

**INFLUENCE OF SOCIO-ECONOMIC FACTORS ON IMPLEMENTATION
OF WATER PROJECTS BY ISIOLO COUNTY GOVERNMENT**

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DECLARATION

I declare that this research proposal is my original work and has not been submitted for an academic award in any other University.

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This research proposal has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

I dedicate this work to God Almighty my creator, my strong pillar. My source of inspiration, wisdom, knowledge and understanding, He has been my source of strength throughout this project. I also dedicate this work to my elder brother the late Mohamed Adan Omar, who was my source of inspiration and encouragement towards education as I was growing up.

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TABLE OF CONTENTS

TITLE PAGE	i
DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
ABBREVIATIONS AND ACRONYMS	x
ABSTRACT	xi
CHAPTER ONE; INTRODUCTION	1
1.1 Background to the Study	1
1.2 Statement of the Problem	5
1.3 Purpose of the Study	6
1.4 Specific Objectives.....	6
1.5 Research Questions	6
1.6 Significance of the Study	7
1.7 Delimitation of the Study	7
1.8 Limitations of the Study	7
1.9 Assumptions of the Study	7
1.10 Definition of Terms	8
CHAPTER TWO; LITERATURE REVIEW	9
2.1 Introduction	9
2.2 Implementation of Water Projects.....	9
2.2.1 Resource Allocation and Implementation of Water Projects	9
2.2.2 Stakeholder Support and Implementation of Water Projects	11
2.2.3 Staff Competence and Implementation of Water Projects	13
2.2.4 Managerial Accountability and Implementation of Water Projects	17
2.3 Theoretical Review	20
2.3.1 Commitment-Trust Theory.....	20
2.3.2 Agency theory.....	21
2.3.3 Stakeholder Theory.....	22

2.4 Conceptual Framework	24
2.5 Summary of the Literature Review and Research Gap	26
CHAPTER THREE; RESEARCH DESIGN AND METHODOLOGY	27
3.1 Introduction	27
3.2 Research Design	27
3.3 Target Population	27
3.4 Sample Design and Sample Size	28
3.5 Research Instruments	29
3.6 Validity of Research Instrument	29
3.7 Reliability of Research Instrument	30
3.8 Data Collection Procedures	30
3.9 Methods of Data Analysis	30
3.10 Ethical Issues	31
3.11 Operationalization of Variables	32
CHAPTER FOUR; DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS	34
4.1 Introduction	34
4.2 Response Rate	34
4.3 Reliability Analysis	34
4.4 Demographic Information	35
4.4.1 Gender of the Respondent	35
4.4.2 Age of the Respondents	35
4.4.3 Respondents Level of Education	36
4.4.4 Period Worked with the County Government of Isiolo	37
4.5 Socio-Economic Factors	37
4.5.1 Resource Allocation	37
4.5.2 Staff Competence	38
4.5.3 Stakeholder Involvement	39
4.5.4 Managerial Accountability	40
4.5.5 Implementation of Water Projects	41
4.6 Regression Analysis	42

CHAPTER FIVE; SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS.....	45
5.1 Introduction	45
5.2 Summary of the Findings	45
5.3 Discussion of the Findings	46
5.3.1 Resource Allocation	46
5.3.2 Staff Competence	47
5.3.3 Stakeholder Involvement	47
5.3.4 Managerial Accountability	48
5.4 Conclusions	48
5.5 Recommendations	49
5.6 Recommendations for Further Studies	50
REFERENCES.....	51
 APPENDICES	 58
Appendix I : Introductory Letter	58
Appendix II : Questionnaire for the Respondents	59

LIST OF TABLES

Table 3. 1: Target Population.....	28
Table 3. 2: Operationalization of variables.....	32
Table 4. 1: Response Rate.....	34
Table 4. 2: Reliability Analysis	34
Table 4. 3: Gender of the respondents	35
Table 4. 4: Age of the Respondents	36
Table 4. 5: Respondents Level of Education	36
Table 4. 6: Period Worked with the County Government of Isiolo.....	37
Table 4. 7: Respondents Response in Relation to the Resource Allocation	38
Table 4. 8: Skills of Employees Working in the County	39
Table 4. 9: Respondents Responses in Relation to the Stakeholder Involvement.....	40
Table 4. 10: Respondents responses in relation to managerial accountability	41
Table 4. 11: Trend of Various Aspects of Implementation of Water Projects	42
Table 4. 12: Model Summary	42
Table 4. 13: Analysis of Variance.....	42
Table 4. 14: Regression Coefficients	43

LIST OF FIGURES

Figure 1: Conceptual framework	25
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ABBREVIATIONS AND ACRONYMS

ADB- African Development Bank

IFAD- International Fund for Agricultural Development

ILO - International Labor Organization

JICA - Japan International Cooperation Agency

MCA- member of a County Assembly

MDGs- Millennium Development Goals

NACOSTI - National Commission for Science , Technology and Innovation

UNDP- United Nations Development Programme

UNICEF - United Nations Children's Fund

WCC- Water Commodity Code

WSP- Water Supply and Sanitation Programme

ABSTRACT

Water and sanitation sector in Kenya is characterized by institutional fragmentation that led to numerous inefficiencies and by subsequent attempts at reform. The government of Kenya has provided legal framework and entered into collaboration with donors such as JICA to ensure that the water systems in Kenya are functioning properly and sanitation is improved. Despite all the government efforts implement water projects in Isiolo County, there have seen complains that the water systems are not up to standards. The purpose of the study was to determine the influence of socio-economic factors on implementation of water projects in Isiolo County. The study was guided by the following objective; to determine the influence of resource allocation, staff competence, stakeholder involvement and managerial accountability on implementation of water projects in Isiolo County. This study was grounded on the commitment trust theory and agency theory. This study adopted a descriptive research design. The target population was management employees involved in implementation of water projects in Isiolo County government. A sample population of 136 was arrived at by calculating the target population of 211 with a 95% confidence level and an error of 0.05 using the below formula taken from Kothari (2004). Data was collected using questionnaire. The questionnaire had both open ended and closed ended questions. Drop and pick method was used to administer the questionnaires to the sampled population since it ensured that respondents are reached without any external influences. After data cleaning which entailed checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation was estimated for all the quantitative variables and information presented inform of tables. The qualitative data from the open ended questions was analyzed using conceptual content analysis and presented in prose. Multiple regression analysis was used to establish the relations between the independent and dependent variables. The study found that there is delay in financing implementation of water projects and that there is large amount of funds issued to implementation of water projects, that employees' professional skills influence their Implementation of the water projects and that there is knowledge on policies on implementation to enhance water projects in Isiolo County, that there are many water projects stakeholders with different interests on county water projects and that there is conflict between ministry of water and irrigation at national government. The study concludes that managerial accountability had the greatest effect on the implementation of water projects, followed by resource allocation, then stakeholder involvement while staff competence had the least effect to the implementation of water projects. The study recommends that The study recommends that involvement of key stakeholders such as relevant government agencies, financial advisers, and other professionals should be increased in order to enhance the success of their projects, that that there is a need to involve the juniors in the implementation of water projects within the county through delegation of some assignments, that county government should create the right communication channels between them and the projects stakeholders as well as the national government and that there is need for the government to follow up on the enforcement of the regulations of stakeholder participation in the county water projects implementation process.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Water is one of the most important natural resource. The availability of safe water is critical not just for health reasons, but also for social and economic development (UNICEF, 2015). The development agenda highlighted water supply as a result of the UN conference in 1977 in Argentina. The International drinking Water supply Decade was declared in the 1980s with the aim of ensuring every person has access to safe water, of adequate quantity by 1990 (World Water Assessment Programme, 2013). Despite this, one billion people in the world today are without access to improved sources of water, and access to consistent safe drinking water not withstanding water being at the center of economic and social development (World Bank, 2015). The quality of life of people is threatened globally, it is approximated that 1.4 million people die from unavailable, clean drinking water; and 3.6 million people die each year from waterborne diseases. The crisis is real for those living in the developing world. The water crisis has become a major issue that needs to be addressed in order to save the lives of poor people that are dying from preventable ailments. According to the United Nations Human Development Report, the crisis is claiming more lives in the developed world than war claims through weapons (Water Facts, 2013a).

The UN Millennium Declaration, 2000, set a target to halve the percentage of world's population without access to sustainable safe drinking water by 2015. This was a stepping stone towards full global coverage by 2025 as in the Global Water Partnership Framework for Action and the African Water Vision (ADB, 2007) and in the Kenya Vision 2030 which aims to ensure water availability and access to all by 2030. About 2.8 billion people (more than 40%) of the world live in river basins faced with some form of water scarcity and 1.6 billion people live in areas of economic water scarcity, where even though water is available, human, institutional and financial capital limit access to water (WHO, 2010).

Water projects require that their activities be sustained over time to ensure continued flow of outputs and hence achievement of the desired change which could be social, cultural or economic. Implementation of most projects may be successful but their sustainability may be a challenge (Ofuoku, 2011). According to (Water Supply & Sanitation Collaborative Council, 2012) water is the most important natural resource, indispensable for life and at the same time the backbone for growth and prosperity for mankind. The General Assembly of the United Nations drew critical attention to the importance of water to sustainable development and poverty alleviation by declaring 2003 The International year of Fresh water with one of its aims being to reassert the Millennium Development Goals (MDGs) target for water of reducing by half the proportion of people without the access to safe drinking water and stop the unsustainable exploitation of water resources (UNDP-WSP, 2006).

Globally, water scarcity has been a major challenge. Western countries have the lowest total water supply coverage of any region. Currently about 300 million people in western countries do not have access to safe water and about 313 million have no access to proper water and sanitation facilities (Akinola, 2013). This situation exacts a heavy toll on the health and economic progress of western countries. The Africa water vision was presented at the second world water forum in Hague, 2000, as part of the world water vision and represents efforts at addressing the impending water crises.

In Japan, the implementation of public projects requires the execution of planned activities which converts human and physical resources into a product or service of value to the customers. It should be noted that if the operational systems are not clear then the implementation process will have a rocky path and the project might fail to realize the intended goal or purpose. The way in which the project is implemented can have a significant impact on whether it will be successful or not. Project implementation is a complex process usually comprising of multiple variables which influence implementation including resources management, the operational systems, the organizational culture and the leadership of the organization (Cleland, 2010).

In the United States of America, projects are designed, planned and implemented in tandem with the sequence displayed by the project cycle using the log frame. The Log Frame is the specific planning tool that is used to design, appraise, manage, monitor

and evaluate the passage of a project through the project life cycle from policy framework to final evaluation. It presents the objectives-related activities and corresponding assumptions and pre-conditions of the project design of different hierarchical level matrix format. Projects are often initiated in the context of a turbulent, unpredictable and dynamic environment. Many projects, therefore, are usually bedeviled by challenges, constraints and risks as they are executed through completion (Chikati, 2009).

In Africa, water shortage is related to both under-development of potentially available water resources and their uneven distribution. This is coupled up with an unrelenting population growth rate of 3 % per year, which is a major factor in on-going water and sanitation problems. In South Africa, despite the significant input of human and financial resources, many fall short of expectation. Many failed to meet the priority needs of target beneficiaries, costs escalated, stated outputs were not achieved or if achieved were not sustained, implementation dates slipped by or adverse outcomes were not anticipated (Batten, 2011). Projects are influenced by a multiple of factors which can be external or internal to the organization responsible for its management and execution. These include poor project management, inadequate opportunities for potential beneficiaries to participate in project identification and design, poor linkages between project activities and project purpose, insufficient attention to external environment during project design, among others. It has also been recognized that projects were likely to succeed when account was taken of socio-economic context in which they operated (World Bank, 2010).

In Rwanda, the water supply and sanitation infrastructure is insufficient, especially in rural areas and concerning sanitation. There are substantial discrepancies between access data from various sources, partially because of different definitions being used by different institutions that are providing access data. The share of non-functional water supply systems in Ghana is estimated at almost one third, with many others operating substantially below designed capacity. However, according to the multi-donor Africa, assessment access to an improved water source is much lower (56%) and access to improved sanitation is higher (35%) (Buller, 2012).

Moreover, domestic water supply competes with a rising demand for water by the expanding industry and agriculture sectors. Ghana aimed at achieving 85% coverage for water supply and sanitation by 2015, which would exceed the Millennium Development Goals' target of 78% (Water Facts, 2013a). According to Green and Haines, (2008), one estimate only one quarter of the residents in Accra receives a continuous water supply, whereas approximately 30% are provided for 12 hours each day, five days a week. Another 35% are supplied for two days each week. The remaining 10% who mainly live on the outskirts of the capital are completely without access to piped water and other water services. The lack of clean drinking water and sanitation systems is a severe public health concern in Ghana, contributing to 70% of diseases in the country. Consequently, households without access to clean water are forced to use less reliable and hygienic sources, and often pay more (Batten, 2011).

In Kenya, rural water supply remains critical for socio-economic development in Kenya. Promotion of rural water supply improves the quality of life, increases productivity, food security and alleviates poverty. The Kenyan government has made an effort to achieve the Millennium Development Goals (MDGs) and Kenya Vision 2030 by halving the population without access to safe drinking water by 2015 and ensuring water availability and access to all by 2030 respectively. It is also when many rural areas are experiencing serious water scarcity. Community participation is an important factor in ensuring water availability for rural development.

According to Nerubucha (2011), Kenya is a water scarce country and it is therefore important to ensure that water resources are continuously monitored, assessed and evaluated in order to plan for water security. It is important to understand the climate and identify trends. It is clear that the water resources (both surface and underground water) are unevenly distributed spatially in the country and hence the need for proper management. Failure to adequately manage water resources imposes huge costs on Kenya's economy as observed by (Kinoti, 2010). According to the Ministry of Water and Irrigation, there are approximately 680 piped water systems that provide over 740,000 water connections throughout the nation. Additional 350 community run water schemes exist in the country. A great percentage of these connections are however inactive due to poor management and maintenance (Republic of Kenya,

2007) Water projects failure possess a problem that can be self-perpetuating. According to Themartic group (2005) among the 24 million rural dwellers in Kenya about 10 million have access to improved water supply either through piped water or point source systems. Of those with access 30% of them are served by community based water supply schemes which are developed by self-help 3 groups through donor support and government institutions. The groups study further reveals that most of these community based water supply schemes are inactive yet the government has continued to establish more water projects with little regard to rehabilitation of non-functioning ones.

1.2 Statement of the Problem

Water supply and sanitation in Kenya is characterized by low levels of access, in particular in slums and in rural areas, as well as poor service quality in the form of intermittent water supply. Only 9 out of 55 water service providers in Kenya provide continuous water supply and proper water systems (Isiolo Water and Water Company, 2013). Seasonal and regional water scarcity exacerbates the difficulty to improve water system. The Kenyan water sector underwent far-reaching reforms through the Water Act No. 8 of 2013. The Ministry of Water and Irrigation is in charge of policies for water supply and the Ministry of Public Health and Sanitation is in charge of policies. Water and sanitation sector in Kenya is characterized by institutional fragmentation that led to numerous inefficiencies and by subsequent attempts at reform. The government of Kenya has provided legal framework and entered into collaboration with donors such as JICA to ensure that the water systems in Kenya are functioning properly and sanitation is improved.

A large percentage of Isiolo County population lacks access to safe and reliable drinking water and this situation is particularly worse in rural areas compared to urban areas (Kisovi, 2012). Despite all the government efforts implement water projects in Isiolo County, there have seen complains that the water systems are not up to standards. A number of private and government sponsored organizations have tried to invest in water providence to the county dwellers for example since but have faced challenges that include: poor financial support from both the national and local governments, poor infrastructure, poor community perceptions and participation, poor training on the importance of such projects, poor rates of returns to the firms involved (UNICEF, 2011).

Local studies on implementation of water projects include; (Rimbera, 2012; Ali Jatan, 2012; Mbajiwe, 2009; Airo, 2009) who point out lack of project implementation due to low level of community awareness, approaches used by developers and lack of proper feasibility study but these; (Lengaplani, 2010) and (Wawire, 2007) point out community participation, project location, training on technology used and community capital contribution as factors leading to lack of implementation. It is in this strength that this study sought to fill the existing gap by answering the question what is the influence of socio-economic factors on implementation of water projects in county governments in Isiolo?

1.3 Purpose of the Study

The purpose of the study was to determine the influence of socio-economic factors on implementation of water projects in Isiolo County.

1.4 Specific Objectives

The study was guided by the following specific objectives;

- i. To determine the influence of resource allocation on implementation of water projects in Isiolo County.
- ii. To determine the influence of staff competence on implementation of water projects in Isiolo County.
- iii. To examine the influence of stakeholder involvement on implementation of water projects in count Isiolo County.
- iv. To establish the influence of managerial accountability on implementation of water projects in Isiolo County.

1.5 Research Questions

The study was guided by the following research questions;

- i. How does financial resource allocation influence implementation of water projects in Isiolo County?
- ii. How do employees' skills influence implementation of water projects in Isiolo County?
- iii. How does projects stakeholder involvement influence implementation of water projects in Isiolo County?
- iv. To what extent does managerial accountability influence implementation of water projects in Isiolo County?

1.6 Significance of the Study

This study would examine the socio-economic factors influencing implementation of water projects in county governments in Isiolo. These findings would therefore be of great benefit to the Isiolo water and Water Company would find out the causes of its poor performance in service delivery and thus review their water policies in order to improve their service delivery and performance. The senior managers in the County government shall be able to know how to they can help the water company to streamline the water system and help them improve the water performance in the County. The study finding would add to the existing literature in relation to water projects implementation.

1.7 Delimitation of the Study

The study focused on the influence of socio-economic factors implementation of water projects in Isiolo County governments. The study established how resource allocation, staff competence, stakeholder involvement and managerial accountability on implementation of water projects in Isiolo County. The study involved all the management employees who include; County Executive Committee, County Directors, MCA and Sub County Administrators Isiolo County.

1.8 Limitations of the Study

Some respondents may be unwilling to provide the required information since they don't know why it will be required for. But in order to overcome the problem the researcher will explain the importance of the study and promise confidentiality of individuals. The researcher will explain the significance of carrying out the study to the respondents in order to ensure the study objective is achieved.

1.9 Assumptions of the Study

The study assumes that respondents will answer the questions correctly and truthfully. It will also be assumed that the data collection instruments had validity and they measured what the researcher intends to measure.

1.10 Definition of Terms

Employee skills: these are the requisite skills requirements for the employees in order to effectively implement the projects started by the county government. The knowledge on finance and information communication technology is required for this project to be fully implemented.

Managerial Accountability: this refers means giving explanations for any variance in the actual performance from the expectations set. The top level management is most accountable and if abuse can result to poor results and it's required for on the water implementation projects.

Resources Allocation - this refers to monetary resources, funds and especially those that are used by county government in the implementation of water projects.

Stakeholders Support: this refers to the support that stakeholders are required to offer to the county projects a better coordination of the activities in the department in accordance with certain policies and in achievement of defined objectives of the water projects implementation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covered other related works by different scholars, assessed so as to give a theoretical and empirical foundation to the study. It also discussed the variables in order to give the study a more detailed understanding of how the variables influence the implementation of water projects in county governments.

2.2 Implementation of Water Projects

Implementation involves a process of putting a decision or plan into effect. implies that society must use no more of a resource than can be regenerated. This can be defined in terms of the carrying capacity of the ecosystem (Hawken, 1993) and described with input-output models of resource consumption. Unsustainable operations can be accommodated for either by developing sustainable operations or by planning for a future lacking in resources currently required. In practice organizations mostly tend to aim towards implementation by increasing efficiency in the way in which resources are utilized. It is the core of organizational effectiveness and connected to all other key components (WHO & UNICEF, 2010).

Implementation strategies must therefore be considered in the areas of strategic direction, spiritual values, moral values, governance, management practices, human resources, impact of service delivery, financial resources and external relations. Organizations have been found to have at a clear mission and strategic direction, the necessary skills to attract resources from a variety of local and international sources, skills and ability to manage resources effectively and efficiently and any effort at organizational regeneration (Water Supply & Sanitation Collaborative Council, 2012).

2.2.1 Resource Allocation and Implementation of Water Projects

Devolved governments need access to finances to enable them to develop and implement their projects. Historically devolved governments has been relying on a single sources which revenue to the government as a source of funds to implement

their projects. However, over time their capacity to build up internal sources from revenue became eroded, partly by government policies and partly by poor performance resulting from declining margins (Muchemi, 2009).

County government increasingly relies on national government support for finances and from their limited revenues. Although given out for recurrent and development expenditure, these are very often not repaid. Devolved government becomes trapped in a dependency parasitic relationship with national government which seriously weakened their ability to develop sustainable activities. This dependency also weakened management strategies. Rebuilding's devolved governments as effective member-owned business requires a clear break from this unfortunate historical legacy. Viable devolved government today suffer from this legacy in a number of ways; many private organizations still view devolved governments as inherently not creditworthy. Many devolved governments are weighted down by the presence on their balance sheets of accumulated debts dating back many years from the previous municipal councils (Mwaura, 2013).

Sambu (2014) argues that Kenyan devolved governments have not catered for the needs of their members. However Devolved governments are compounded by governance and financial constraints which leads to delay in financing projects. These issues have tainted the county governments and the public sector. Up to the mid-2013, a fundamental character of the Kenyan devolved government movement was its close association with the state to the point of developing a dependent relationship. This was partly due to historical evolution of this organization in the country. According to development countries recommendation No. 127, the ILO called for government to develop a comprehensive and planned development project in which one central body would be the instrument for implementing a policy of aid and encouragement to public sectors.

Saunders (2009) argued that in Uganda there are cases where government obtains their finances free of interest from the bank. These practices put the government in greater financial strains as they incur large debts by way of interest on the loans. He concludes that it would appear that the crucial factor in the financial difficulties of the government is mismanagement of funds available rather than the inability of the

organization to raise money from elsewhere. The Swedish public sector faces a similar problem especially as the number of the organizations belonging to the government is diminishing, owing to the relative decline of the services from other sectors of the economy.

The financial problem of the Uganda government is tied up with the general low levels of per-capital income of their citizens. Although the government is severely handicapped in having ways of raising funds of their own to meet their needs such as project implementation, they are in a privileged position in matters of government financial assistance. The government has started to see the need to diversify in order to survive in a liberalized environment. This is leading to interesting partnership (Mwaura, 2013).

2.2.2 Stakeholder Support and Implementation of Water Projects

Involving stakeholders in a participatory analysis and decision making around community and project development issues is an important operational method. Stakeholders may have varied level of interest, involvement, and influence on the project. It is extremely important to identify all the stakeholders and manage them as they can have negative and positive influence on the project. The stakeholders can include customer, end users, sponsor, program manager, portfolio manager, project manager and the project team (Chikati, 2009).

Participation at the community level has been identified as one of the most essential principles in rural development projects, as it has the potential to give communities access and control over their water resources. Participation is a criterion for effective governance where all citizens, both men and women, should have a voice, directly or through intermediary organizations representing their interests, throughout the processes of policy and decision making. The Social Development Department adopted a more intuitive and mutually exclusive four-level classification of participation involving information sharing, consultation, collaboration and empowerment ranked in order from the least to the most influence (World Bank, 2010).

Empowerment of stakeholders through participation can improve the environmental management process (Prager & Nagel, 2008) and is also critical for making changes (WHO, 2010). Rural water experts, the World Bank and other donor agencies, argue that stakeholder participation is fundamental to the success of water supplies in rural areas particularly in developing countries. Community participation can ensure that different needs and problems of the community are integrated in the project objectives (Thakur & Brahmi, 2011).

According to Makgoshi and Maliwichi (2010), implementation of government projects fails due to poor stakeholders support. The success of a government project implementation will be measured by support accorded by the stakeholders. The duty of the stakeholders is to oversee, guide and direct public sector movement in terms of human resource. The stakeholders of public organizations comprises of the community and other public organizations and the same stakeholders team with the primary responsibility of ensuring implementation of the projects. Specific stakeholders practices have been found to improve corporate performance;- three dimensional strategy comprise exploration of new horizons, selectivity and drive, making wisdom contagious by empowering independence, interaction and communication among employees, focusing on group performance rather than individual performance, external processes which include benchmarking, systems for feedback both from suppliers and customers and continuous innovation based on internal and external evaluation.

Nicholas (2011) found that stakeholders in a project have an activity which includes; manage, plans, to organize, and to coordinate the project. Success of any project implementation will be based on actions of top stakeholders. He also recommended that members, when electing office bearers, including delegates, should ensure that they elect trustworthy persons. Success and hence performance depends on the caliber of the officials that they elect. Corporate governance seeks to find appropriate mechanisms for governing relationships for constituent groups with the company so as to generate a long term value. It also seeks to reduce conflict of interests among the stakeholders by making sure that right people make the decisions. Corporate governance is to create and implement internal organization of the company and

define more closely and represent more pressing interests to which the stakeholders should respond and goals towards which they should strive. Therefore it implies that corporate power is exercised in the best interest of the society.

Samuel and Tom (2010) argue that the focus of project implementation has been disrupted by conflict between the levels of government in a country. Corporate governance is the process by which organizations are directed, controlled and held accountable. Corporate governance is at the heart of corporate success and it can have a significant influence on the country's development. Effective corporate governance will ensure long-term strategic objectives and plans are established and that proper stakeholders' structure is in place to achieve those objectives while at the same time making sure that the structure functions to maintain the company's integrity, reputation and accountability to its relevant constituencies. The right systems of checks and balances should be on the basis of merit of any corporate governance system.

According to Ibrahim (2012), a good governance system is one that respect and follow the due process of organizational policies and procedures. It should have checks and balances, and there must be segregation of duties. Good governance does not favor concentration of functions on one individual, it encourages cut off points where each employee respects the limits of his or her authority in the organization. As far as organizational governance is concern, finance and administration are two separate functions, and separation must come into play, else there is no separation or segregation of duties, one person is executing or strongly influencing the functions of human resource and of administration.

2.2.3 Staff Competence and Implementation of Water Projects

Reaching a satisfactory level of project implementation necessarily requires more than just securing funds from diversified sources. It requires as much strengthening government and operational capacities. There exists a causal relationship between project implementation and certain factors associated with government public organization management, leadership, public image, service provision and community participation. These factors could contribute to, or impede financial viability of given government public organization (Bray, 2010).

Human capacity development through specialized training of project managers, staff, community members and the whole project team has been noted to be important for project success and sustainability. Campo (2008), in an intervention model introduced in Peru for water supply considered community training as an important component in which the project used various methods of training such as audio-visuals, visual etc., argues that training on issues like operation and maintenance empower the communities to look after water supply systems thus aiding sustainability. Lack of community training is cited as one of the factors which could lead to breakdown and no sustainability of water supply projects in developing countries (Barasa & Jelagat, 2013).

They further point out that even where full community participation or management is planned from the start, community-level committees and care takers may lose interest or trained individuals may move away. Without adequately trained personnel, even a well-financed and organized system with the most advanced technology and regular compliance visits will fail to reliably deliver safe drinking water to its customers with time. This agrees with observations by (Campo 2008) who argued that training on issues like operation and maintenance empower communities to look after water supply systems thus aiding sustainability. Community members must be equipped with the necessary knowledge on how to operate, repair and maintain the water supply system as this will enhance sustainability of the project.

Capacity is the ability of individuals and organizations to perform functions effectively, efficiently and in a sustainable manner. The ability to meet the capacity needs includes employing the right people especially those who are trained and experienced; ensuring that there is good quality of the output; having a training plan for stakeholders. The African Development Bank set up the African Development Institute which is tasked with the responsibility of building capacity through training which is focused on improving the design and implementation of Bank financed operations. This makes it easier for staff involved in Bank projects to carry out the various tasks with the knowledge acquired through the training. Dobi (2012) while quoting Jones (2009) notes that lack of adequate monitoring and evaluation expertise or capacity among local NGOs is one area that has been highlighted by several scholars.

According to Bray (2010), there is increasingly awareness of up-to-date information about an organization's operations and finances as a way of ensuring return on their investment. Engaging in evaluation of government activities that outline financial and programmatic outcomes as a result of funding and this support implementation of government projects. Additionally, clearly and consistently communicating evaluation efforts and findings to funders and investors demonstrates accountability. Cultural differences between the leadership and staff of the government public organizations and CBOs and the communities they serve may pose additional challenges for implementation of government projects.

In the study of Mulory (2013) the government having a physical presence in the community as well as a consistent track record of service accountability to its residents the management employees should ensure that community benefits from the programs initiated. The government projects needs well versed management teams in order to establish partnering relationship which will help in developing a implementation strategy that clearly defines the social mission of the project. It is important that management clearly and consistently communicates the mission and services provided by the organization specifically cater to the unique needs of the projects.

It is noteworthy that according to Brar (2010), low capacity staff for government's projects implementation at the sub-national level such as provincial and regional governments is one of the main challenges in the implementation of all government projects in developing countries. This factor according to him is very pertinent to the South African context with its nine provinces and the consequent demand that the duplication of efforts creates for skills and knowledge, of which a shortage already exists. Farelo and Morris (2009) further contend that the personnel development issue within government needs prioritization in order to have management that will support development projects of the government. He noted that the education system needs to be aligned with the project management demands of the country and scarce monitoring and evaluation skills need to be attracted and retained particularly within the government.

It is noted that the effective implementation of government projects require personnel with the required knowledge and expertise. Diamond and Khemani (2010) posit that lack of capacity is regarded as one of the primary causes for the of government projects implementation process in Ghana. On the other hand, the emphasis on capacity building through training was one of the major contributing factors to the success of major government projects in Tanzania. Chene (2009) adds that absence of staff with the requisite project management knowhow and experience cannot be mitigated with ease through training and hiring. The salary structure and terms of employment in the public sector are more often than not unable to compete at par with the private sector. Needless to say, candidates possessing skills are not incentivized to join the public sector. To aggravate the situation, many trained personnel leave the public service for better job opportunities elsewhere.

The technical capacity of the organization in conducting evaluations, the value and participation of its human resources in the policymaking process, and their motivation to impact decisions, can be huge determinants of how the evaluation's lessons are produced, communicated and perceived (Vanessa & Gala, 2011). Building an adequate supply of human resource capacity is critical for the sustainability of the implementation system and generally is an on-going issue. It needs to be recognized that growing evaluators requires far more technically oriented M&E training and development than can usually be obtained with one or two workshops. Both formal training and on-the-job experience are important in developing evaluators. Two key competencies for evaluators are cognitive capacity and communication skills (Katia, Lycia & Helena, 2010).

Program and senior managers are important audiences for less technical training on implementation. They need to have enough understanding to trust and use implementation information. This type of broad training/orientation is critically important in building a results culture within organizations. There are no quick fixes in building an implementation system—investment in training and systems development is long term. Various options for training and development opportunities include the public sector, the private sector, universities, professional associations, job assignment, and mentoring programs (Gladys et al, 2010).

2.2.4 Managerial Accountability and Implementation of Water Projects

Decision-making is a process of much consultative ness in which decisions ultimately emerge at the top, seldom in the middle and almost never at the bottom of private and public managements beyond the routine. Nwankwoala (2011) in public sector organizations, the inadequate delegation of authority starts from the government. In fact, the policy decision in regards the various public sector organizations rest with the government and not with the functional heads of these organizations. Coupled with this, appointment of non-professionals-bureaucrats and in many cases, politicians also works against the adequate delegation of authority. Moreover, in many public sector organizations, there is always a lack of job clarity, which affects the delegation adversely.

Further in such organizations, delegate's lack of confidence in the subordinates to use the authority properly and effectively and his own reluctance to use the authority in the discharge of his responsibility for fear of criticisms for mistakes are also factors in inadequate delegation of authority. Elhance and Agarwal, (2002) in their studies indicate that there is an inherent desire for withholding of authority on the part of superiors because of the love for authority. Though there is a universal phenomenon, this is operative more strongly in organizations because they have to work in authoritarian culture. Thus inadequate delegation starts right from the top and flows through the various levels of the organizations. Delegant's love for authority has been identified as a major source for inadequate delegation in organizations.

They further that there is moderate degree of delegation of authority both in private and public sector, and the degree of delegation is higher in the later. Further, in both sectors, there is high degree of technical delegation and lowest degree of financial delegation. Nwankwoala (2011) indicates that in business organizations, there is lack of adequate delegation authority to various managerial levels. In public sector enterprises delegation of authority is not always for the whole job.

In most of the enterprises, due to its bureaucratic or semi-governmental nature delegation is not enough to enable the manager to execute his duties with confidence and convenience. Weber used the term bureaucracy to describe an organization ordered by rules, laws, and regulations, and indicated that bureaucracies possess

hierarchies with systems of super- and subordination. The management of the modern bureaucracy is based on written documents, such as standard operating procedures, which are more or less stable, exhaustive, and which can be learned (Mwaura, 2013).

The prototypical bureaucracy is the machine bureaucracy and the primary coordinating mechanism in such an organization is the standardization of work processes. Behavior in such an organization is relatively formal and employee tasks are specialized. Employees contract to receive wages in exchange for submitting to rules, regulations, and supervision, which in turn help employees handle the uncertain future from day to day. However, such a system is ineffective when employees are widely dispersed and direct supervision is not possible. It is also less effective in controlling behavior variability in organizations with a high percentage of tasks with substantial complexity (Wilkins & Ouchi, 2009).

These findings clearly indicate that a paradigm shift from the present authoritarian style of leadership and managerial approaches to democratic and supportive style of approach to be practiced in order to develop a culture of employee cooperation and contribution at work. While looking upon the negative consequence of ineffective delegation of authority and thereby to develop a culture of high performance, following steps to be recommended for Managers. Over the past decade or more, significant developments have occurred in thinking about the participation of followers in leadership and the exercise of power in organizations. Concepts of empowerment and power sharing reflect a shift in focus from a leader-dominated view to a broader one of follower involvement in expanding power (Burke, 2009).

This development has been affected by the greater attention to groups and team effort in the workplace attributable in part to Japanese management practices which had precursors in the "human relations" approach. Accordingly, there now is a context of thinking encouraging the value of participative leadership, at least in organizational psychology. Leadership clearly depends on responsive followers in a process involving the direction and maintenance of collective activity. Central to this process are one or more leaders who are the primary actors serving vital functions, especially defining the situation and communicating it to followers. Other leadership functions are such roles as problem solver and planner, adjudicator of conflict, advocate, and

external liaison. Because the leader cannot do everything alone, these functions need to be dispersed and involve sharing power and engaging others' talents through empowerment (Barasa & Jelagat, 2013).

Leadership is therefore a system of relationships with constraints as well as opportunities. System constraints include not only task demands but also the expectations and commitments of followers. Power is not the same as leadership, but often is seen as a feature of it (Maccoby, 2008). Power in organizations has three identifiable forms, which often exist together as a result of an individual's position in a time and place, as well as his or her personal qualities. The most familiar form is power over, which is explicit or implicit dominance. Clearly, leadership in organizations involves such power in varying degrees.

A leader's dependence on this kind of power has costs in undermining both relationships with followers and goal achievement (Oyugi, 2012). A second form is power to, which gives individuals the opportunity to act more freely within some realms of organizational operations, through power sharing, or what is commonly called empowerment. A third form is power from, which is the ability to resist the power of others by effectively fending off their unwanted demands. High status carries the potential for all of these power forms, while lower status participants may at best have one or two of the latter forms available to them (Batten, 2011).

Both leadership and followership can be active roles, given the reality that hierarchical organizations require both at every level. The traditional view of the follower role as mainly passive is misconstrued. Although leaders command greater attention and influence, there is more awareness now of follower influence on leaders, especially in so far as follower expectations and perceptions affect the process of leadership (Lord & Maher, 2010). Robbins and Barnwell further argue that the environment also influences the type of structure that organizations tend to adopt. The uncertainty and complexity of the firm's environment determines the appropriateness of organizational structures. An organization should be mechanistic in a stable environment and organic when the environment is turbulent. Discussing correlations, formalization and environmental uncertainty are inversely related, environmental complexity and decentralization are positively related, and that hostility in the environment leads to centralization.

Robbins and Barnwell (2012) further suggest that in terms of the power-control view, those in power select organizational structure that will, to the maximum degree possible, maintain and enhance their control. According to them, power can be in hands of management, those who control scarce resources that are important in the organization, by holding hierarchical authority as well as having a central position in the organization. They argue that management can be but one of those with power who tend to influence structure, since they are not the only group that can have power.

Miller and Friezen (2010) show a relationship between structure and managerial variables such as entrepreneurship, leadership style, and type of variables into a high/low management preference for micro-involvement. High involvement is compatible with low complexity, high formalization and high centralization. Geeraerts (2009) finds that relationships between the sizes of organizations and their structure are modified by the status of the management of the firm. Although the above contingencies are presented separately, it is obvious that many interrelations may exist. For example, in small businesses the organization is more likely to be structured in accordance with the owners' or managers' preferred problem-solving strategies than in large corporations (Miller & Toulouse, 2009).

2.3 Theoretical Review

This section discusses the theories that are used to support the study. This study adopts the commitment trust theory and agency theory. These are the theories to guide the study on water projects implementation by Isiolo County government.

2.3.1 Commitment-Trust Theory

This study is based on commitment-trust theory by Morgan and Hunt (1994). This theory proposed that relationship commitment and trust are key variables for successful relationships because they promote cooperative behaviors between relationship partners and encourage them to maintain long-term relationships. They suggest that relationships characterized by trust and commitment allow partners to be more accepting of high-risk situations because each party believes that the other party will be inclined to engage in activities that are in the long-term best interests of both partners. Morgan and Hunt (1994) tested their theory on business relationships between automobile tire retailers and their suppliers and concluded that it was clearly supported by the data.

The commitment-trust theory proposes that trust and commitment are key constructs that function in an organization. Conceptualize trust as confidence in an exchange partner's reliability and integrity. They propose that trust is enhanced when partners share similar values and when partners communicate. Trust is decreased when partners are perceived to engage in opportunistic behavior. Shared values, which were already described as antecedent to commitment, are also antecedent to trust. Perceptions of shared values between partners increase the perceived ability of partners to predict the other's motives and behavior and, therefore, increase trust. Communication is the sharing of meaningful and timely information between partners. Professors who communicate with students about what to expect in a course and on exams might enhance student trust.

Robert (2009) state that cooperation results in outcomes that exceed what would be achieved in a relationship in which partners work do not work together. Functional conflict is a disagreement that leads to an improvement in a relationship. Disagreements can have a way of strengthening relationships because they can lead to opportunities to communicate and readjust expectations. In this study, there is need for county government to ensure there is trust since trust encourages partners to treat conflicts as functional and find win-win solutions. Decision-making uncertainty is the extent to which partners perceive they have sufficient information to make decisions with confidence. This will have a direct effect on commitment between management and the employees. Trust permits partners to take a long-term view of relationships. The relationship itself becomes a goal instead of the result of each transaction between partners.

It can be concluded that this theory will help the county government to create an enabling environment that will help in improving the implementation of water projects. If the county government will use this theory, it will help create a good relationship between the community, and other stakeholders for better performance.

2.3.2 Agency theory

According to Bowie et.al. (1992) an agency relationship arises when one or more individuals, called principals, hire one or more other individuals, called the agents, to perform some service and then delegate decision making authority to the agents. The

primary agency relationships in business are those between shareholders and management. This relationship is not always harmonious and the theory is concerned with conflicts of interest between agents and principals. This has implications on how the organization affairs are conducted. When agency occurs it also tends to give rise to agency costs, which are expenses incurred in order to sustain an effective agency relationship like offering management performance bonuses to encourage managers to act in the shareholders' interests.

Cleland (2010) argues that agency theory suggests that, in imperfect labor and capital markets, managers will seek to maximize their own utility at the expense of shareholders. Managers have the ability to operate in their own self-interest rather than in the best interests of the organization because of asymmetric information. Managers know better than shareholders on whether they are capable of meeting the shareholders objectives or not, and they are also aware of uncertainty in the market.

In this study, the principals are the management of the county government who acts on behalf of community. The agency theory assumes both the shareholders and the agents are motivated by self-interest. Thus, if both parties are motivated by self-interest, management is likely to pursue self-interested objectives that deviate and even conflict with the goals of the shareholders. Yet, agents are supposed to act in the sole interest of their shareholders. It is the responsibility of management to ensure that members are able to access to wildlife facility in order to earn interest that shareholders can use to pay divided and also to expand the operations of the enterprises. The problem of performance of the county government water projects can be attributed to the management which is county government not acting in the best interest of shareholders which is the community since they should come up with strategies that will help in the implementation of water projects.

2.3.3 Stakeholder Theory

Stakeholder theory has been articulated in a number of ways, but in each of these ways stakeholders represent a broader constituency for corporate responsibility than stockholders. Discussions of stakeholder theory invariably present contrasting views of whether a corporation's responsibility is primarily (or only) to deliver profits to the stockholders/owners. Friedman's (1912) now-famous pronouncement that the only

social responsibility of corporations is to provide a profit for its owners stands in direct contrast to those who claim that a corporation's responsibilities extend to non-stockholder interests as well. One very broad definition of a stakeholder in any group or individual which can affect or is affected by an organization. Such a broad conception would include suppliers, customers, stockholders, employees, the media, political action groups, communities, and governments. A more narrow view of stakeholder would include employees, suppliers, customers, financial institutions, and local communities where the corporation does its business. But in either case, the claims on corporate conscience are considerably greater than the imperatives of maximizing financial return to stockholders.

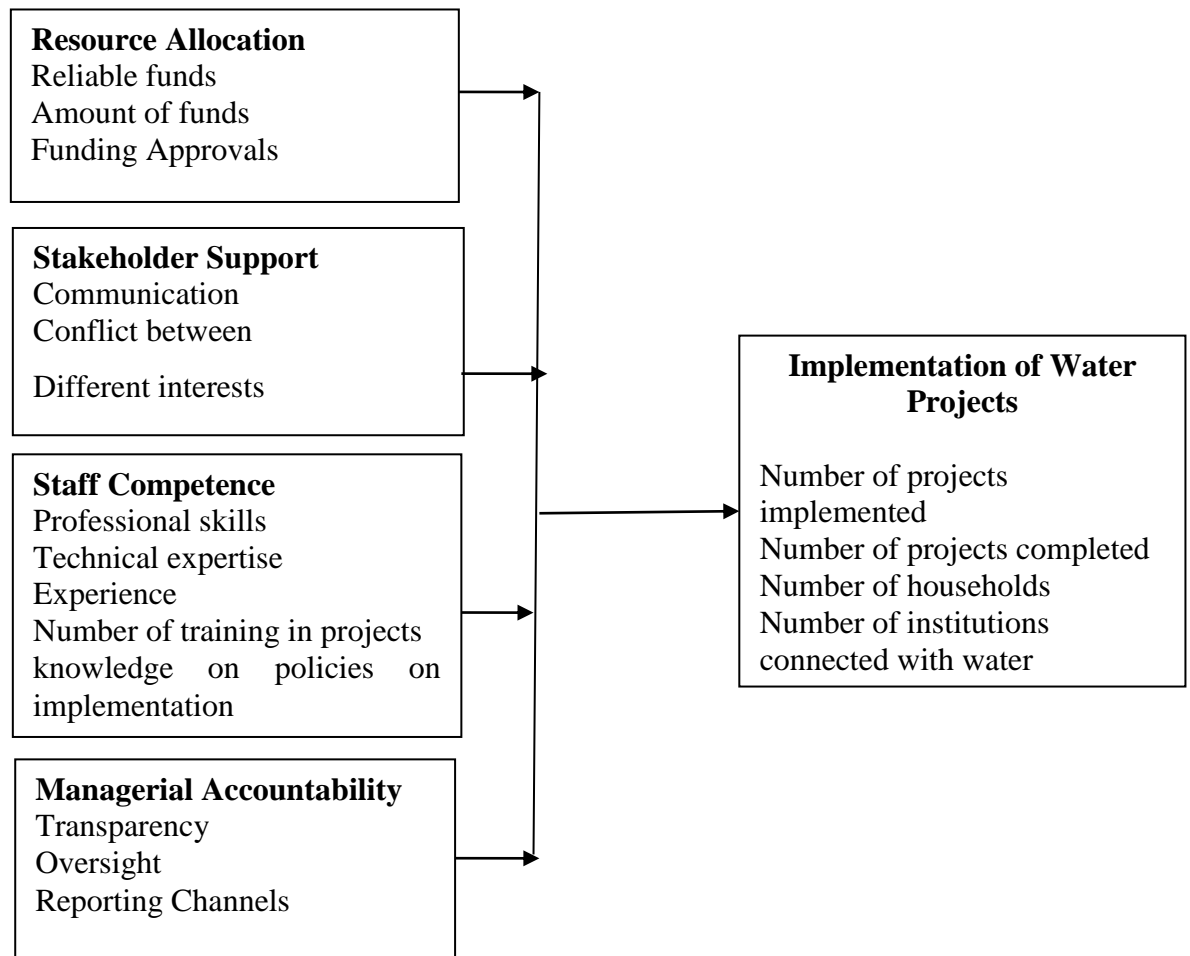
Stakeholder theories have grown in number and type since the term stakeholder was first coined in 1963. Stakeholder theory is well known, the stakeholder concept was originally defined as including "those groups without whose support the organization would cease to exist. As a part of management theory and practice, stakeholder theory takes a number of forms. Descriptively, some research on stakeholder theory assumes that managers who wish to maximize their firm's potential will take broader stakeholder interests into account. This gives rise to a number of studies on how managers, firms, and stakeholders do in fact interact. Normatively, other management studies and theories will discuss how corporations ought to interact with various stakeholders (Batten, 2011).

From an analytical perspective, a stakeholder approach can assist managers by promoting analysis of how the company fits into its larger environment, how its standard operating procedures affect stakeholders within the company (employees, managers, stockholders) and immediately beyond the company (customers, suppliers, financiers). Freeman suggests, for example, that each firm should fill in a "generic stakeholder map" with specific stakeholders. General categories such as owners, financial community, activist groups, suppliers, government, political groups, customers, unions, employees, trade associations, and competitors would be filled in with more specific stakeholders. In turn, the rational manager would not make major decisions for the organization without considering the impact on each of these specific stakeholders. As the organization changes over time, and as the issues for decision change, the specific stakeholder map will vary (Chiivakal et.al. 2008).

Again, the contrast with Friedman's view should be evident: if the corporate manager looks only to maximize stockholder wealth, other corporate constituencies (stakeholders) can easily be overlooked. In a normative sense, stakeholder theory strongly suggests that overlooking these other stakeholders is (a) unwise or imprudent and/or (b) ethically unjustified. To this extent, stakeholder theory participates in a broader debate about business and ethics: will an ethical company be more profitable in the long run than a company that looks only to the bottom line in any given quarter or year? Those who claim that corporate managers are imprudent or unwise in ignoring various non-stockholder constituencies would answer yes. Others would claim that overlooking these other constituencies is not ethically justified, regardless of either the short-term or long-term results for the corporation. County government should use this theory to help them in the implementation of water projects in Isiolo County.

2.4 Conceptual Framework

A concept is an abstract or general idea inferred or derived from specific instances (Kombo and Tromp, 2009). Unlike a theory, a concept does not need to be discussed to be understood (Smyth, 2004). A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Kombo and Tromp, 2009). A conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate it.



Independent Variables

Dependent Variable

Figure 1: Conceptual framework

According to the conceptual framework above, resources allocation which includes monetary resources, funds and especially those that are used by county government influences the implementation of water projects. The study also shows that there is influence between the supports that stakeholders required to offer to the county projects a better coordination of the activities in the department in accordance with certain policies and in achievement of defined objectives of the water projects implementation. Staff competence is very important in the implementation of water projects in Isiolo County. This involves the requisite requirements for the management in order to effectively implement the projects started by the county government. The knowledge on finance and information communication technology is required for this project to be fully implemented.

This study conceptualized managerial accountability to have influence on water projects. It involves giving explanations for any variance in the actual performance from the expectations set. The top level management is most accountable and if abuse can result to poor results and it's required for on the water implementation projects.

2.5 Summary of the Literature Review and Research Gap

The study is anchored on the commitment trust theory and agency theory. The literature reviewed indicate that set of assumptions and abstract projections regarding how project members believe reality could be untold in the immediate future. Based on a realistic analysis of current context, a self-assessment about their capabilities of process facilitation and a crucial and explicit review of the study, assumptions of socio-economic factors on implementation of water projects monitor consciously and critically individual and also collective way of thinking. Managers use implementation to make planned changes in organizations by creating environments in which changes can survive and be rooted.

Implementation is a procedure directed by a manager to install planned changes in an organization. There is widespread agreement that managers are the key process actors and that the intent of implementation is to install planned changes, whether they be novel or routine. It is important to understand that resources allocation, staff competence and supports that stakeholders required to offer influence implementation of water projects.

Local studies on implementation of water projects include; (Rimbera, 2012; Ali Jatan, 2012; Mbajiwe, 2009; Airo, 2009) who point out lack of project implementation due to low level of community awareness, approaches used by developers and lack of proper feasibility study but these; (Lengaplani, 2010) and (Wawire, 2007) point out community participation, project location, training on technology used and community capital contribution as factors leading to lack of implementation. It is in this strength that this study seeks to fill the existing gap by answering the question what is the influence of socio-economic factors on implementation of water projects in county governments in Isiolo?

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter introduces and describes the research design and methodology which was used to carry out the study. It outlines the sampling design techniques that were used to select the sample of study. It also describes the data collection procedures and the tools to be used in obtaining data, the process of data analysis, the study design and the target population.

3.2 Research Design

This study adopted a descriptive research design which is concerned with describing the characteristics of a particular individual, or groups (Kothari 2009). This method is suitable since it allows flexible data collection and the respondents were not manipulated. Descriptive research design is used when the problem is known and well designed as it is evident in this study. It is a logical model of proof that allows the researcher to draw inferences concerning causal relations among the variables under investigation. This study used descriptive research design because it seeks to narrate the factors influence of socio-economic factors on implementation of water projects in Isiolo County. Research design also defines the domain of generalizability, that is, whether obtained interpretations can be generalized to a larger population or to different situations.

3.3 Target Population

In choosing the members who participated, the researcher focused on the management and heads of sections which includes county executive committee, county directors and MCA. This is because they are the major players in the day-to-day operations in the implementation of the water projects in Isiolo County. The target population was 211 management employees involved in project implementation of Isiolo County government.

Table 3. 1: Target Population

Category	Frequency	Percentage
County Executive Committee	10	4.7
County Directors	25	11.8
MCA	15	7.1
Sub County Administrators	29	13.7
Chiefs, assistants & village elders	31	14.7
County Development Officer Fund Manager	42	19.9
Contractors	23	10.9
Government Regulatory Agencies (NEMA, County Planner, Public Works Officer)	36	17.1
Total	211	100.0

Source; (Isiolo County Government 2017)

3.4 Sample Design and Sample Size

The sample size is a subset of the population that is taken to be representatives of the entire population (Kumar, 2011). A sample population of 136 was arrived at by calculating the target population of 211 with a 95% confidence level and an error of 0.05 using the below formula taken from Kothari (2004).

$$n = \frac{z^2 \cdot N \cdot \hat{p}^2}{(N - 1)e^2 + z^2 \hat{p}^2}$$

Where; n = Size of the sample,

N = Size of the population and given as 211,

e = Acceptable error and given as 0.05,

\hat{p} = The standard deviation of the population and given as 0.5 where not known,

Z = Standard variate at a confidence level given as 1.96 at 95% confidence level.

The sample size fits within the minimum of 30 proposed by Saunders, Lewis and Thornhill (2012).

Table 3.2: Sampling Frame

Category	Frequency	Ratio	Sample
County Executive Committee	10	0.64	6
County Directors	25	0.64	16
MCA	15	0.64	10
Sub County Administrators	29	0.64	19
Chiefs, assistants & village elders	31	0.64	20
Contractors	23	0.64	15
Contractors	23	0.64	15
Government Regulatory Agencies (NEMA, County Planner, Public Works Officer)	36	0.64	23
Total	211		136

3.5 Research Instruments

Data was collected using questionnaire. The questionnaire had both open ended and closed ended questions. The questions were simple, logical and straight forward directions for the respondents so that they never felt any difficulty in answering the questions. The method is inexpensive, it is free from bias of the interviewer and the respondents are given adequate time to give well thought out answers be more dependable and reliable.

3.6 Validity of Research Instrument

Validity of the measuring instruments refers to the degree to which the tools used to measure what was intended to be measured. In this study, the questionnaires were piloted to enhance their correctness and consistency. The pilot study was conducted in Isiolo county government headquarters in Isiolo town using management teams. Information obtained from the pilot study was used to adjust the questionnaire.

3.7 Reliability of Research Instrument

Reliability of the questionnaire explains that the result was the same even if the research was carried out by another researcher on a different occasion. Test- retest was used to measure reliability where questionnaires were given to respondents in Isiolo county government, and after 2 weeks this was repeated again. The data was subjected to Pearson correlation in order to ascertain the reliability coefficient. According to Kothari (2010), a correlation coefficient of 0.7 is desirable for newly developed questionnaires. A construct composite reliability co-efficient (Cronbach alpha) of 0.7 or above, for all the constructs, is considered to be adequate for this study (Rousson, Gasser and Seifer, 2012). Reliability coefficient of the research instrument was assessed using Cronbach's alpha (α) which is computed as follows:

$$A = k/k-1 \times [1 - \sum (S^2) / \sum S^2 \text{sum}]$$

Where:

α = Cronbach's alpha

k = Number of responses

$\sum (S^2)$ = Variance of individual items summed up

$\sum S^2 \text{sum}$ = Variance of summed up scores

3.8 Data Collection Procedures

Drop and pick method was used to administer the questionnaires to the sampled population since it ensured that respondents are reached without any external influences. The questionnaires were collected back after 2 days.

3.9 Methods of Data Analysis

Data was analyzed using Statistical Package for Social Sciences (SPSS Version 21.0). All the questionnaires received was referenced and items in the questionnaire was coded to facilitate data entry. After data cleaning which entailed checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation was estimated for all the quantitative variables and information presented in form of tables. The qualitative data from the open ended questions was analyzed using conceptual content analysis and presented in prose

Inferential data analysis was done using multiple regression analysis. Multiple regression analysis was used to establish the relations between the independent and dependent variables. Multiple regression was used because it is the procedure that uses two or more independent variables to predict a dependent variable. This study multiple regression model generally assumed the following equation;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:-

Y= implementation of water projects

β_0 =constant

$\beta_1, \beta_2, \beta_3$ and β_4 = regression coefficients

X_1 = Resource Allocation

X_2 = staff competence

X_3 = stakeholder involvement

X_4 = managerial accountability

ε =Error Term

In testing the significance of the model, the coefficient of determination (R^2) was used to measure the extent to which the variation in implementation of water projects is explained by the variations of the socio-economic factors. F-statistic was also computed at 95% confidence level to test whether there is any significant relationship between implementation of water projects and the socio-economic determinants affecting it. All necessary diagnostic tests was performed.

3.10 Ethical Issues

The researcher observed the following standards of behaviour in relation to the rights of those who become subject of the study or are affected by it: First, in dealing with the participants, they was informed of the objective of the study and the confidentiality of obtained information, through a letter to enable them give informed consent. Before completing the questionnaire, the respondents was explained the purpose of the research and request them to participate in the study. Only those who give the consent was included in the actual data collection. There was cover letter to accompany the questionnaires requesting cooperation from the respondents, and a copy of a letter from the university indicating the study is purely for academic purposes and all ethical practices was respected. Research permit was requested from NACOSTI to collect data as per the requirement of higher education commission.

3.11 Operationalization of Variables

The operationalization of variables is shown in Table 3.3.

Table 3. 3: Operationalization of variables

Objectives	Type of Variable	Indicator	Measuring of Indicators	Tools of analysis	Type of analysis
To determine the influence of resource allocation on implementation of water projects in Isiolo County.	Independent	resource allocation	Reliable funds Amount of funds Funding Approvals	Percentages Mean score	Descriptive statistics
To determine the influence of resource allocation on implementation of water projects in Isiolo County.	Independent	Stakeholder involvement	Communication Conflict between Different interests	Percentages Mean score	Descriptive statistics
To determine the influence of staff competence on implementation of water projects in Isiolo County.	Independent	staff competence	Professional skills Technical expertise Experience Number of training in projects	Percentages Mean score	Regression analysis
To establish the influence of managerial accountability on implementation of water projects in Isiolo County.	Independent	managerial accountability	Transparency Oversight Reporting Channels	Percentages Mean score	Regression analysis
	Dependent	Implementation of Water Projects	No. of projects implemented No. of projects completed No. of households connected with water No. institutions connected with water	Mean score	

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter covers the responses rate, reliability analysis, characteristics of the respondents and their opinions on the influence of socio-economic factors on implementation of water projects by Isiolo county government. The researcher used tables to present summarized collective reactions of the respondents.

4.2 Response Rate

The researcher targeted 136 respondents whom questionnaires were administered to. Out of the targeted respondents, a total of 108 returned filled questionnaires giving a response rate of 79.41% which was within what Kothari (2004) prescribed as a significant response rate for statistical analysis and established at a minimal value of 50%.

Table 4.1: Response Rate

Total Questionnaires administered	Filled questionnaires	Response Rate.
136	108	79.41%

4.3 Reliability Analysis

Reliability analysis was subsequently done using Cronbach's Alpha which measures the internal consistency by establishing if certain items within a scale measure the same construct. Kumar (2011) established the Alpha value threshold at 0.7, thus forming the study's benchmark.

Table 4. 2: Reliability Analysis

	Cronbach's Alpha	Decision
Resource Allocation	.781	Reliable
Staff Competence	.867	Reliable
stakeholder involvement	.734	Reliable
Managerial accountability	.717	Reliable

Cronbach Alpha was established for every objective which formed a scale. The staff competence was the most reliable with an Alpha value of 0.867 while Managerial accountability was the least reliable with an Alpha value of 0.717. This illustrates that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.7, Kumar (2011). This, therefore, depicts that the research instrument was reliable and therefore required no amendments.

4.4 Demographic Information

This section presents the summary of the data collected on respondents' general information which includes gender, age, level of education and the period they have worked with the County Government of Isiolo. This general information is presented in tables.

4.4.1 Gender of the Respondent

The respondents were requested to indicate their gender. The results are as shown in the Table 4.3.

Table 4. 3: Gender of the respondents

	Frequency	Percent
Male	60	55.6
Female	48	44.4
Total	108	100.0

The study results showed that 55.6% of the respondents were male while 44.4% were female. This shows that all the respondents who participated were able give reliable information on the subject under study regardless of their gender.

4.4.2 Age of the Respondents

The respondents were required to indicate their age bracket. Their responses were as shown in Table 4.4.

Table 4. 4: Age of the Respondents

	Frequency	Percent
Below 25 years	7	6.5
25-30 years	21	19.4
31-35 years	38	35.2
36-40 years	24	22.2
41-45 years	12	11.1
46-50 years	6	5.6
Total	108	100.0

From the findings, majority of the respondents indicated that their age was 31-35 years as shown by 35.2%. Further 22.2% indicated age of 36-40 years, 19.4% age of 25-30 years and 6.5% age of below 25 years while 5.6% age of 46-50 years. This shows that majority of the respondents was mature people and could be relied upon in data collection.

4.4.3 Respondents Level of Education

The respondents were further asked to indicate their level of education. Their responses were as presented in Table 4.5.

Table 4. 5: Respondents Level of Education

	Frequency	Percent
Primary Education	7	6.5
Secondary education	5	4.6
Diploma	33	30.6
Degree	52	48.1
Masters & Above	11	10.2
Total	108	100.0

Most of the respondents indicated that they had degree as shown by 48.1%, diploma as shown by 30.6%, masters and above as shown by 10.2%, primary education as shown by 6.5% while 4.6% of the respondents had secondary education as their level of education. This implies that majority of the respondents had enough education to understand and give the information being sought.

4.4.4 Period Worked with the County Government of Isiolo

The respondents were asked to tell the period in which they have worked with the county government of Isiolo. Their responses were as shown in table 4.6.

Table 4. 6: Period Worked with the County Government of Isiolo

	Frequency	Percent
Below 5 Months	14	13.0
5-10 Months	35	32.4
1- 2 years	37	34.2
Over 3 years	22	20.4
Total	108	100.0

Majority of the respondents indicated that they had worked in County government of Isiolo for a period of 1-2 years as shown by 34.3%. Other respondents indicated that they had worked in the county government of Isiolo for a period of 5-10 months as shown by 32.4%, over 3 years as shown by 20.4% and for a period of below 5 months as shown by 13%. This implies that majority of the respondents had been working in county government of Isiolo for long enough education to respond to question about the county government.

4.5 Socio-Economic Factors

This section presents the findings on the socio-economic factors that influence the implementation of water projects covered by this study. These include resource allocation, staff competence, stakeholder involvement and managerial accountability.

4.5.1 Resource Allocation

The researcher asked the respondents to circle the number that best describes their response in relation to the resource allocation for implementation of water projects in Isiolo county government. Their responses were as summarized in Table 4.7.

Table 4. 7: Respondents Response in Relation to the Resource Allocation

	Mean	Std. Dev.
There is a reliable funds to implementation of water projects	3.2222	0.9306
There is large amount of funds issued to implementation of water projects	4.0463	0.7659
There is delay in financing implementation of water projects	4.1481	0.7832
There is long approval procedures before funding implementation of water projects	3.6574	0.5985
The budget allocation committee considers implementation of water projects as crucial project when allocating funds	2.9537	0.7411
There is funds from national government to implement water projects in marginalized counties like Isiolo	3.8704	0.6570

From the findings, the respondents agreed that there is delay in financing implementation of water projects as shown by a mean of 4.1481 and that there is large amount of funds issued to implementation of water projects as shown by a mean of 4.0463. The respondents also agreed that there are funds from national government to implement water projects in marginalized counties like Isiolo as shown by a mean of 3.8704 and that there are long approval procedures before funding implementation of water projects as shown by a mean of 3.6574.

The respondents were however neutral that there is a reliable funds to implementation of water projects as shown by a mean of 3.2222 and that the budget allocation committee considers implementation of water projects as crucial project when allocating funds as shown by a mean of 2.9537.

4.5.2 Staff Competence

The researcher also requested the respondents to circle the number (1-5) that best describes the skills of employees working in their County on the influence of implementation of water projects. The results were as presented in table 4.8.

Table 4. 8: Skills of Employees Working in the County

	Mean	Std. Dev.
Employees' professional skills influence their Implementation of the water projects.	4.1759	.6674
Employees with high technical expertise help them to Implement water projects.	3.9722	.6031
The county government of Isiolo gives training in projects implementation to employees to acquire skills that can help implement water projects in the county.	2.0741	.8054
There is adequate staff with experience which helps in the implementation of water projects in Isiolo County.	3.5556	.6315
There is knowledge on policies on implementation to enhance water projects in Isiolo County.	4.0648	.7886

As shown in Table 4.8, the respondents agreed that employees' professional skills influence their Implementation of the water projects as expressed by a mean score of 4.1759 and that there is knowledge on policies on implementation to enhance water projects in Isiolo County as expressed by a mean score of 4.0648. The respondents again agreed that employees with high technical expertise help them to implement water projects as expressed by a mean score of 3.9722 and that there is adequate staff with experience which helps in the implementation of water projects in Isiolo County as expressed by a mean score of 3.5556.

The respondents however disagreed with the fact that the county government of Isiolo gives training in projects implementation to employees to acquire skills that can help implement water projects in the county as expressed by a mean score of 2.0741.

4.5.3 Stakeholder Involvement

The researcher further asked the respondents to tick the number (1-5) that best describes their responses in relation to the implementation of water projects in Isiolo County. The collective responses of the respondents were summarized in table 4.9.

Table 4. 9: Respondents Responses in Relation to the Stakeholder Involvement

	Mean	Std. Dev.
There is communication between the county government and water project stakeholders	2.4352	0.6002
There is conflict between county government the project stakeholders	3.8611	0.8255
There are many water projects stakeholders with different interests on county water projects	4.0370	0.6546
There is conflict between ministry of water and irrigation at national government and the county government on water projects implementation.	3.9722	0.7545

From the results, the respondents agreed that there are many water projects stakeholders with different interests on county water projects as illustrated by a mean of 4.0370 and that there is conflict between ministry of water and irrigation at national government and the county government on water projects implementation as illustrated by a mean of 3.9722. The respondents also agreed that there is conflict between county governments the project stakeholders as illustrated by a mean of 3.8611 but disagreed that there is communication between the county government and water project stakeholders as illustrated by a mean of 2.4352

4.5.4 Managerial Accountability

The respondents were asked to tick the number that best describes their responses in relation to managerial accountability and implementation of water projects in Isiolo County. The responses were presented in Table 4.10.

Table 4. 10: Respondents responses in relation to managerial accountability

	Mean	Std. Dev.
The management practices transparency when planning for implementation of water projects in Isiolo County	3.3704	0.9432
Managers oversees who does what during implementation of water projects in Isiolo County	4.2130	0.6843
The management teams have developed reporting channels used to when water projects are to be implemented	3.8519	0.6086
The management employees delegates assignments to the juniors when implementing water projects in Isiolo County	3.2963	0.8992
There is public participation during budgeting of water projects for proper implementation of water projects in Isiolo County	4.2315	0.7183

From the findings, the respondents agreed that there is public participation during budgeting of water projects for proper implementation of water projects in Isiolo County as shown by a mean of 4.2315, managers oversees who does what during implementation of water projects in Isiolo County as shown by a mean of 4.2130 and the management teams have developed reporting channels used to when water projects are to be implemented as shown by a mean of 3.8519.

The respondents were however neutral that the management practices transparency when planning for implementation of water projects in Isiolo County as shown by a mean of 3.3704 and the management employees delegates assignments to the juniors when implementing water projects in Isiolo County as shown by a mean of 3.2963

4.5.5 Implementation of Water Projects

The researcher asked the respondents to indicate the trend of various aspects of implementation of water projects in their county for the last 5 years. Table 4.11 presents the summary of their responses.

Table 4. 11: Trend of Various Aspects of Implementation of Water Projects

	Mean	Std. Dev.
No. of projects implemented has increased	3.3426	.9188
No. of projects completed on time has increased	4.2500	.6988
No. of households connected with water has increased	3.8519	.6086
No. institutions connected with water has increased	3.2593	.8899

The respondents agreed that the number of projects completed on time has increased (Mean=4.2500) and that number of households connected with water has increased (Mean=3.8519). The respondents were further neutral that number of projects implemented has increased (Mean=3.3426) and that number institutions connected with water has increased (Mean=3.2593).

4.6 Regression Analysis

The study used a regression model to test the hypothesis between socio-economic factors (resource allocation, communication, stakeholder involvement and staff competence) and implementation of water projects.

Table 4. 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.827	0.684	0.672	2.352

The results of Table 4.12 found that R-Square value (coefficient of determination) is 0.672, which indicates that the independent variables (resource allocation, communication, stakeholder involvement and staff competence) explain 67.2% of the variation in the dependent variable (implementation of water projects).

Table 4. 13: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1268.88	4	317.220	55.726	0.000
	Residual	586.33	103	5.693		
	Total	1855.21	107			

The ANOVA results are shown in Table 4.13 which found that the model had predictive value and thus it was significant. This was because its p-value was less than 5%, $p=.000$ and F calculated (55.726) was significantly larger than the critical F value (2.4472).

Model coefficients provide unstandardized and standardized coefficients to explain the direction of the regression model and to establish the level of significance of the study variables. The results are captured in Table 4.14.

Table 4. 14: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.916	0.217		4.221	.000
Resource allocation	0.787	0.249	0.613	3.161	.003
Staff competence	0.599	0.286	0.234	2.094	.042
Stakeholder involvement	0.738	0.291	0.138	2.536	.015
Managerial accountability	0.818	0.381	0.249	2.147	.038

As per the SPSS generated table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$$Y = 0.916 + 0.787 X_1 + 0.599 X_2 + 0.738 X_3 + 0.818X_4$$

The findings showed that if all factors (resource allocation, managerial accountability, staff competence and stakeholder involvement) were held constant at zero implementation of water projects will be 0.916. The findings presented also show that taking all other independent variables at zero, a unit increase in the resource allocation would lead to a 0.787 increase in the scores of implementation of water projects. This variable was significant since $0.003 < 0.05$. Further, the findings shows that a unit increases in the scores of staff competence would lead to a 0.599 increase in the scores of implementation of water projects. This variable was significant since $0.042 < 0.05$.

The study also found that a unit increase in the scores of stakeholder involvement would lead to a 0.738 increase in the scores of implementation of water projects. This variable was significant since $0.015 < 0.05$. The findings also show that a unit increase in the scores of managerial accountability would lead to a 0.818 increase in the scores of implementation of water projects. This variable was significant since $0.038 < 0.05$.

As per the findings, at 95% confidence level, all the variables were significant as the p-value was less than 0.05. The study infer that managerial accountability had the greatest effect on the implementation of water projects, followed by resource allocation, then stakeholder involvement while staff competence had the least effect to the implementation of water projects.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter covers the summary and discussion of the findings, conclusions and recommendations based on the findings drawn on the socio-economic factors that influence the implementation of water projects.

5.2 Summary of the Findings

The study found that there is delay in financing implementation of water projects and that there is large amount of funds issued to implementation of water projects. The study also revealed that there are funds from national government to implement water projects in marginalized counties like Isiolo and that there are long approval procedures before funding implementation of water projects. The study further found that there is rarely reliable funds to implementation of water projects and that the budget allocation committee rarely considers implementation of water projects as crucial project when allocating funds.

The study found that employees' professional skills influence their Implementation of the water projects and that there is knowledge on policies on implementation to enhance water projects in Isiolo County. The study also found that employees with high technical expertise help them to implement water projects and that there is adequate staff with experience which helps in the implementation of water projects in Isiolo County. The study also found that the county government of Isiolo doesn't give training in projects implementation to employees to acquire skills that can help implement water projects in the county.

The study found that there are many water projects stakeholders with different interests on county water projects and that there is conflict between ministry of water and irrigation at national government and the county government on water projects implementation. The study also found that there is conflict between county governments the project stakeholders and that there is no communication between the county government and water project stakeholders.

The study found that there is public participation during budgeting of water projects for proper implementation of water projects in Isiolo County, that managers oversee who does what during implementation of water projects in Isiolo County and that the management teams have developed reporting channels used to when water projects are to be implemented. The study also found that the management rarely practices transparency when planning for implementation of water projects in Isiolo County and that the management employees rarely delegates assignments to the juniors when implementing water projects in Isiolo County.

5.3 Discussion of the Findings

5.3.1 Resource Allocation

The study found that there is delay in financing implementation of water projects and that there is large amount of funds issued to implementation of water projects. The study also revealed that there are funds from national government to implement water projects in marginalized counties like Isiolo and that there are long approval procedures before funding implementation of water projects. This concurs with Saunders (2009) who argued that in Uganda there are cases where government obtains their finances free of interest from the bank. These practices put the government in greater financial strains as they incur large debts by way of interest on the loans. He concludes that it would appear that the crucial factor in the financial difficulties of the government is mismanagement of funds available rather than the inability of the organization to raise money from elsewhere.

The study further found that there is rarely reliable funds to implementation of water projects and that the budget allocation committee rarely considers implementation of water projects as crucial project when allocating funds. This is similar to Mwaura (2013) who noted that many devolved governments are weighted down by the presence on their balance sheets of accumulated debts dating back many years from the previous municipal councils.

5.3.2 Staff Competence

The study found that employees' professional skills influence their Implementation of the water projects and that there is knowledge on policies on implementation to enhance water projects in Isiolo County. Campo (2008) in an intervention model introduced in Peru for water supply considered community training as an important component in which the project used various methods of training such as audio-visuals, visual etc., argues that training on issues like operation and maintenance empower the communities to look after water supply systems thus aiding sustainability.

The study also found that employees with high technical expertise help them to implement water projects and that there is adequate staff with experience which helps in the implementation of water projects in Isiolo County. This correlate with Dobi (2012) who while quoting Jones (2009) notes that lack of adequate monitoring and evaluation expertise or capacity among local NGOs is one area that has been highlighted by several scholars.

The study also found that the county government of Isiolo doesn't give training in projects implementation to employees to acquire skills that can help implement water projects in the county. This conforms Bray (2010) that there is increasingly awareness of up-to-date information about an organization's operations and finances as a way of ensuring return on their investment.

5.3.3 Stakeholder Involvement

The study found that there are many water projects stakeholders with different interests on county water projects and that there is conflict between ministry of water and irrigation at national government and the county government on water projects implementation. In line with this, World Bank (2010) notes that the Social Development Department adopted a more intuitive and mutually exclusive four-level classification of participation involving information sharing, consultation, collaboration and empowerment ranked in order from the least to the most influence.

The study also found that there is conflict between county governments the project stakeholders and that there is no communication between the county government and water project stakeholders. This corresponds with Samuel and Tom (2010) who argue that the focus of project implementation has been disrupted by conflict between the levels of government in a country. Corporate governance is the process by which organizations are directed, controlled and held accountable.

5.3.4 Managerial Accountability

The study found that there is public participation during budgeting of water projects for proper implementation of water projects in Isiolo County, that managers oversees who does what during implementation of water projects in Isiolo County and that the management teams have developed reporting channels used to when water projects are to be implemented. This is similar to a report of Elhance and Agarwal (2002) who in their studies indicate that there is an inherent desire for withholding of authority on the part of superiors because of the love for authority. Though there is a universal phenomenon, this is operative more strongly in organizations because they have to work in authoritarian culture.

The study also found that the management rarely practices transparency when planning for implementation of water projects in Isiolo County and that the management employees rarely delegates assignments to the juniors when implementing water projects in Isiolo County. This concurs with Nwankwoala (2011) who indicates that in business organizations, there is lack of adequate delegation authority to various managerial levels while in public sector enterprises delegation of authority is not always for the whole job.

5.4 Conclusions

The study concludes that resource allocation has a positive and significant influence on the implementation of water projects. Large amount of funds issued to implementation of water projects as well as funds from national government to implement water projects in marginalized counties like Isiolo were behind the positive influence. Although there are long approval procedures before funding implementation of water projects and partial consideration of implementation of water projects as crucial project when allocating funds by budget allocation committee rarely.

The study concluded that staff competence influences implementation of water projects in Isiolo County positively. This is as a result of the influence that employees' professional skills bring to implementation of the water projects. Also there being knowledge on policies on implementation to enhance water projects in Isiolo County brings the influence. It was realized that the county government of Isiolo doesn't give training in projects implementation to employees to acquire skills that can help implement water projects in the county.

The study concluded that stakeholder involvement positively and significantly influences implementation of water projects in count Isiolo County. It was realized that there are many water projects stakeholders with different interests on county water projects and that there is conflict between ministry of water and irrigation at national government and the county government on water projects implementation and that there is no communication between the county government and water project stakeholders.

The study concluded that managerial accountability influences implementation of water projects in Isiolo County significantly. There is public participation during budgeting of water projects for proper implementation of water projects and managers oversees who does what during implementation of water projects in Isiolo County. The management rarely practices transparency when planning for implementation of water projects and rarely delegates assignments to the juniors when implementing water projects in Isiolo County.

5.5 Recommendations

The study recommends that involvement of key stakeholders such as relevant government agencies, financial advisers, and other professionals should be increased in order to enhance the success of their projects. This can be done by involving such stakeholders who add value to the project by enhancing management skills and competencies in managing projects.

The study recommends that the ministry should uphold training on corporate governance, and management development; provide more resources in the strategy management process. In addition, the management should be sensitized on their organizational roles and evade political influence. The management should be fully involved in setting the objectives according to the needs required.

The study also recommends that policy makers in various areas such as the ministry of water and county administration should also consider pursuing policies that promotes the active involvement of key stakeholders in community water projects. The study further recommends that there is need for the government to follow up on the enforcement of the regulations of stakeholder participation in the county water projects implementation process since this will ensure better management of county funds and successful implementation of various water projects.

The study found that there is little delegation of assignments to the juniors when implementing water projects in Isiolo County by the management. Therefore the study also recommends that there is a need to involve the juniors in the implementation of water projects within the county through delegation of some assignments to ensure that the junior feel fully part of the projects. This will ensure successful implementation of the projects all the staff is involved.

Since there has been no communication between the county government and water project stakeholders and conflicts between county government the project stakeholders, the study recommends that the county government should create the right communication channels between them and the projects stakeholders as well as the national government. This will in turn reduce conflicts between the county and national government as well as uphold transparency in the implementation of the water projects hence make it successful.

5.6 Recommendations for Further Studies

The current study was limited to water projects in Isiolo County. Future studies should consider replicating the same study in other areas so as to support the generalization of these findings.

The study was also limited to four factors: resource allocation, communication, stakeholder involvement and staff competence. In future studies, researchers should also consider exploring other variables that may influence the implementation of water projects such as technology and political interference.

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APPENDICES

Appendix I : Introductory Letter

AMINA ADAN OMAR

P.O BOX

ISIOLO

Dear Sir / Madam.

RE: DATA COLLECTION INSTRUMENT

I am a student from the University of Nairobi undertaking a Master of Art Degree in Project Planning and Management. I am therefore, kindly requesting you to provide me with information by filling the questionnaires concerning my research work. The respondent will be treated with utmost privacy and confidentiality and data collected will be used for nothing else but education purpose only.

Thank you.

Yours Faithfully,

Amina Adan Omar

L50/84090/2015

Appendix II : Questionnaire for the Respondents

SECTION A : GENERAL INFORMATION :

By means of a tick ($\sqrt{\quad}$) kindly indicate an option that best describes:

1. Your gender

a) Male ()

b) Female ()

2. Your age:-

a. Below 25 years ()

b. 25-30 years ()

c. 31-35 years ()

d. 36-40 years ()

e. 41-45 years ()

f. 46-50 years ()

g. Over 51 ()

3. Your level of education:-

Primary Education

Secondary education (O level) ()

Diploma ()

Degree ()

Masters & Above ()

4. Period you have worked with the County Government Isiolo

a) Below 5 Months ()

b) 5-10 Months ()

c) 1- 2 years ()

d) Over 3 years ()

SECTION B: RESOURCE ALLOCATION

5. In each word/phrase given below circle the number that best describes your response in relation to the resource allocation for implementation of water projects in Isiolo county government.

Where; 1= Strongly Agree; 2= Agree 3=Neutral; 4= Disagree; 5= Strongly Disagree

1.	There is a reliable funds to implementation of water projects	1	2	3	4	5
2.	There is large amount of funds issued to implementation of water projects	1	2	3	4	5
3.	There is delay in financing implementation of water projects	1	2	3	4	5
4.	There is long approval procedures before funding implementation of water projects	1	2	3	4	5
5.	The budget allocation committee considers implementation of water projects as crucial project when allocating funds	1	2	3	4	5
6.	There is funds from national government to implement water projects in marginalized counties like Isiolo	1	2	3	4	5

6 In your view how does resource allocation influence implementation of water projects in Isiolo county government?

.....

SECTION C: STAFF COMPETENCE

7. Describes the skills of employees working in your County on the influence of implementation of water projects.

Tick in table appropriate

Where; 1= Strongly Agree; 2= Agree 3=Neutral; 4= Disagree; 5= Strongly Disagree

1	Employees’ professional skills influence their Implementation of the water projects.	1	2	3	4	5
2	Employees with high technical expertise help them to Implement water projects.	1	2	3	4	5
3	The county government of Isiolo gives training in projects implementation to employees to acquire skills that can help implement water projects in the county.	1	2	3	4	5
4	There is adequate staff with experience which helps in the implementation of water projects in Isiolo County.	1	2	3	4	5
5	There is knowledge on policies on implementation to enhance water projects in Isiolo County.	1	2	3	4	5

8. In your view how do employees’ skills influence implementation of water projects in Isiolo county government?

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SECTION D: STAKEHOLDER INVOLVEMENT

9. In each phrase given below tick the number that best describes your responses in relation to the implementation of water projects in Isiolo County.

Where; 1= Strongly Agree; 2= Agree 3=Neutral; 4= Disagree; 5= Strongly Disagree

1	There is communication between the county government and water project stakeholders	1	2	3	4	5
2	There is conflict between county government the project stakeholders	1	2	3	4	5
3	There are many water projects stakeholders with different	1	2	3	4	5

	interests on county water projects					
4	There is conflict between ministry of water and irrigation at national government and the county government on water projects implementation.	1	2	3	4	5

Same with this variable on stake holder involvement. It is not well addressed?

1. In your view how does stakeholder involvement influence implementation of water projects in Isiolo county government?

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SECTION E: MANAGERIAL ACCOUNTABILITY

1. In each phrase given below tick the number that best describes your responses in relation to implementation of water projects in Isiolo County.

Where; 1= Strongly Agree; 2= Agree 3=Neutral; 4= Disagree; 5= Strongly Disagree

1	The management practices transparency when planning for implementation of water projects in Isiolo County	1	2	3	4	5
2	Managers oversees who does what during implementation of water projects in Isiolo County	1	2	3	4	5
3	The management teams have developed reporting channels used to when water projects are to be implemented	1	2	3	4	5
4	The management employees delegates assignments to the juniors when implementing water projects in Isiolo County	1	2	3	4	5
5	There is public participation during budgeting of water projects for proper implementation of water projects in Isiolo County	1	2	3	4	5

12. In your view how does managerial accountability influence implementation of water projects in Isiolo county government?

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SECTION F: IMPLEMENTATION OF WATER PROJECTS

15. What is the trend of the following aspects of implementation of water projects in your for the last 5 years?

1	No. of projects implemented has increased	1	2	3	4	5
2	No. of projects completed on time has increased	1	2	3	4	5
3	No. of households connected with water has increased	1	2	3	4	5
4	No. institutions connected with water has increased	1	2	3	4	5

THANK YOU FOR PARTICIPATING