deliverables or outputs and products help to inform on the effectiveness of the inputs and processes in achieving project goals. Apart from assessing effectiveness and promoting accountability, monitoring and evaluation helps to determine efficiency in the use of resources and performance towards promoting sustainable impacts (Micah and Luketero, 2017). There are many factors hindering sustainability of projects. Amongst them is inadequate funding of monitoring and evaluation. This study focuses on challenges facing financing of monitoring and evaluation. While mmanagers are trying to overcome this challenge by creating greater collaboration with stakeholders' increase visibility between funding of project activities including monitoring and evaluation and the actual impacts, there is need to develop a structured strategy towards increasing effectiveness of monitoring in sustaining project deliverables.

The review of past related empirical studies conducted in Kenya leads to two knowledge gaps. The first knowledge gap is identified from a study by Murei, Kidombo and Gakuu (2017) on the effects of monitoring and evaluation budget on performance of horticultural project in Kenya whereby budgeting and funding of M&E contributed to high performance of horticulture projects. Whereas the study triangulated both quantitative and qualitative methods which increased validity for generalizing the findings, the dependent variable was restricted to performance thus limiting the knowledge on project sustainability. This limitation was overcome by examining how funding of monitoring and evaluation contributes to sustainability of building construction projects at Kenya School of Government in Embu County, Kenya.

Njeru and Luketero (2018) examined how M&E related to performance of medical projects, Embu, Kenya and the results showed that adequate resource allocation in M&E increases effectiveness of project. The study used a survey approach and a random sample of 167 stakeholders, questionnaires and descriptive statistics. Nonetheless, the use of descriptive statistics alone limited generalization of the findings. In order to overcome this limitation, the current study used inferential statistics in order to build evidence for generalizing the influence of funding of monitoring and evaluation on sustainability of building construction projects at Kenya School of Government in Embu County, Kenya.

RESEARCH METHODOLOGY

The present study used mixed research design. In one hand, descriptive-survey was used to collect data in order to describe and explain the natural occurrence of funding of monitoring and evaluation and sustainability of building construction projects at Kenya School of Government in Embu County, Kenya.

The study targeted a population of 180 consisting of 1 Director, 6 building and construction technical officers and 173 officers working at the Kenya School of Government Embu. The six (6) technical officers included the public works officer, the quantity surveyor, the structural engineer, the architect, the inspector, and manager for the project. The 178 staffs at Kenya School of Government in Embu and were the primary beneficiaries and stakeholders of the project.

A sample size of 123 was obtained using the Morgan and Krejcie table. The sample was then distributed in the sub-populations using the following proportionate formulae whereby one (1) director, four (4) technical officers and 118 officers were selected. The technical officers and other officers were selected through simple random sampling. The Director was one (1) and therefore was selected through purposive sampling.

Structured questionnaires with 5-point Likert-scale were used to collect quantitative data. Unstructured key-informant interview guides were used to collect qualitative data from respondents. The questionnaires were self-designed and the questions were anchored on the indicators that were derived from past empirical studies. Data collection instruments were piloted using a sample size of 10% (12 respondents) of the actual study sample size in the same project are recommended by Creswell (2013). Validity of the instrument was enhanced by matching indicators for each variable with questions design in the instruments. Reliability of instruments was established through split-half method and tested using Pearson's coefficient method and the values of 0.75 was accepted since it exceeded α=0.7 as recommended by Creswell (2013).

The narrative views, perceptions and opinions from the respondents were analyzed through transcription, coding, generation of themes, summarizing and integration with the descriptive statistics. Statistical Packages for Social Science (SPSS-25) was used to produce inferential and descriptive statistics from the numerical data. The descriptive statistics generated included: frequency, percentages, mean and standard deviations. Inferential statistics were: correlation coefficients, regression analysis and Analysis of Variance (ANOVA). Pearson Correlation Analysis was used to establish the relationships between variables predictor and outcome variable. ANOVA was utilized to determine the significance of differences between means between independent and dependent variable. Regression analysis was utilized in determining the fitness of the research model in forecasting sustainability of the project. This processed involved the use of F-statistical test.

The null hypothesis stated that:

H_0: There is no significant relationship between funding of monitoring and evaluation and sustainability of building construction projects in KSG Embu County, Kenya

Research model:

$Y= \beta_0+\beta_1X_1+\varepsilon$

Where,

Y= sustainability of building construction projects at Kenya School of Government in Embu County, Kenya

X_1= Funding of monitoring and evaluation,

β_0 = Constant,

β_1 = Beta coefficient for X_1,

ε = Error term

FINDINGS

Questionnaire Return Rate

During the collection of data, 118 questionnaires were disbursed to the respondents upon which 99 were duly filled and returned. This presented a return rate of 83.9%. Four (4) out of five (5) respondents to the interviews. this presented 80% response rate. The 83.9% return rate was far above the lowest recommendation of 70% for scientific inquiries (Spector, Silvestre, Alexander et al. 2020). Therefore, the return rate was both adequate and acceptable. This helped to build confidence on the validity for concluding the results.

Descriptive Findings on Funding of Monitoring and Evaluation and Sustainability of Building Construction Projects at Kenya School of Government in Embu County, Kenya

Under this theme, respondents rated six items and Table 1 presents the frequencies, percentages, means and standard deviation of the responses

Table 1: Funding of monitoring and evaluation and Sustainability of Building Construction Projects at Kenya School of Government, Embu County, Kenya

Items	Very low extent	Low extent	Moderate extent	Great extent	Very great extent	n	Mean	Standard deviation
M&E activities were well funded	0(0.0%)	2(2.0%)	6(6.1%)	60(60.6%)	31(31.3%)	99	4.21	0.64
The sources of funding were reliable	0(0.0%)	5(5.1%)	5(5.1%)	75(75.8%)	14(14.1%)	99	3.99	0.63
M&E funds were always available	0(0.0%)	0(0.0%)	3(3.0%)	83(83.8%)	13(13.1%)	99	4.10	0.39
Sources of funding were reliable	0(0.0%)	1(1.0%)	6(6.1%)	84(84.8%)	8(8.1%)	99	4.00	0.43
Funds were adequate	0(0.0%)	4(4.0%)	16(16.2%)	75(75.8%)	4(4.0%)	99	3.80	0.57
Funding of M&E was viable	0(0.0%)	2(2.0%)	8(8.1%)	76(76.8%)	13(13.1%)	99	4.01	0.54
Averaged mean and standard deviation						**99**	**4.02**	**0.53**

The data in Table 1 shows that the average mean and standard deviation for funding of monitoring and evaluation and sustainability of building construction projects at Kenya School of Government were 4.02 and 0.53 respectively. The averaged mean of 4.02 implied that majority of the respondents conceded to a great extent that funding of monitoring and evaluation

contributed to the sustainability of convention facility project at Kenya School of Government in Embu County. Two items whose means were above the aggregated mean of 4.02 were: monitoring and evaluation were well funded and monitoring and evaluation funds were always available. Four items whose individual mean fell below the aggregated men of 4.02 were: sources of M&E funding were reliable, all monitoring and evaluation were well-funded, the process of securing funds for monitoring was easy and monitoring and evaluation funds were well utilized. The standard-deviation scored 0.53 meaning that there was low fluctuation of scores around the mean.

Inferential Findings on Funding of Monitoring and Evaluation and Sustainability of Building Construction Projects at Kenya School of Government, Embu County, Kenya

The relationship between funding of monitoring and evaluation and sustainability of building construction projects at Kenya School of Government was computed by means of Person`s correlational analyses. The resultant data are shown in Table 2.

Table 2: Correlation between Funding of Monitoring and Evaluation and Sustainability of Building Construction Projects at Kenya School of Government, Embu County, Kenya

		Sustainability of Building Construction Projects at KSG in Embu County, Kenya	Funding of Monitoring and Evaluation
Sustainability of Building Construction Projects at KSG in Embu County, Kenya	Pearson Correlation	1	
	Sig. (2-tailed)		
	n	99	
Funding of monitoring and evaluation	Pearson Correlation	0.82**	
	Sig. (2-tailed)	0.00	
	n	99	99

**. Correlation was significant at 0.01 sign. level (2-tailed).

From the data shown in Table 2, the coefficient of correlation between funding of monitoring and evaluation and sustainability of building construction projects at Kenya School of Government was 0.82 for p=0.00 <0.05. It implied that funding of monitoring and evaluation has a strong positive relationship with sustainability of building construction projects at Kenya School of Government.

The null hypothesis stated that there is no significant relationship between funding of monitoring and evaluation and sustainability of building construction projects in Kenya School of Government, Embu County, Kenya. However, the data shown in Table 2 led to the rejection of the null hypothesis and concluded that there is significant relationship between funding of monitoring and evaluation and sustainability of building construction projects in Kenya School of Government, Embu County for the p value of 0.00 which was less than 0.05 at 95% confidence interval.

Sustainability of building construction projects at Kenya School of Government relationship was then regressed against funding of monitoring and evaluation. Table 3 summarizes the statistical findings.

Table 3: Regression of Funding of Monitoring and Evaluation and Sustainability of Building Construction Projects at Kenya School of Government, Embu County, Kenya

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	Change Statistics				Sig. Change
					R^2 Change	F Change	df1	df2	
1	0.82[a]	0.66	0.66	0.16	0.66	192	1	97	0.00

a. Predictors: (Constant), Funding of monitoring and evaluation

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.99	1	4.99	192	0.00[b]
	Residual	2.52	97	0.3		
	Total	7.51	98			

a Dependent Variable: Sustainability of building construction projects at KSG Embu County

b Predictors: (Constant), Funding of monitoring and evaluation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.31	0.32		10.38	0.00
	Funding of monitoring and evaluation	0.16	0.08	0.21	2.11	0.04

a. Dependent Variable: Sustainability of building construction projects at KSG Embu County

The model summary component in Table 3 shows that funding of monitoring and evaluation predicted 66% variation in the sustainability of building construction projects at Kenya

School of Government for $R^2 = 0.66$. The balance of 34% was caused by other factors beyond the model.

The ANOVA summary component in Table 3 shows that F=192 for p=0.000<0.05, which implied that funding of monitoring and evaluation was significant in predicting sustainability of building construction projects at Kenya School of Government.

The coefficient data in Table 3 shows that if other factors were held constant, sustainability of building construction projects at Kenya School of Government would remain constant at 3.31. But a unit increase in funding of monitoring and evaluation would lead to 0.16 variation in the sustainability of building construction projects at Kenya School of Government if other factors were held constant. Thus the solved model became:

Model: $Y= 3.31+0.16X_1+\varepsilon$

where,

Y = Sustainability of project, X_1 = funding of monitoring and evaluation and ε = Error term.

Qualitative Findings on Funding of Monitoring and Evaluation and Sustainability of Building Construction Projects at Kenya School of Government

All the respondents for the interview affirmed that funding of monitoring and evaluation was paramount to successful and sustainable delivery of building construction projects Kenya School of Government. Essentially, funding of the M & E ensured that adequate support system is put in place to ensure that organization is able to learn and improve on its deliverables through informed decisions. The summarized response stated that,

> "*The convention facility project had a budget for monitoring and evaluation. The budget was derived as a percentage of the main project cost and it also included management or project administration cost. This is because M&E is valued as an important component of performance-based funding in government programmes. This ensured that project input, processes and outputs were continuously tracked and measures in order to provide basis for ensuring accountability and value for money while promoting informed decision-making at the levels of project and policy. Nevertheless, the budget for monitoring and evaluation was just a very small portion to ensure that M&E data was collected, analyzed and shared. The procedure of assessing the M&E data was limited to the ordinary processing of approving project expenditure per the government public finance management Act. This may have limited the extent of data collected and also the scope of monitoring and evaluation."* (Key Informant Respondent 1, 2, 3, 4).

Discussion on the Findings of Funding of Monitoring and Evaluation and Sustainability of Building Construction Projects at Kenya School of Government

According to the descriptive results, funding of monitoring and evaluation was found to enhance sustainability of building construction projects at Kenya School of Government. Similarly, the correlational results attributed increase in the sustainability of building construction projects at Kenya School of Government to the increase in funding of monitoring and evaluation. This finding is consistent with empirical establishment by Murei, Kidombo and Gakuu (2017) that budgeting and funding of M&E contributes to high performance of projects. Similarly, Njeru and Luketero (2018) did a study to examine how M&E related to performance of medical projects in Embu County in Kenya and the results support that adequate resource allocation to M&E activities increase effectiveness of project. It follows that funding of monitoring and evaluation cannot be ignored in the strategies towards building a sustainable project. To this end, theory of sustainability comes into play through the asserting that sustainability will remain an illusion if it's not planned and acted for. Thus, financing of monitoring and evaluation is important in promoting sustainable realization of project goals. M&E funds can be solicited project stakeholders. Stakeholder theory emphasis on good relationship and connection while creating value stakeholders. Inadequacies of monitoring and evaluation funds in the case of KSG Embu County could have been attributed by ineffective collaborative relationship with donors or stakeholders. Project management team could have used this theory to solicit for greater budgetary allocation for the M&E activities. This could have resulted into greater sustainability of the project.

CONCLUSION AND RECOMMENDATIONS

This study sought to examine the influence of funding of monitoring and evaluation on sustainability of building construction projects in Kenya School of Government in Embu County in Kenya. Based on the finding that funding of monitoring and evaluation has statistically significant influence on sustainability of building construction projects, it is concluded that funding of monitoring and evaluation is a critical factor to consider when planning and designing for sustainable delivery of projects. Adequate funding of monitoring and evaluation activities promotes long-term commitment in tracking project inputs, activities, processes and results while identifying areas for continuous learning and improvement. This oversight ensures continuous realization of sustainable impacts.

Thus, recommendation is made to monitoring and evaluation professionals to utilize the finding that funding of M&E increases project sustainability to improve their practices by ensuring adequate financing of M&E activities so as to promote effective and efficient utilization

of project processes and resources in delivering sustainable results. Government may use the finding to institute policy reforms that seek to strengthen the component of monitoring and evaluation through separate budgeting in order to promote feasibility.

AREA FOR FURTHER STUDIES

Due to the contextual limitation of the study, researchers can explore the phenomenon of funding of monitoring and evaluation on sustainability in other types of development projects so as to generate more generalizable findings. Future studies can explore on the moderation of project contexts on the relationship between funding of monitoring and evaluation and sustainability of projects. Another possible area of study is the interaction of monitoring and evaluation practices with project risks and sustainability of projects.

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