INFLUENCE OF EMPLOYEE OBLIGATIONS ON PERFORMANCE OF PROJECTS IMPLEMENTED BY WATER SECTOR TRUST FUND, KENYA

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DECLARATION

This research project is my original work and has not been presented for any academic award in any University.

Signed: …….....……... Date: …….....

Mathew Karanja

L50/86365/2016

This research project has been submitted for examination with my approval as the University supervisor.

Signed: …….....……... Date: …….....

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DEDICATION

I dedicate this research project report to my father Robert Karanja and my mother Frasiah Waithera for their continued support during the entire period of study. Their prayers and support have brought me this far and enabled me to pursue my education up to this level. My utmost gratitude to God for his mercies, favour and blessings upon me for this far I have come, it's all because of Him.

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ABSTRACT

The quality of life of people is threatened globally, it is approximated that 1.4 million people die from lack of clean, safe 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 diseases. The purpose of the study was to establish the influence of employee obligations identified as employee commitment and employee involvement and financing strategies on performance of projects implemented by water sector trust fund. Objectives were to assess the influence of the management commitment, establish the influence of employee involvement and to determine the influence of finance mobilisation on the performance of projects implemented by Water Sector Trust Fund in Kenya. In the literature it was apparent that there were gaps as studies showed that that the sustainability rate on water projects in developing countries is alarmingly low, due to lack of management commitment, employee involvement, and project financing and poor evaluation process. The study was anchored on the Resource Based Theory. A descriptive research design was employed for the study. The target population consisted of 78 staff from Water Sector Board based Information was obtained from the Finance and Resource Mobilization Department, Field Co-ordination Department, Administration and Human Resources Department, Procurement Office and Internal Auditor department staff. A sample size of 65 was arrived at for this study and a census method was adopted. A questionnaire as the chief data collection primary instrument was used. The study involved both qualitative and quantitative data. After the data was edited, it was thematically coded. Descriptive statistics including percentages, frequencies, standard deviations and means were utilized to ensure that quantitative data for dispersion were measured and analysed. The study also found that respondents agreed to great extent that management commitment, employee involvement and finance mobilisation with composite means of 4.14, 4.20 and 4.08 respectively and standard deviations of 1.145, 1.231 and 1.031 respectively influenced the performance of projects implemented by Water Sector Trust Fund. The study also found a strong positive and significant association between management commitment, employee involvement as well as project financing and performance of projects implemented by water sector trust fund as denoted by the correlation coefficients of 0.714, 0.693 and 0.781 between management commitment, employee involvement and finance mobilisation respectively. The study concludes that management commitment improves operations and performance; employee involvement directly influences the performance and that the management had put in place all financial management practices to oversee their financial transactions. The study recommends open communication between the management and members; Management should encourage employees to give meaningful suggestions and participate more in decision making as this enhances organizational performance and that the managers should highly prioritize financial management practices during the formulation of the organization strategies.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally, one of the most important natural resources is water as it is the essence of life on earth (WHO and UNICEF, 2018). The availability of safe water is critical not just for health reasons, but also for social and economic development. The supply of safe water must be prioritized through a strategic approach by the government of every state or nation. Key resources like finance, technology and human resources must be made available to ensure consistency and efficiency in water supply project. A project consists of three main pillars namely; cost, quality and time. Project success has thus been defined by the criteria of time, budget and deliverables. In addition project success is considered if it meets the schedule, budget, expected quality, and the achievement of the deliverables that were originally intended and the acceptance by the target beneficiary or the project client (UN-HABITAT, 2016).

Projects differ from operations, because operations are continuous and repeating whereas projects are temporary (Project Management Institute, 2018). In addition, operations deliver the same or almost the same results over time whereas project results are in contrast unique. Project implementation is the stage where all the planned activities are put into action. Before the implementation of a project, the implementers who are spearheaded by the project committee or executive should identify their strength and weaknesses including internal forces, opportunities and threats which include external forces. The strength and opportunities are positive forces that should be exploited to efficiently implement a project. The weaknesses and threats are hindrances that can hamper project implementation (Bolles, 2016).

Project success is at the core of water project performance (Brennan, 2017). The general assumption among project managers is that a project completed in time, within the agreed budget and the set quality is deemed to be successful. A successful project is one that meets all stakeholders' needs and expectations. This point of view is considered

acceptable although, in several instances, real success or failure cannot be measured just by the three primary objectives alone. Each stakeholder group will hold a different point of view as to which objectives should be valued or balanced. Thus, success has been modified to include completion within allocated period, within the budgeted cost, at the proper performance or specification level. Also, with the acceptance by the customer with a minimum mutually agreed upon scope changes, without disturbing the main workflow of the organization and without changing the corporate culture (DeLeon, 2015).

In Africa, water shortage is related to both under-development of potentially available water resources and their uneven distribution (World Bank, 2018). 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. Steady population growth in East Africa has not been in tandem with increase in access to clean, safe water supply. Human activities such as deforestation, pollution of water bodies, poor management of rain water and misuse of water affects access to clean water leading to loss of natural biodiversity by individual land uses. Poor rain water harvesting and management is blamed for more than 90% loss of rain water, especially in semi-arid arid areas through evaporation and water pollution making it unfit for human and animal consumption or use. Because of the inefficiencies in water supply, the government of Kenya came up with reforms in the water sector to address the policy, regulation and service provision inefficiencies (Government of Kenya, 2017).

The Kenya's Vision 2030 new long-term development blueprint for the country was adopted in order to address the water challenges (Wambua and Sammy, 2015). The blueprint captures Kenya's collective aspiration for a much better society than it is currently. It aims to transform the country into a newly industrialized middle-income nation providing a high standard of life to every citizen in a secure and clean environment. The Vision is attached to three critical pillars: Economic; Social; and Political Governance. The economic support aims to achieve an economic growth rate of 10 per cent per annum and to sustain the same till 2030 to generate more resources to address the Sustainable Development Goals (SDGs). The vision has identified some flagship projects in each sector to be implemented over the vision time to facilitate the

desired growth that can support the implementation of the SDGs on a sustainable basis. Also, the vision has flagged out projects addressing the SDGs directly in critical sectors such as health, agriculture, education, water, and the environment. The visualization for the water and sanitation sector is to ensure water and improved sanitation availability and access to all by 2030 (Government of Kenya, 2017).

It is evident from the above ambitious plans that Kenya needs to move from the overarching targets contained in the Vision 2030 to the implementation of projects (DeLeon, 2015). The linkage between the ambitious goals and realization of the same is in project implementation. Effective implementation of projects is critical to the attainment of the lofty targets set in the vision 2030. The Water Sector in Kenya is currently managed by the Ministry of Water and Sanitation. The Sector underwent significant changes in the late 1990s and early 2000s, so that by the enactment of the Water Act, 2002, the Sector had reformed itself in major ways as to separate sector policy formulation from that of implementation. The policy formulation was left to the Ministry headquarters, and project implementation was delegated to some professionally organized institutions. This reform saw the birth of the institutions that are mandated to implement projects in their areas of jurisdiction. One such institution is the Water Sector Trust Fund (WSTF) which is a Kenyan State Corporation established as part of the reforms in the Kenyan water sector (Bolles, 2016) with a mandate of providing conditional and unconditional grants to the Counties and to assist in financing the development of and management of water services in the marginalised and underserved areas.

The government's effort in addressing the water challenges is notable however, these efforts have not been sufficient (Wambua and Sammy, 2015). The new Water Act which was passed in 2002 opened the sector to numerous institutional changes, including decentralized water provision. As a result, in urban areas for instance, the large number of private water suppliers has steadily increased in the past. The cost for starting new projects as well as the cost of establishing new a connection to peri-urban region is very high. Because of the high costs, management and expansion of water supply projects becomes a challenge to WSTF

1.1.1 The Water Sector Trust Fund

The Water Sector Trust Fund (WSTF) is a Kenyan State Corporation under the Ministry of Water and Sanitation and established under the Water Act, 2016, with the mandate to provide conditional and unconditional grants to the Counties and to assist in financing the development of and management of water services in the marginalised and underserved areas (Water Sector Board, 2019). It previously existed as the Water Services Trust Fund prior to the repeal of the Water Act, 2002, which had established it. The organisation is guided by the Trust Deed of 26th April, 2004 and nested on rapid, proactive and innovative measures stipulated in its core values of accountability, transparency, good governance, teamwork, equity, fairness, honesty, integrity, customer focus, and work-life balance. It is one of the water reform institutions, and act as a basket fund for mobilising resources and providing financial assistance towards capital investment costs of providing water service and sanitation (GoK, 2018).

WSTF is mandated to finance water and sanitation services for the poor and underserved communities in rural and urban areas. In the Water Act (2016), The Mandate / Object of the Fund is to provide conditional and unconditional grants to the Counties and to assist in financing the development of and management of water services in the marginalised and underserved areas including: Community level initiatives for the sustainable management of water resources, development of water services in rural areas considered not to be commercially and development of water services in the under-served poor urban areas (Ministry of Water and Irrigation, 2018).

The water sector in Kenya is currently undergoing radical reforms, aimed at improving management of the water resources, and introducing greater efficiency in service delivery (GoK, 2018). The Water Act 2002 lays down the legal framework for a new system of institutional and regulatory measures and mechanisms, which embrace broader principles of decentralisation, participation, autonomy, sustainability and efficiency. This marks a significant shift from the fragmented and sectorial orientation in which water resources have hitherto been managed. The Water Sector Trust Fund, was established under the Act, is a mechanism for financing the provision of water and sanitation services to areas that are inadequately served. It is managed by a board of Trustees appointed and holding

office under a trust Deed approved by the Minister of Water Resources Management and Development. It is envisaged that the Fund took over management of Swedish support to rural communities under the current bilateral Agreement and subsequently the joint Swedish and Danish support in the succeeding Programme. Subsequently The Trust Fund manages all funds received from the Government of Kenya, donations, grants and bequests from whatever sources as out lined in the Water Act 2002. The Fund has been formally set up, with Trustees who have been appointed by the Minister. Staff from the Sida programme at the Ministry have been temporarily attached to the fund to provide technical services (Water Sector Board, 2019).

Objectives of the Trust Fund are to provide financing and other support towards (Ministry of Water, Sanitation and Irrigation, 2018). The Trust is in charge of the capital investment costs of providing water services to communities without adequate water services. They also ensure activities in the area of water services are based on the priorities of the Government of Kenya as outlined in the water services strategic plan developed under the Water Act 2002. They are in charge of capacity building activities and projects which enable communities to plan, implement, manage, operate and sustain water services. The ensure creation of awareness and dissemination of information regarding community management of water services; and Active community participation in the implementation and management of water services. They also ensure they providing a mechanism for managing funding systems whose objective is to fund activities within the Water sector generally as may from time to time be assigned to it to manage (GoK, 2018).

1.2 Statement of the Problem

The quality of life of people is threatened globally, it is approximated that 1.4 million people die from lack of clean, safe drinking water; and 3.6 million people die each year from waterborne diseases (Borg and Gall, 2017). Of that number, children constitute 84% and 98% live in the developing world. 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 diseases. According to the United Nations Human Development Report, the crisis is claiming more lives in the

developing world than war claims through weapons. A publication on Amnesty international (2018) shows that, in Kenya there are 8.5 million people that live in low income settlements and the population will increase rapidly at 6% per year. In Nairobi alone around 100 unplanned settlements with a population of 1.75 million exist and the number of areas and population are increasing. Thus with these issues in mind today more than ever, the development of a systematic understanding of the role of water systems and the identification of the elements composing the complex nexus of challenges and opportunities for water become critical activities for policy makers, professionals and sector specialists. Despite the importance that should be attached to water projects, Kenya has scored poorly in almost all the SDGs meetings.

The review of annual reports from various agencies in the water sector and in particular those of the Water Sector Trust Fund indicated that project success is a significant challenge (Water Services Regulatory Board, 2018). Moreover, the criterion used in determining the success or failure of the projects is confined to the golden triangle of the budget, time, and quality. The Performance Contract (PC) evaluation method of performance evaluation awards marks based on the above and therefore the organization is judged according to the rate of attainment of the above indicators. In the PC report of the 2016/2017 financial year, for example, the Water Sector Trust Fund set out to implement thirteen projects during the fiscal year. At the end of the year, 5 of the 13 projects were adjudged to be successful when considering the above factors (Water Sector Trust Fund, 2018). In fact half of the water projects did not even commence as a result of lack of financial resources due to the strained national budget, substandard evaluation process and lack of management commitment.

Other major challenges cited by the report that have contributed to this include; poor infrastructural development in these areas, Low rates of returns to the government and other bodies in charge of water provision and poor/un-coordinated physical planning making investments difficult. However, little research has been done locally in evaluating the influence of employee obligations (management commitment, employee involvement) and financing strategies on project performance. Studies have been done in

isolation of the three objectives and the current study will combine the three and assess their influence on project performance.

Delayed implementation of projects and cost increases are common phenomena in projects worldwide. However, these are especially severe in developing countries. Delayed implementation gives a project a difficult start, unduly long time taken for project implementation results in time-overrun which is invariably followed by cost overrun. Cost-overrun has the ill effect of affecting the financial viability of the project. The problem of cost-overrun will get more compounded if the finance necessary to meet the increased cost cannot be arranged in time. Any delay in arranging for the finance needed to meet the cost overrun will only further tend to increase the cost and this may land the project in trouble leading eventually to the death of the project and the project may not take off. This research study will assess and address the influence of employee obligations and financing strategies on performance of projects implemented by water sector trust fund.

1.3 Purpose of the Study

The purpose of the study was to establish the influence of employee obligations identified as employee commitment & employee involvement and financing strategies on performance of projects implemented by water sector trust fund.

1.4 Objectives of the Study

The objectives of these study were;

i. To assess the influence of the management commitment on the performance of projects implemented by Water Sector Trust Fund in Kenya
ii. To establish the influence of employee involvement on the performance of projects implemented by Water Sector Trust Fund in Kenya
iii. To determine the influence of finance mobilisation on the performance of projects implemented by Water Sector Trust Fund in Kenya

1.5 Research Questions

The study was guided by the following research questions;

i. To what extent does management commitment influence the performance of projects implemented by Water Sector Trust Fund in Kenya?
ii. To what extent does employee involvement influence the performance of projects implemented by Water Sector Trust Fund in Kenya?
iii. To what extent does finance mobilisation influence the performance of projects performance for project implemented by Water Sector Trust Fund in Kenya?

1.6 Significance of the Study

The information that was obtained in this study will be significant to the policy makers/ministry of water and local authorities as it will give a rational evaluation of implementation of water supply projects and bridge the gaps that are there during the implementation of water projects in Kenya. The study will thus assist policy and decision makers adopt sustainable strategies during project conceptualization and implementation

The study identified gaps and opportunities all geared towards successful implementation of water supply projects that address the needs of Kenyans in all aspects and that ensure funds received are utilized in the best ways to promote the welfare of the public in realization of Kenya Vision 2030.

The findings in this study will add great value to the field of knowledge and the upcoming researchers will use it as a basis for further researcher

1.7 Limitations of the Study

Time is a limitation that faced the study. Time for classroom work, research, that at work, that for the family and that of linkage between the supervisor and the respondents was a big issue. Owing to the nature of the researcher's work, the time of the research and guidance by the supervisor at the campus was in high competition. The researcher works in an organization that never allows day time communication thus limited the study times in most occasions.

1.8 Delimitations of the Study

The researcher took a one month leave and created personal time to link the supervisor and the respondents during the research time. The researcher also maximised on his free

time which included break and lunch time to communicate to the lecturer and respondents.

1.9 Basic Assumptions of the Study

The study assumed that there were a number of factors influencing implementation of sustainable water projects across the country. The study also assumed that the respondents that were drawn for well-established and professional bodies was available for the research and that possessed relevant knowledge that helped the researcher to make accurate conclusions. Finally the research assumed that the respondents gave information without any biasness and subjectivity.

1.10 Definitions of Significant Terms used in the Study

The terms used in the study bear the following meanings; in the study

Employee involvement: This is the exercise of ensuring the organisational staff ensure innovation and creativity in furthering the organization's objectives.

Financing strategy: are monitory logistics that ensure financial continuity and security of an organisation or a project. This is what is used to run the operations of the institutions either by recurring expenditures or buying of assets.

Management commitment: it is the direct participation by the highest level in critically important activities in ensuring effective operation of water projects. They ensure there is a balance between community management, financial expertise and technical knowledge.

1.11Organization of the Study

Chapter one contains the introduction and general orientation of the study. It contains the introduction and the main assumption of the problem statement. This chapter also highlights the research objectives, significance of the study among other aspects which are discussed under the chapter. Chapter two contains the study's literature review. It provides theoretical review and a conceptual framework that relates to creating a deeper understanding of the study topic under total quality management determinants on performance of the land information management systems. Chapter three provides the

research design and methodology followed in the collecting of data for the study. This includes the techniques and procedures followed in investigating the problem. Chapter four will present the analyzed data and a summary of the data thematically according to the objectives. Chapter five will present the summary of the findings, discussions, conclusions and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section covers literature as reviewed by other scholars in the same line of study. The chapter contains the literature on project performance implemented by Water Sector Trust Fund as well as a presentation of the four independent variables. Theories underpinning the study and a diagram conceptualizing showing the linkage of variables is presented. The chapter concludes with a section on knowledge gap and a summary of the reviewed literature.

2.2 Concept of Performance of Project

Performance of projects metric focuses on the impact of the project at a point in time or over a fixed timeframe (Donge, 2017).The value of the impact of the project should supersede the cost of the intervention. Project performance is directly related to the project potential success. Project success factor relies on the methodology principles used in project management, the control mechanisms applied, and the expertise of the project teams. A project is considered to be successfully implemented if it is carried on schedule; realizes the purpose the project was designed through achieving the goals and objectives identified; the project is completed within the budgets commonly known as the project Triangle (Baumann, 2009).

Despite the many literatures educating the project managers on the various tools and techniques aimed at increasing the likelihood of the success of a project, 7 out of 10 projects are considered unsuccessful (Carmeli, ,2018). These projects are considered unsuccessful either because they were not completed or they are not seen as successful even though they were rolled-out as planned. Successful project management takes into account any potential forces that may influence the performance of a project. These forces may exhibit a negative or positive influence to the project performance. Monitoring performance of a project provides the project managers with vital information

of whether they are operating the project within the approved budget, time, scope, and laws of the land in accordance to plan (Barney and Arikan, 2016).

Performance measurement gives the organization with an explicit picture of the health of the project in addition to motivating the project team (Lockwood, 2018). Effective performance measurement tool must promote the realization of the key project stakeholders' expectation, project objectives as well as the needs of the users. Project performance metrics include the cost, time and quality. These major constrains cannot be achieved optimally hence trade-offs are required (Kay, 2018).Trade-offs normally occur at the various stages of the project lifecycle especially in the planning and the execution phase. Project performance is evaluated differently by various stakeholders of the project based on their expectations in relation to the actual quality, cost and time.

Project performance can be measured in terms of the qualitative value the project has to the implementing organization or quantitative in terms of the earned value systems for utility and large government projects (Barney, 2018). For any of the approach used small elements of the project to indicate progress are identified and monitored throughout the project life cycle. Project performance is enabled by the monitoring systems and the key indicators identified. Project monitoring system thrive in the commitment of the management to; management organization, definition of responsibility, assignment of the personnel, SMART objectives, measurable indicators, data authentication and timely reports (Bolles, 2016).Monitoring properly the key project indicators provide measurable assessment of performance of the project. A vast number of project indicators may be monitored in a given project. The key project indicators should be pre-established. Involvement of the key project stakeholders in the identification and selection of the indicators to monitor increases the likelihood of smooth running and implementation of the project and hence success.

2.3 Management Commitment and Performance of Project

It is common practice for water schemes to be managed by a committee of some sort; the creation of which is intended to enable communities to have a major role in the project, to have a sense of ownership over the scheme and to ensure its ongoing operation and

maintenance (Ravena, 2018). Many of the success factors in any project flow from good leadership and management. Well managed water projects will have good monitoring data and gather feedback from the community; they will put in place good governance principles and structures to enable smooth succession and will have links with other stakeholders. A strong management board provide support and offer expertise, networks and good representation. Good leadership is critical in enhancing water projects, the breadth and depth of capacity and experience within the water management team is also vital. Many of the projects involve a balance between community management, financial expertise and technical knowledge. A number of the water projects have relatively high powered boards with Councillors and senior private sector representatives alongside community members. This can be very helpful both in offering technical knowledge and experience, but also in securing other support (Myers, 2017).

Having a clear vision, realistic objectives and identified actions is another factor that is important in enhancing water projects ownership (Aggarwal, 2017). This makes it easier to manage community expectations and reduces the possibility of friction once the projects have started. Where these are not clear, it can cause confusion and lead to divisions within the community. Community participation in maintenance of the water projects is not critical to proper function but strong leadership is important. Good governance at the community level during the project cycle is positively correlated with a more sustained water supply. Where projects use existing community management structures the sustainability of the water point is better than where a new committee is set up (Mehari and Tesfaye, 2018).

Katz and Sara (2018) in their study found that some of the group- owned water points lack effective committees and this challenges management. Others are improperly protected which exposes them to possible pollution or contamination through run off, damping of materials and siltation. Proper protection is required to maintain water quality. Similarly, some water points are seasonal and are therefore unreliable in supplying water especially during the dry season. Tyler (2018) asserts that the main indicators of likely success relate to the leadership and the capacity of the management team. In almost every case it is the combination of the personal qualities of the project

leader, backed by a strong range of more and wider skills and experience in the board, that make for a strong water project. A strong management committee will provide support and offer expertise, networks and good representation.

According to Ali (2018), the management team participation in water project provides an effective means to mobilize resources, to tap knowledge and energy, and above all provides legitimacy to the project or activity, and promotes commitment and ownership, and thus sustainability. Further, Christmann (2017) intimates that having the right core team can make or break a project and therefore, the community must take care when selecting the team members. The elements to consider include: overall team composition, team selection criteria, team size and the process for selecting team members. On team composition, they indicated that a well-rounded team includes a mix of people and skills. The team should include: some individuals who intimately understand the current process (experts – could be at any level in the organization); some individuals who actively use the process and work closely with customers; some technical wizards; some individuals who are completely objective toward the process and outcome (consultants may fall into this category); customers of the process (when possible) and suppliers (those people who are involved with the process) and some individuals who are not familiar with the process (someone who brings a fresh perspective and outlook to the team). In the team selection criteria, they indicated that when selecting team members, one should make sure that they are: creative and open minded, good team players and well respected among peers, stakeholders, and other business leaders.

2.4 Employee Involvement and Performance of Projects

An effective involvement of employees in a water project can be derived from employees understanding of the philosophy and principle of the project (Donge, 2017). Furthermore, if employees have high consciousness of the benefits of the project, the data and reporting of quality control prepared by working staffs will be easy to uncover the reality and thus, can be used to correct quality flaws or mistakes immediately and effectively ensuring performance of the project. In this way, Mbata (2017) propose that better human management will result in more positive effect on producing quality data and reporting which enhances project performance. According to Baumann (2009), the benefits likely

to be derived from employee involvement include motivated; committed and involved people within the organization; innovation and creativity in furthering the organization's objectives; people being accountable for their own performance; people eager to participate in and contribute to continual improvement.

Similarly, applying the principle of employee involvement leads to: employee openly discussing problems and issues; people freely sharing knowledge and experience; people actively seeking opportunities to enhance their competence, knowledge and experience; people evaluating their performance against their personal goals and objectives; people accepting ownership of problems and their responsibility for solving them; people understanding the importance of their contribution and role in the organization. According to Carmeli (2018), involving employees means sharing knowledge, encouraging, and recognizing their contributions. It also entails utilizing their experience and operating with integrity. Involvement creates awareness among the people in the organization of the importance of meeting the projects goal (Barney and Arikan, 2016).

According to Lockwood (2018) people get involved in a project when they can identify constraints to their performance, evaluate their performance against set standards, actively seek opportunities to enhance their competence and freely share their work experience and knowledge. Employee's involvement acts as a strong stimulant and motivator to work, enhances creativity and innovation, provides an environment for people to accept ownership of problems and their responsibility to solve them and help understand the importance of their contribution in the project (Kay, 2018).

Barney (2018) posits that there are three types of engaged employees those who are engaged, the ones who are not engaged employees and the actively disengaged employees. Engaged employees are project builders who strive to offer their best or excellence at whatever task they are accorded by the management. They are dedicated to their role, less likely to leave the project unfinished, more productive, give better customer service and in turn create greater profits in the organization. According to Wambugu (2019) engaged employees have a desire to know the expectations for their roles so that they can both meet and exceed them. They take pride in their work and will put in extra time to get task completed to a good standard, not for financial gain but out

of a personal sense of commitment known as discretionary effort. They speak positively about others and encourage them to use their service. Not engaged employees focus on the tasks spelled out to them rather than the goals of the organization. Basically, they will just do what they are told to do.

A study by Barney and Arikan (2016) show that engaged employees put in the extra effort of their every day as part of their everyday pattern, non-engaged employees are interested only in getting by and will not be willing to work extra without inducement. Actively disengaged employees are a disaster to have in a project since they don't perform well but also demotivate the performer in the set project. They are unhappy in their work and often do not care who knows it. They are acting out of their unhappiness. They may be highly vocal in their complaints and criticism against the project undermining colleague's attempts at maintaining a positive attitude and atmosphere and their carelessness approach to their work may reduce any advantage generated by more willing work mates thus derailing the projects' objective (Suddaby, 2018).

2.5 Finance Mobilisation and Performance of Project

The organization and its core work will not collapse if external funding is withdrawn (Batchelor, McKemey and Scott, 2018). In practice, organizations which fulfil these definitions first have a diversified funding base which emphasizes on the importance to have a finance mobilisation approach which produces several different sources of income. To rely on just one or two donors for your income makes you vulnerable to external threats. Diversification means securing funds from a wide base that includes sources such as the local business community, national and local government and the general public and not just from external institutional donors (Baur and Woodhouse, 2017).

Second availability of unrestricted funds are far much better than restricted funds of which an organization is legally obliged to use them for the reason that the donor gave (Sirmon, Hitt and Ireland, 2017). In contrast, unrestricted funds can be used for anything at all that helps you to achieve your mission. The more unrestricted funds you have, the more freedom of action you have. You can choose and change the projects that you want to run and you can cover costs that donors are reluctant to fund, like core costs. There is

need to go beyond institutional donors for sources of unrestricted funds, for example: membership fees, advertising income, fee income, general appeals and bank interest. Having a regular source of unrestricted income is essential for the next feature of a financial sustainable (Gebrehiwot, 2017).

Third is availability of financial reserves which are resources that an organization builds up during its lifetime (from surpluses of unrestricted income) and puts aside to meet unexpected events in the future (Kakumba, 2017). These funds are sometimes kept in a special reserves bank account and are shown separately on the annual financial statements. Building up reserves has a number of obvious advantages for well-established projects. It reduces their dependence on donors, helps during cash flow shortages and helps to withstand financial shocks and unplanned expenditure. Finally Strong stakeholder relationships dictate the position an organization will be in. True partnerships occur when back-up and financial support is provided in the good times and the bad times. The key to financial sustainability is to develop your relationships with an eye to the future as well as meeting today's needs. This means building the confidence of donors over time. For instance, it may not be appropriate to press them for funds today, if you believe that you might win more funds from them in the future. It is a mistake to take funds for projects that you cannot deliver, just because the money is available. This will harm your relationship with the donor and reduce the chance of winning funds that you really need next year or the year afterwards (Hukka and Katko, 2018).

The project maintenance fund enables host-country project owners to oversee their own development initiatives (Khwaja, 2017). In doing so, it assists them to bring their projects to successful completion as rapidly as possible, with the greatest long-term sustainability, and with the greatest benefit for the ultimate host country stakeholders. Project development process associates provide professional service strategies of the very highest standards, individually and specifically rendered on a case-by-case basis. The primary focus is on ensuring maximum appropriateness and effectiveness for addressing the need of the ultimate local stakeholders, while simultaneously contributing to the harmony of their local cultural, social, and natural environments. Project development process associates, neither as individuals nor as organizations, have any intrinsic interest in either

the implementation or the outcome of the project development process, other than the interest they share in common with their host country project clients, their associates, and their stakeholder constituencies. Project development process associates self-evaluation of their service delivery and their organizational efficacy is based solely on Project Client inputs reflecting the degree and the extent of satisfaction with project development efforts on their behalf (Fowler, 2017).

Project development represents the host-country project client, by proxy through its authorization, as its exclusive agent for coordinating and overseeing its interests on its behalf with all relevant institutions, organizations, and businesses throughout the project development process (Batchelor, McKemey and Scott, 2018). The project development Process offers host country project clients the most effective mechanism for maintaining control over their development initiatives. The key to this is the project client's potential prerogative to determine and sole source all services and products for the project development process. All international development funding agencies require an open-bid solicitation process for the selection of potential contractors and suppliers in order to ensure equitable public access to funding agency-sponsored commerce (Reynolds, 2019).

2.6 Theoretical Review

The theory that underpinned the study was resource-based view theory as presented below;

2.6.1 Resource-Based View Theory

The currently dominant view of resource-based view theory is based on the concept of economic rent and the view of the company as a collection of capabilities (Redclift, 2017). This view of strategy has a coherence and integrative role that places it well ahead of other mechanisms of strategic decision making. The resource-based view (RBV) offers critical and fundamental insights into why firms with valuable, rare, inimitable, and well organized resources may enjoy superior performance of their projects.

The main contribution of the resource-based view lies in the notion of competitive advantage (Davis and Liyer, 2018). The resource-based view of the firm, which envisions firms as a bundle of resources, is probably the dominant theory for explaining differences

in performance among firms today. Resources have been variously defined by RBV theorists, but can include financial capital, assets, human skills/knowledge, organizational processes, and technologies. Despite the varied positioning of early resource-based contributions, each focused on the distinctive resource profiles of heterogeneous firms and the question of why some firms consistently outperform others (Redclift, 2017). A portion of the most important of the research to shape resource based thought is rooted in the early research on distinctive competencies, Ricardian economics, and the theory of firm growth proposed by Penrose (1959), since concepts from that historical research influenced the fundamental assumptions of the model.

The resource-based view suggests that a firm can create sustainable competitive advantage through developing its unique resources and capability (Holtslag, 2019). The difference between providing short-term competitive advantage and that which is sustainable resides in the notion that these resources are heterogeneous in nature and not perfectly mobile. Managers are not static in the RBV, but instead they are called upon to structure, bundle, and leverage their valuable resources in unique ways to maximize their contribution to providing sustained advantage (Deverill, Bibby, Wedgewood and Smout, 2017).

According to the resource based view, firms should look into their internal resources, both physical and intellectual, for sources of competitive advantage. Building on the RBV, Rao and Holt (2019) suggest a more expansive discussion of sustained differences among firms and develop a broad theory of competitive heterogeneity. The RBV seems to assume what it seeks to explain. This dilutes its explanatory power. For example, one might argue that the RBV defines, rather than hypothesizes, that sustained performance differences are the result of variation in resources and capabilities across firms. The difference is subtle, but it frustrates understanding the Resource Based View's possible contributions (Prokopy, 2018).

The Resource Based View's lack of clarity regarding its core premise and its lack of any clear boundary impedes fruitful debate (Doe and Khan, 2017). Given the theory's lack of specificity, one can invoke the definition-based or hypothesis-based logic any time. Again, resources are but one potential source of competitive heterogeneity. Competitive

heterogeneity can obtain for reasons other than sticky resources (or capabilities). Competitive heterogeneity refers to enduring and systematic performance differences among close competitors. The RBV uses firms' internal characteristics to explain firms' heterogeneity in strategy and performance. A firm is an organized, unique set of factors known as resources and capabilities, and RBV theory cites two related sources of advantages: resources and capabilities. Resources are a firm's accumulated assets, including anything the firm can use to create, produce, and/or offer its products to a market. Resources are eligible for legal protection as such, firms can exercise property rights over them; can operate independently of firm members; and intervene as factors in the production process to convert input into output that satisfies needs (Fowler, 2017).

2.7 Conceptual Framework

Figure 2.1 is compiled to establish the significance of the study and the proposed relationships as suggeted by Mugenda and Mugenda (2003). This framework attempts to examine the factors influencing project performance. These factors include; management commitment, employee involvement and project financing. These influence the water project performance implemented by Water Sector Trust Fund in Kenya. Project performance here is affected when the independent variable is manipulated of the project performance either positively or negatively. The research therefore determines how water projects are implemented by Water Sector Trust Fund in Kenya which is the dependent variable of project performance is affected by determinants which are the independent variables.

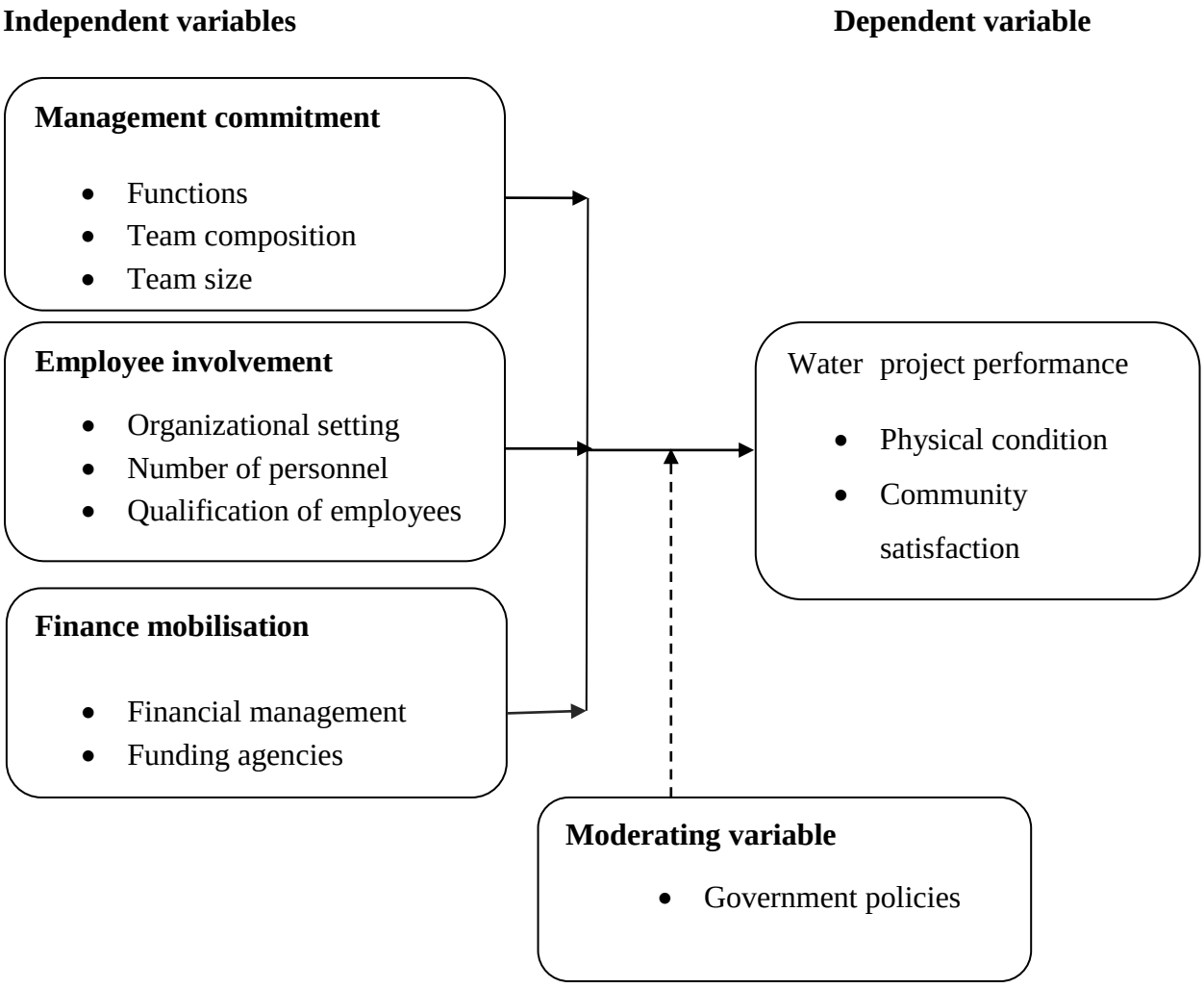

Figure 1: Conceptual framework

2.8 Knowledge gap

The research analysed prior studies undertaken related to research variables and summarised the findings and gaps in knowledge as detailed in the knowledge gap matrix below.

Author	Topic	Findings	Gaps in knowledge
Management commitment			
Camisón (2017)	How to measure managerial and organizational capabilities	There was a positive correlation between performances of management commitment.	The study targeted the top management only.
Christmann (2017)	Effects of best practices of environmental management on cost advantage	Skills of the management depend on the environment they operate in.	The study was quantitative in nature.
Carter, Tyrrel and Howsam (2018)	Impact and sustainability of community water supply and sanitation programmes in developing countries	Project sustainability is enhanced by the commitment of the management.	The study did not take into consideration key management elements like management functions and the team size which the management handles

Author	Topic	Findings	Gaps in knowledge
Employee involvement			
Katz and Sara (2018)	Making rural water supply sustainable	Employee involvement was found to be a vital element in project performance	The study did not use any inferential to ascertain the results
Ravena (2018)	An assessment of factors influencing sustainability of foreign aid projects	Foreign projects depend on the employee involvement in order to succeed.	The study relied on gmail data collection targeting the whole institution. Sample size was not attained.
Wysocki (2017)	Effective Project Management	Project management was pegged on employee involvement.	The study targeted support staff and the top/middle management did not take part in the study
Finance mobilisation			
Myers (2017)	The capital structure puzzle	Water project relied on financing from state agencies	Both water use charges and funding agencies was ignored.

Author	**Topic**	**Findings**	**Gaps in knowledge**
Ali (2018)	Determinants of community ownership of water projects in Kenya	Financing had a high correlation with performance	Only correlation analysis was used by the researcher
Batchelor, McKemey and Scott (2018).	Exit Strategies for Resettlement of Drought Prone Populations	Financial accountability in project determines the project outcome	Financing was only measured from the private CBOs perspective

2.8 Summary of Literature Review

The reviewed studies show that the sustainability rate on water projects in developing countries is alarmingly low, due to lack of management commitment, employee involvement, and project financing and poor evaluation process. Most of the literature reviewed is mostly from different countries whose project approach and project performance footing is different from that of Kenya. Further, the studies do not centre into the issue of water projects per se. The studies done in Kenya have also not looked on the issue of factors influencing performance of water projects. Thus, there was a research gap on the determinants influencing project performance implemented by Water Sector Trust Fund in Kenya which this study sought to fill.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter described the methodology that was used in conducting the study. This included the research design, target population, sample size and sampling procedure, data collection instruments, pilot testing, data collection methods, data analysis techniques, ethical consideration and operationalization of variables.

3.2 Research Design

In order to obtain best outputs, this study utilized descriptive survey research design. This survey strategy was modelled on Saleth and Dinar (2017) study on the similar subject but in a different setting and timeframe. The design was appropriate since the current study wished to determine the degree of affiliation or association among study constructs within a specific point in time. Moreover, the design did not attempt to control or manipulate variables; rather, it determines the current status of phenomena (Baur and Woodhouse, 2017). If properly developed and conducted, surveys offer relatively fast, cost effective as well as a precise approach of collecting study material or data (Owuor and Foeken, 2018).

3.3 Target Population

According to Onjala (2017), a population is the aggregate accumulation of components about which we wish to make deductions. The target population of this study were 78 staff from Water Sector Board based Information was obtained from the Finance and Resource Mobilization Department, Field Co-ordination Department, Administration and Human Resources Department, Procurement Office and Internal Auditor department staff. The distribution was as shown in Table 3.1 below;

Table 3.1: Target Population

Categories	Population
Technical Appraisal Department	16
Finance & Resource Mobilization Department	13
Field Co-ordination Department	13
Administration and Human Resources Department	12
Procurement Office	12
Internal Auditor	12
Total	**78**

Source: Water Sector Trust Fund (2019)

3.4 Sample Size and Sampling Procedure

A sample is a representative subset of a population (Ockelford and Reed, 2015). According to Mugenda and Mugenda (2003), the extreme upper limit of the sample size is 2000- 3000 while the extreme lower limit is 30 cases for statistical data analysis. Kothari (2004) asserts that for survey design, a sample of at least 30 per cent is justifiable for the study. This sections presents how the target population was sampled and sampling procedures.

3.4.1 Sample Size

According to Kothari (2004) sampling is the process whereby a few individuals, events or objects are selected so as establish an interesting construct regarding the entire population. A good sample is the one that meets the needs of the respondents, efficiency, reliability and flexibility. The study targeted a sample size of 78.

3.4.2 Sampling Procedure

The research employed census method due to the small size of the population which did not validate sampling. Table 3.2 shows the distribution.

Table 3.2: Sample Distribution

Categories	Population
Technical Appraisal Department	16
Finance & Resource Mobilization Department	13
Field Co-ordination Department	13
Administration and Human Resources Department	12
Procurement Office	12
Internal Auditor	12
Total	**78**

3.5 Research Instruments

For the purpose of this study, the researcher used a semi structured questionnaire as the primary data collection tool. The questionnaire was structured to include both closed, open-ended and matrix questions to allow variety. The structured questions are normally close ended with alternatives from which the respondent are expected to choose the most appropriate answer. Unstructured questions are open-ended and present the respondent with the opportunity to provide their own answers. These types of questions are easy to formulate and allow the respondent to present their feelings on the subject matter enabling a greater depth of response.

Matrix questions were also utilized. These types of questions present the respondent with a range of questions against which they are expected to respond based on a predetermined rating scale. The most commonly used is the Likert scale. These types of scales are used to measure perceptions, attitudes, values and behavior. These types of questions are popular with the respondents and researchers as they are easy to fill in, economical and provide easy comparability.

3.5.1 Pilot of the Research Instrument

Pilot testing refers to putting of the research questions into test to a different study population but with similar characteristics as the study population to be studied (Kumar, 2012). Pilot testing of the research instruments was conducted using staff working in Kiambu Water and Sewerage Company. 10 questionnaires which represents 12% of the sample were administered for piloting purposes and respondents were chosen at random. This was very important in the research process because it assisted in identification and correction of vague questions and unclear instructions. It was also a great opportunity to capture the important comments and suggestions from the participants. This helped to improve on the efficiency of the instrument. This process was repeated until the researcher was satisfied that the instrument did not have vagueness or variations.

3.5.2 Validity of Research Instrument

Content validity which was employed by this study is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. Expert opinion was requested to comment on the representativeness and suitability of questions and it gave suggestions of corrections to be made to the structure of the research tools. To establish the validity of the research, instrument the researcher sought opinions of experts in the field of study especially the lecturers in the department of project management. This helped to improve the content validity of the data that was collected. It facilitated the necessary modification and revision of the research instrument thereby enhancing validity.

3.5.3 Reliability of Research Instrument

Reliability is increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures. The researcher intended to select a pilot group of 10 individuals from the target population to test the reliability of the research instruments. In order to test the reliability of the instruments, internal consistency techniques was applied using Cronbach's Alpha. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value. Coefficient

of 0.7 is a commonly accepted rule of thumb that indicates acceptable reliability (Gebrehiwot, 2017). The pilot data was not included in the actual study.

3.6 Data Collection Procedure

This refers to the means the researcher used to gather the required data or information. The researcher administered the questionnaire with the help of two trained research assistants to all respondents. They exercised care and control to ensure all questionnaires issued to the respondents were well received. To achieve this, the researcher maintained a register of questionnaires, which were sent and which were received. The questionnaires were administered using a drop and pick later method to the sampled respondents.

3.7 Data Analysis Techniques

Data was analysed using Statistical Package for Social Sciences (SPSS Version 26.0). All the questionnaires received were referenced and items in the questionnaire were 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 were estimated for all the quantitative variables and information were presented inform 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 regressions was used as it is the procedure that uses two or more independent variables to predict a dependent variable.

3.8 Operationalization of Variables

The study analysed the research objectives into the corresponding independent and dependent variable identifying the indicators for each of the variable, the indicators, the scale to be used to measure and analysis performed for each as detailed in table 3.3.

Table 3.3: Operationalization of Variables

Research Objectives	**Type of Variable**	**Measuring of Indicators**	**Level of Scale**	**Tools of analysis**	**Types of Analysis**
To assess the influence of the management commitment on project performance implemented by Water Sector Trust Fund in Kenya	Management commitment(Independent)	- Functions - Team composition - Team size	Ordinal Nominal	Percentage Mean score	Descriptive Regression

To establish the influence of employee involvement on project performance implemented by Water Sector Trust Fund in Kenya	Employee involvement (Independent)	- Organizational setting - Number of personnel - Qualification of employees	Ordinal Nominal	Percentages Mean score	Descriptive Regression
To determine the influence of project finance mobilisation on project performance implemented by Water Sector Trust Fund in Kenya	Project financing (Independent)	- Resource mobilization strategy - Financial management - Funding agencies	Ordinal Nominal	Percentages Mean score	Descriptive Regression
Project performance implemented by Water Sector Trust Fund in Kenya	Project performance (Dependent)	- Physical condition - Community satisfaction - Quality	Ordinal Nominal	Percentages Mean score	Descriptive Regression

3.9 Ethical Considerations

This was undertaken through the consent and introductory letter whereby respondents were required to show their willingness to participate in the study through signing. Before the issuing of questionnaires, the respondents were asked to give their consent. The study's purpose and nature was spoken to the respondents. By not indicating their names, contacts or any other personal information, the respondents' confidentiality was ensured so that their identity was not revealed.

The National Council for Science, Technology and Innovation (NACOSTI) was approached by the researcher so as to request for a permit to conduct the research. The researcher collected the authorization letters before administration of the instruments.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

4.1 Introduction

The chapter covers the findings of the analysis from the primary data whose collection was done using questionnaires. The analysis of the findings was done using means, standard deviations as well as regression analysis that formed part of the inferential statistics; and the insights from the analysis therefore provided a good basis for drawing clear conclusions and recommendations.

4.1.1 Response Rate

The study distributed a total of 78 questionnaires to the top and middle management staff from Water Sector Trust Fund. From these questionnaires, 65 of them were completely filled up and returned to the researcher. This was equal to a response rate of 83% which was in line with Sekaran and Bougie (2016) who said that sufficient response rates should be at least 70%. Table 4.1 gives the response rate.

Table 4.1: Response Rate

	Frequency	**Percentage**
Response	65	83
Not Responded	13	17
Total	**78**	**100**

4.1.2 Reliability Results

Table 4.2 gives a summary of the reliability results for questionnaire per variable in the study.

Table 4.2: Reliability Results Variables

	Reliability Statistics Cronbach's	No of items
Management Commitment	.712	6
Employee Involvement	.844	7
Finance Mobilisation	.758	4
Performance of Projects	.811	7
	0.781	**24**

Table 4.2 illustrates the findings of the study concerning the reliability analysis. In this study, reliability was ensured through a piloted questionnaire that was subjected to a sample of 10 respondents, who were not included in the study. From the findings, the Cronbach Alpha coefficients for management commitment, employee involvement, finance mobilisation, and Project performance were 0.712, 0.844, 0.758 and 0.811. These Cronbach Alpha coefficients were above 0.70 implying the instrument was very reliable.

4.1.3 Validity Outcomes

Validity is the accuracy or meaningfulness and technical soundness of the research. It is the degree to which a test measures what it purports to measure. Mugenda and Mugenda (1999), stated that to enhance validity of a questionnaire, data should be collected from reliable sources, the language used on the questionnaire was kept simple to avoid any ambiguity and misunderstanding. The validity of data collected was made through collecting data from the relevant respondents having obtained consent to collect data through a letter to the NACOSTI organization. The validity of the instrument was established by being given to experts with experience and the supervisor who approved the instrument for data collection.

4.2 Background Information

The study commenced by analysing the respondent's background information. Specifically, the researcher focused on gender, age, level of education, category and working period.

4.2.1 Respondent's Gender

The research aimed at identifying the distribution in gender of the participants.

Table 4.3 Gender of Respondents

Gender	Frequency	Percent
Male	38	59
Female	27	41
Total	**65**	**100**

According to the findings, male respondents were the majority at 59%, the rest being female at 41%. This shows that the study considered both male and female respondents to obtain reliable information on the subject under study.

4.2.2 Age of Respondents

Most of the respondents were between the age of 35 and 44 years (35%), followed by 30% who were between 45 and 54 years, 26% were between 25 and 34 years and 9% were above 55. Maturity was recorded in the manner in which the respondents responded to the questionnaires according to their age brackets.

Table 4.4 Age of Respondents

Age	Frequency	Percent
25-34 years	16	26
35-44 years	23	35
45-54 years	20	30
Above 55 years	6	9
Total	**65**	**100**

4.2.3 Level of Education

As per the findings, 59% of the respondents indicated that they had a degree, 23% had were post graduates, 12% had a diploma and 6% had a certificate. This is an indication that the study presents literate participants with an ability to understand the subject being studied and hence they were able to give reliable and relevant data.

Table 4.5 Level of Education

	Frequency	Percent
Certificate	4	6
Diploma	8	12
Degree	38	59
Post graduate	15	23
Total	**65**	**100**

4.2.4 Category of respondents

Majority of the respondents were in the Administration and Human Resources Department as shown by 25%, followed by 23% who were in the Finance & Resource Mobilization Department, 19% were in the Field Co-ordination Department, 14% were in the Technical Appraisal Department, 11% were in the Procurement Office and 8% were Internal Auditors.

Table 4.6 Category of respondents

	Frequency	Percent
Technical Appraisal Department	9	14
Finance & Resource Mobilization Department	15	23
Field Co-ordination Department	12	19
Administration and Human Resources Department	16	25
Procurement Office	7	11
Internal Auditor	5	8
Total	**65**	**100**

4.2.5 Number of years Worked with the Water Sector Trust Fund

The results reveal that majority of the participants indicated that they had been working for the Water Sector Trust Fund for a period of 10 to15 years as shown by 42%. Others indicated that they had worked for WSTF for a period of 5 to 10 years as expressed by 25%, above 15 years as shown by 14% and between 1 and 5 years as shown by 11% while those who indicated less than 1 year were only 8%. Therefore, majority of the respondents had worked in Water Sector Trust Fund for long enough to understand and volunteer relevant and reliable information related to the subject matter under study.

Table 4.7 Number of years worked with Water Sector Trust Fund

	Frequency	**Percent**
Less than 1 year	5	8
1-5 years	7	11
5-10 years	16	25
10-15 years	27	42
above 15 years	9	14
Total	**65**	**100**

4.3 Management Commitment and performance of projects

The study sought the opinion on the management commitment on the performance of the projects implemented by water Sector Trust Fund and the results are displayed in table 4.8.

Table 4.8 Management Commitment

Statement	**Very Low Extent**	**Low Extent**	**Neutral**	**Moderate Extent**	**Great Extent**	**Mean**	**Std. Dev.**
The management functions are well stipulated	1 (2%)	2 (3%)	10 (15%)	15 (23%)	37 (57%)	4.31	0.572
Team composition is of high skilled employees	1 (2%)	1 (2%)	11 (16%)	17 (26%)	35 (54%)	4.29	1.556
Team size is per the	2	2	10	12	39	4.29	1.206

Statement	Very Low Extent	Low Extent	Neutral	Moderate Extent	Great Extent	Mean	Std. Dev.
project needs	(3%)	(3%)	(15%)	(18%)	(61%)		
Management set up comprises of qualified personnel	1 (2%)	1 (2%)	18 (27%)	21 (32%)	24 (37%)	4.01	1.641
Team competence is ensued before setting the project	3 (5%)	1 (2%)	11 (17%)	29 (45%)	21 (31%)	3.98	1.742
Team competence is ensued in running the project	1 (2%)	1 (2%)	15 (23%)	29 (43%)	20 (30%)	4.00	0.712
Composite mean and standard deviation						**4.14**	**1.145**

The study results in table 4.8 showed that majority of the respondents with an individual mean of 4.31 and a standard deviation of 0.572 indicated that to a great extent that management functions are well stipulated to ensure performance of projects while an individual mean of 4.29 and standard deviation of 1.556 of the respondents agreed to a great extent that team composition of project teams were of high skilled employees. Further majority of the respondents with an individual mean of 4.29 and standard deviation of 1.206 agreed to a great extent that the project team size are per the project needs with respondents with an individual mean of 4.01 and a standard deviation of 1.641 agreeing to a moderate extent that management comprised of qualified personnel. On the other hand, an individual mean of 4.00 and standard deviation of 0.712 of the respondents agreed to moderate extent that team competence is ensued in running the project while respondents with an individual mean of 3.98 and standard deviation of 3.98 agreed to a moderate extent that team competence is ensued before setting the project. Overall, a composite mean of 4.14 and a standard deviation of 1.145 of the respondents agreed to a great extent that management commitment influence the performance of projects implemented by Water Sector Trust Fund.

This findings concurs with the study conducted by Ravena (2018) who found that it is common practice for water schemes to be managed by a committee of some sort; the creation of which is intended to enable communities to have a major role in the project, to

have a sense of ownership over the scheme and to ensure its ongoing operation and maintenance. Many of the success factors in any project flow from good leadership and management. Well managed water projects will have good monitoring data and gather feedback from the community; they will put in place good governance principles and structures to enable smooth succession and will have links with other stakeholders. A strong management board provide support and offer expertise, networks and good representation. Good leadership is critical in enhancing water projects, the breadth and depth of capacity and experience within the water management team is also vital. Many of the projects involve a balance between community management, financial expertise and technical knowledge.

4.4 Employee Involvement and performance of projects

The study sought the opinion on the employee involvement on the performance of the projects implemented by water Sector Trust Fund and the results are displayed in table 4.9.

Table 4.9 Employee Involvement

Statement	Very Low Extent	Low Extent	Neutral	Moderate Extent	Great Extent	Mean	Std. Dev.
Employees are involved in initiation identification of projects	2 (3%)	1 (2%)	10 (15%)	22 (34%)	30 (46%)	4.18	0.633
Employees are involved in planning	1 (2%)	1 (2%)	17 (26%)	29 (45%)	17 (26%)	3.92	1.713
Employees are involved in execution	3 (5%)	2 (3%)	5 (8%)	11 (17%)	44 (68%)	4.40	1.615
Employees are involved in monitoring and controlling	2 (3%)	3 (5%)	8 (12%)	19 (29%)	33 (51%)	4.20	1.773
Employees are involved in decision making	3 (5%)	3 (5%)	12 (18%)	21 (32%)	26 (40%)	3.98	0.651
Employees are involved in financial support	2 (3%)	1 (2%)	1 (2%)	13 (17%)	52 (76%)	4.63	1.498
Employees are involved in selection of sites for water	2 (3%)	2 (3%)	17 (26%)	10 (16%)	34 (52%)	4.10	0.735

Statement	Very Low Extent	Low Extent	Neutral	Moderate Extent	Great Extent	Mean	Std. Dev.
facilities							
Composite mean and standard deviation						**4.20**	**1.231**

The study results in table 4.9 showed that majority of the respondents with an individual mean of 4.63 and standard deviation of 1.498 agreed to a great extent that employees are involved in financial support of projects while respondents with an individual mean of 4.40 and standard deviation of 1.615 agreed to a great extent that employees are involved in execution of projects. Further, respondents with an individual mean of 4.20 and standard deviation of 1.773 indicated that to a great extent employees were involved in monitoring and controlling activities. Respondents with an individual mean of 4.18 and standard deviation of 0.633 indicated that to a great extent employees are involved in initiation and identification of projects.

In addition, respondent with an individual mean of 4.10 and standard deviation of 0.735 agreed to a great extent that employees are involved in selection of sites for water facilities relative to individual mean 3.98 and standard deviation of 0.657 of the respondents who agreed to a moderate extent that employees are involved in decision making. On the other hand, an individual mean of 3.92 and a standard deviation of 1.713 of the respondents agreed to a moderate extent that employees are involved in planning. Overall, a composite mean of 4.20 and a standard deviation of 1.231 of the respondents agreed to a great extent that employee involvement influence the performance of projects implemented by Water Sector Trust Fund.

This findings are in line with Donge (2017) who proposed that effective involvement of employees in a water project can be derived from employees understanding of the philosophy and principle of the project.

Furthermore, if employees have high consciousness of the benefits of the project, the data and reporting of quality control prepared by working staffs will be easy to uncover the reality and thus, can be used to correct quality flaws or mistakes immediately and effectively ensuring performance of the project. In this way, better human management will result in more positive effect on producing quality data and reporting which enhances project performance. The benefits likely to be derived from employee involvement include motivated; committed and involved people within the organization;

innovation and creativity in furthering the organization's objectives; people being accountable for their own performance; people eager to participate in and contribute to continual improvement (Baumann, 2009).

4.5 Project Finance mobilisation and project performance

The study sought the opinion on finance mobilisation on the performance of the projects implemented by water Sector Trust Fund and the results are displayed in table 4.10.

Table 4.10 Project Finance mobilisation

Statement	Very Low Extent	Low Extent	Neutral	Moderate Extent	Great Extent	Mean	Std. Dev.
We have set a resource mobilization strategy to ensure efficient operation of the project	1 (2%)	1 (2%)	10 (15%)	17 (26%)	36 (55%)	4.32	1.001
Water sector trust fund has identified potential sources of funds	3 (5%)	1 (2%)	19 (29%)	10 (15%)	32 (49%)	4.02	0.713
We have actively soliciting pledges from donors	4 (6%)	2 (3%)	16 (25%)	15 (23%)	28 (43%)	3.87	0.554
There is restrictions of how the finances should be used	1 (2%)	1 (2%)	11 (17%)	11 (17%)	41 (63%)	4.38	0.628
The resource mobilization process is generally governed by legal agreements at various stages	2 (3%)	2 (3%)	19 (29%)	17 (26%)	25 (38%)	3.93	1.590
Resource mobilization is not limited to a minimum amount per year	2 (3%)	1 (1%)	16 (25%)	11 (17%)	35 (54%)	4.17	1.703
Composite mean and standard deviation						**4.08**	**1.031**

The study results in table 4.10 showed that majority of the respondents with an individual mean of 4.38 and standard deviation of 0.628 agreed to a great extent that There is restrictions of how the finances should be used while respondents with an individual mean of 4.32 and standard deviation of 1.001 agreed to a great extent that Water Sector Trust Fund has set a resource mobilization strategies to ensure efficient operation of the projects. Further, respondents with an individual mean of 4.17 and standard deviation of 1.703 indicated that to a great extent resource mobilization is not limited to a minimum amount per year while respondents with an individual mean of 4.02 and standard deviation of 0.713 indicated that to a great extent that Water sector Trust Fund has identified potential sources of funds.

In addition, respondent with an individual mean of 3.93 and standard deviation of 1.590 agreed to a moderate extent that resource mobilization processes are generally governed by legal agreements at various stages relative to respondents with an individual mean of 3.87 and standard deviation of 0.554 who agreed to a moderate extent that Water Sector Trust Fund actively solicits pledges from donors. Overall, a composite mean of 4.08 and a standard deviation of 1.031 of the respondents agreed to a great extent that finance mobilisation influence the performance of projects implemented by Water Sector Trust Fund.

These findings were supported by Khwaja (2017) who argued that the project maintenance fund enables host-country project owners to oversee their own development initiatives. In doing so, it assists them to bring their projects to successful completion as rapidly as possible, with the greatest long-term sustainability, and with the greatest benefit for the ultimate host country stakeholders. Project development process associates provide professional service strategies of the very highest standards, individually and specifically rendered on a case-by-case basis. The primary focus is on ensuring maximum appropriateness and effectiveness for addressing the need of the ultimate local stakeholders, while simultaneously contributing to the harmony of their local cultural, social, and natural environments.

Project development process associates, neither as individuals nor as organizations, have any intrinsic interest in either the implementation or the outcome of the project development process, other than the interest they share in common with their host country project clients, their associates, and their stakeholder constituencies. Project development process associates self-evaluation of their service delivery and their

organizational efficacy is based solely on Project Client inputs reflecting the degree and the extent of satisfaction with project development efforts on their behalf (Fowler, 2017).

4.6 Performance of projects

Finally, the study sought from the participants to indicate their level of agreement with the following statements on project performance on projects implemented by Water Sector Trust Fund as indicated in table 4.11.

Table 4.11 Performance of project

Statement	Very Low Extent	Low Extent	Neutral	Moderate Extent	Great Extent	Mean	Std. Dev.
Physical condition of the area where the project is to be set is assessed	3 (4%)	1 (2%)	10 (15%)	21 (33%)	30 (46%)	4.14	1.164
Community satisfaction is ensured at all levels of the project	1 (2%)	1 (2%)	18 (28%)	26 (40%)	19 (28%)	3.94	0.632
Quality of the project is monitored	1 (2%)	2 (3%)	10 (15%)	10 (15%)	42 (65%)	4.38	1.564
Safety of the users is ensured	2 (3%)	2 (3%)	9 (14%)	15 (23%)	37 (57%)	4.28	1.621
Community feedback is always taken into consideration	1 (2%)	1 (2%)	10 (14%)	17 (26%)	37 (57%)	4.35	0.648
Composite mean and standard deviation						**4.22**	**1.125**

The study results in table 4.11 showed that majority of the respondents with an individual mean of 4.38 and standard deviation of 1.564 agreed to a great extent that quality of the project was monitored while respondents with an individual mean of 4.35 and standard deviation of 0.648 agreed to a great extent that community feedback is always taken into consideration to ensure performance of the projects. Further, respondents with an individual mean of 4.28 and standard deviation of 1.621 indicated that to a great extent safety of the users is ensured while respondents with an individual mean of 4.14 and standard deviation of 1.164 indicated that to a great extent that physical conditions of the area where the project is to be set were assessed. Respondent with an individual mean of 3.94 and standard deviation of 0.632

agreed to a moderate extent that community satisfaction is ensured at all levels of the project. Overall, a composite mean of 4.22 and a standard deviation of 1.125 of the respondents agreed to a great extent that good performance of projects was achieved for projects implemented by Water Sector Trust Fund.

The findings revealed that the following had been ensured by the organization in ensuring water project performance to a great extent in that; Community satisfaction was ensured at all levels of the project, quality of the project was monitored, physical condition of the area where the project was to set was assed, safety of the users was ensured and community feedback was always taken into consideration to a great extent. This is similar to the findings of Baumann (2009) who argued the value of the impact of the project should supersede the cost of the intervention. Project performance is directly related to the project potential success.

Project success factor relies on the methodology principles used in project management, the control mechanisms applied, and the expertise of the project teams. A project is considered to be successfully implemented if it is carried on schedule; realizes the purpose the project was designed through achieving the goals and objectives identified; the project is completed within the budgets commonly known as the project Triangle. In addition, Barney (2018) found that project performance can be measured in terms of the qualitative value the project has to the implementing organization or quantitative in terms of the earned value systems for utility and large government projects. For any of the approach used small elements of the project to indicate progress are identified and monitored throughout the project life cycle.

Project performance is enabled by the monitoring systems and the key indicators identified. Project monitoring system thrive in the commitment of the management to; management organization, definition of responsibility, assignment of the personnel, SMART objectives, measurable indicators, data authentication and timely reports. Monitoring properly the key project indicators provide measurable assessment of performance of the project. A vast number of project indicators may be monitored in a given project. The key project indicators should be pre-established. Involvement of the key project stakeholders in the identification and selection of the indicators to monitor

increases the likelihood of smooth running and implementation of the project and hence success (Bolles, 2016).

4.7 Correlation Analysis

Pearson correlation analysis was performed in order to establish the association between the independent variables (management commitment, employee involvement and financing strategies) and the dependent variable (project performance). The results are as shown in Table 4.12.

Table 4.12 Correlation Matrix

	Project performance	Management commitment	Employee involvement	Project financing
Project performance (r)	1			
(p) Sig. (2 tailed)				
Management commitment (r)	0.714	1		
(p) (2 tailed)	0.000			
Employee involvement (r)	0.672	0.322	1	
(p) Sig. (2 tailed)	0.018	0.098		
Project financing (r)	0.769	0.367	0.081	1
(p) Sig. (2 tailed)	0.000	0.114	0.475	

Results of the Pearson's correlation coefficient, shown in Table 4.11, indicate that;

There was a strong positive and significant association between management commitment and project performance by Water Sector Trust Fund (rho = 0.714), implying that an increase in management commitment would lead to an increase in project performance by the Water Sector Trust Fund.

There was a strong positive and significant association between employee involvement and project performance by Water Sector Trust Fund (rho = 0.672), implying that an increase in employee involvement would lead to an increase in project performance by the Water Sector Trust Fund.

There was a strong positive and significant association between project financing and project performance by Water Sector Trust Fund (rho = 0.769), implying that an increase in project financing would lead to an increase in project performance by the Water Sector Trust Fund.

Thus, in aggregate, these results imply that improvements in management commitment, employee involvement and financing mobilisation would lead to an increase in project performance by the Water Sector Trust Fund.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter includes key data findings as discussed, conclusions deduced from the study results and deduced recommendations. The conclusions as well as recommendations were deduced from the findings and addressed as per the study objectives.

5.2 Summary of Findings

The study assessed the influence of management commitment, employee obligations and finance mobilisation on the performance of projects implemented by Water Sector Trust Fund. The findings are as follows;

5.2.1 Management Commitment and project performance

The study results showed that majority of the respondents with an individual mean of 4.31 and a standard deviation of 0.572 indicated that to a great extent that management functions are well stipulated to ensure performance of projects while an individual mean of 4.29 and standard deviation of 1.556 of the respondents agreed to a great extent that team composition of project teams were of high skilled employees. Further majority of the respondents with an individual mean of 4.29 and standard deviation of 1.206 agreed to a great extent that the project team size are per the project needs with respondents with an individual mean of 4.01 and a standard deviation of 1.641 agreeing to a moderate extent that management comprised of qualified personnel. On the other hand, an individual mean of 4.00 and standard deviation of 0.712 of the respondents agreed to moderate extent that team competence is ensued in running the project while respondents with an individual mean of 3.98 and standard deviation of 3.98 agreed to a moderate extent that team competence is ensued before setting the project. Overall, a composite mean of 4.14 and a standard deviation of 1.145 of the respondents agreed to a great extent that management commitment influence the performance of projects implemented by Water Sector Trust Fund. The study also established that there was a strong positive and significant association between management commitment and project performance for

projects implemented by Water Sector Trust Fund, implying that improvements in management commitment would positively impact performance of projects by Water Sector Trust Fund.

5.2.2 Employee Involvement and project performance

The study results showed that majority of the respondents with an individual mean of 4.63 and standard deviation of 1.498 agreed to a great extent that employees are involved in financial support of projects while respondents with an individual mean of 4.40 and standard deviation of 1.615 agreed to a great extent that employees are involved in execution of projects. Further, respondents with an individual mean of 4.20 and standard deviation of 1.773 indicated that to a great extent employees were involved in monitoring and controlling activities. Respondents with an individual mean of 4.18 and standard deviation of 0.633 indicated that to a great extent employees are involved in initiation and identification of projects.

In addition, respondent with an individual mean of 4.10 and standard deviation of 0.735 agreed to a great extent that employees are involved in selection of sites for water facilities relative to individual mean 3.98 and standard deviation of 0.657 of the respondents who agreed to a moderate extent that employees are involved in decision making. On the other hand, an individual mean of 3.92 and a standard deviation of 1.713 of the respondents agreed to a moderate extent that employees are involved in planning. Overall, a composite mean of 4.20 and a standard deviation of 1.231 of the respondents agreed to a great extent that employee involvement influence the performance of projects implemented by Water Sector Trust Fund. The study also established that there was a strong positive and significant association between employee involvement and project performance by Water Sector Trust Fund, implying that increases in employee involvement would positively impact project performance by Water Sector Trust Fund.

5.2.3 Project Finance mobilisation

The study results showed that majority of the respondents with an individual mean of 4.38 and standard deviation of 0.628 agreed to a great extent that There is restrictions of how the finances should be used while respondents with an individual mean of 4.32 and standard deviation of 1.001 agreed to a great extent that Water Sector Trust Fund has set a resource mobilization strategies to ensure efficient operation of the projects. Further, respondents

with an individual mean of 4.17 and standard deviation of 1.703 indicated that to a great extent resource mobilization is not limited to a minimum amount per year while respondents with an individual mean of 4.02 and standard deviation of 0.713 indicated that to a great extent that Water sector Trust Fund has identified potential sources of funds.

In addition, respondent with an individual mean of 3.93 and standard deviation of 1.590 agreed to a moderate extent that resource mobilization processes are generally governed by legal agreements at various stages relative to respondents with an individual mean of 3.87 and standard deviation of 0.554 who agreed to a moderate extent that Water Sector Trust Fund actively solicits pledges from donors. Overall, a composite mean of 4.08 and a standard deviation of 1.031 of the respondents agreed to a great extent that finance mobilisation influence the performance of projects implemented by Water Sector Trust Fund. The study also established that there was a strong positive and significant association between project finance mobilisation and performance of projects by Water Sector Trust Fund, implying that increase in project financing would positively impact project performance for projects implemented by Water Sector Trust Fund.

5.2.4 Project Performance by Water Sector Trust Fund

The findings revealed that majority of the respondents with an individual mean of 4.38 and standard deviation of 1.564 agreed to a great extent that quality of the project was monitored while respondents with an individual mean of 4.35 and standard deviation of 0.648 agreed to a great extent that community feedback is always taken into consideration to ensure performance of the projects. Further, respondents with an individual mean of 4.28 and standard deviation of 1.621 indicated that to a great extent safety of the users is ensured while respondents with an individual mean of 4.14 and standard deviation of 1.164 indicated that to a great extent that physical conditions of the area where the project is to be set were assessed. Respondent with an individual mean of 3.94 and standard deviation of 0.632 agreed to a moderate extent that community satisfaction is ensured at all levels of the project. Overall, a composite mean of 4.22 and a standard deviation of 1.125 of the respondents agreed to a great extent that good performance of projects was achieved for projects implemented by Water Sector Trust Fund.

5.3 Conclusions

The study has shown that management commitment improves operations and performance. Senior managers are needed to lead the procedure of work by showing commitment to their work. When leaders show commitment, members are likely to work harder for accomplishment of organizational objectives. Leadership cultivates a culture in which people are committed and loyal as well as take pride in the organization and its work. This commitment ensures that every effort is geared towards quality orientation and good performance of the organization.

Based on the results, employee involvement directly influences the performance. If employee involvement increases, attitude of staff towards creativity will raise. Using employee involvement will increase employee's authority, see their job success as his/her success and change his/her attitude. Employee involvement also influences their skills and abilities. In performance assessment system, they will find out how to work well and use their skills in generating creativity that in turn will increase the creativity.

The study concludes that the management had put in place all financial management practices to oversee their financial transactions. However, the adoption extent was concluded to vary with the particular organization due to the differences in the financial structures. Cash budgeting management practices had above average of adoption, which may be due to their utilization in undertaking most financial operations. Cash budget management was further established to have a significant positive effect on the organizations' financial performance. The positive relationship is due to Proper budgeting acting as a tool to boost the organizations' financial performance through providing a guideline on how the activities are conducted. The study thus concludes that the cash budget management practices enable planning, borrowing and efficient control of the organization's expenditures.

5.4 Recommendations

1. The study recommends open communication between the management and members. Top management should also form a hierarchy of committees to ensure continued service improvement. Performance can be gauged by assessing

management efforts to manage development and implementations of the project and programs in question.

2. Management should encourage employees to give meaningful suggestions and participate more in decision making as this enhances organizational performance. Measures should be put in place to increase employee participation and organizational commitment.
3. The study established that project financing has a significant positive effect on the financial performance. The study thus recommends that the managers in should highly prioritize financial management practices during the formulation of the organization strategies. This will enhance transparency, accountability and consistency in their financial operations. However, the study recommends that the management should carefully evaluate their companies' structures before adopting the financial management practices. This will ensure that the practices adopted are well suited for the water sector as sectors differ in capital structures.

5.5 Suggestions for Further Studies

The study was focused entirely on the Water Sector trust fund in Kenya. In order to improve on external validity in terms of generalization of the study findings, it is recommended that this study be replicated in other sectors. This will enable confirming as to whether the same positive relationship exists. Additionally, further study may be conducted taking consideration of other factors affecting the performance of the water trust fund sector such as the macroeconomic variables which exert a moderating effect on the relationship that exists.

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APPENDICES

Appendix I: Introductory Letter

Mathew Karanja

P.O Box 19110 - 00100

Nairobi.

Dear respondent,

RE: REQUEST TO RESPOND TO QUESTIONS

I am a student at The University of Nairobi pursuing a Masters of Arts in Project Planning and Management course and as part of this course requirement; I am expected to carry out a research on the topic of my choice which is, INFLUENCE OF EMPLOYEE OBLIGATIONS ON PERFORMANCE OF PROJECTS IMPLEMENTED BY WATER SECTOR TRUST FUND IN KENYA.

The purpose of this short letter is to kindly request for your assistance and co-operation in responding to the questions attached herein. You are further assured that any information given will be treated with utmost confidentiality and will be used only for the purpose of this study.

Looking forward to your response and co-operation

Yours faithfully,

Karanja Mathew

Appendix II: Questionnaire

SECTION A: BACKGROUND

1. Respondent's Gender:

   Male [ ] Female [ ]

2. Age of the respondent:

   25-34 [ ] 35-44 [ ] 45-54 [ ] Above 55 [ ]

3. Level of education of the respondents:

   Certificate [ ] Diploma [ ] Degree [ ]

   Post graduate [ ] Others (specify) _____

4. Category of respondent:

   Technical Appraisal Department [ ]
   Finance & Resource Mobilization Department [ ]
   Field Co-ordination Department [ ]
   Administration and Human Resources Department [ ]
   Procurement Office [ ]
   Internal Auditor [ ]

5. How long have you worked with Water Sector Trust Fund?

   Less than 1 year [ ] 1-5 year [ ] 5- 10 years [ ]

   10- 15 years [ ] Over 15 years [ ]

SECTION B: MANAGEMENT COMMITMENT

6. To what extent do you agree with the following in relation to management commitment in ensuring performance of projects p implemented by Water Sector Trust Fund in Kenya? Use a scale of 1-5 where; 5 Great extent, 4 Moderate extent, 3 Neutral, 2 Low extent and 1 Very low extent.

	5	**4**	**3**	**2**	**1**
The management functions are well stipulated					
Team composition is of high skilled employees					
Team size is per the project needs					
Management set up comprises of qualified personnel					
Team competence is ensued before setting the project					
Team competence is ensued in running the project					

SECTION C: EMPLOYEE INVOLVEMENT

7. To what extent is employee involvement in ensuring ensured in the given in enhancing project performance implemented by water sector trust fund in Kenya? Use a scale of 1-5 where; 5 Great extent, 4 Moderate extent, 3 Neutral, 2 Low extent and 1 Very low extent.

	5	**4**	**3**	**2**	**1**
Employees are involved in initiation identification of projects					
Employees are involved in planning					
Employees are involved in execution					
Employees are involved in monitoring and controlling					
Employees are involved in decision making					
Employees are involved in financial support					

Employees are involved in selection of sites for water facilities					

SECTION D: FINANCE MOBILISATION

8. To what extent is project financing enhanced in the given areas in ensuring performance of projects implemented by water sector trust fund in Kenya? Use a scale of 1-5 where; 5 Great extent, 4 Moderate extent, 3 Neutral, 2 Low extent and 1 Very low extent.

	5	**4**	**3**	**2**	**1**
We have set a resource mobilization strategy to ensure efficient operation of the project					
Water sector trust fund has identified potential sources of funds					
We have actively soliciting pledges from donors					
There is restrictions of how the finances should be used					
The resource mobilization process is generally governed by legal agreements at various stages					
Resource mobilization is not limited to a minimum amount per year					

SECTION E: PERFORMANCE OF PROJECTS

9. To what extent has the following been ensured by your organization in ensuring performance of water project? Use a scale of 1-5 where; 5 Great extent, 4 Moderate extent, 3 Neutral, 2 Low extent and 1 Very low extent.

	5	**4**	**3**	**2**	**1**
Physical condition of the area where the project is to be set is assed					
Community satisfaction is ensured at all levels of the project					
Quality of the project is monitored					
Safety of the users is ensured					
Community feedback is always taken into consideration					

THANK YOU FOR YOUR TIME AND PARTICIPATION

Appendix III: NACOSTI Letter

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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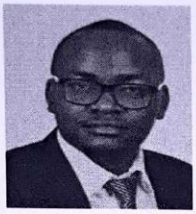

This is to Certify that Mr. Mathew Asaph Karanja of University of Nairobi, has been licensed to conduct research at Water Sector Trust Fund on the topic:

Influence of Employee Obligations on Performance of Projects Implemented by Water Sector Trust Fund for the period ending: 29/November/2020.

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