

**INVESTIGATING MAJOR DRIVERS OF PERFORMANCE IN
COMMUNITY WATER PROJECTS: A CASE OF WATER
PROJECTS IN SAKU SUB COUNTY, MARSABIT COUNTY,
KENYA**

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A Research

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the Degree of Master of Arts in Project Planning and Management, of the
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DECLARATION

This research project is my original work and has not been presented in any other university or institution of higher learning for an award of a degree.

Signature

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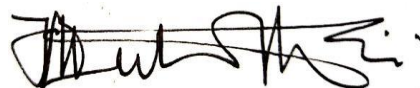
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DEDICATION

I dedicate this research project to my wife Amran Abdi Galma, my boss Mr. Issack Hassan Bonaya- Director Marsabit county Department of Education and my research project supervisor Dr. Luketero Stephen Wanyonyi.

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I highly appreciate my research project supervisor Dr. Luketero Stephen Wanyonyi for his wisdom, patience, guidance and direction thought out this process. Special thanks also goes to FR. Dr. Elias Kinoti Kithuri and Dr. Rueben Kikwatha for their guidance and direction, I would like to thank my wife Amran Abdi Galma for her moral, emotional and financial support, I too appreciate the support of Mr. Shakhe Stephen Katelo director ICT Marsabit county department of water and infrastructure development for his useful information and guidance during my data collection exercise and lastly I thank my sister Mrs. Mumina Adhan Hagarsuand my close friend Mr. Mohamed Boru Guyo, for their financial support throughout my study.

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ABBREVIATIONS AND ACRONYMS

ASDP	Agricultural Sector Development Support Programme
CBOs	Community-Based Organization
CDF	County Development Fund
CDPs	Community water projects
CPI	Cost Performance Index
CV	Cost Variance
FBOs	Faith Based Organization
GOK	Government of Kenya
JIA	Japan International Agency
MDGS	Millennium Development Goals
NGOs	Non-Governmental Organizations
OEE	Office for Entrepreneurship Education
PACIDA	Pastoralist Community Initiative and Development Assistance
SDC	Swiss Development Cooperation
SMART	Specific, Measurable, Attainable, Realistic and Time
SMEs	small and medium-sized enterprises
SPI	Schedule Performance Index
SV	Schedule Variance
USA	United States of America
WEF	Women Enterprise Fund
WHO	World Health Organization
YEDF	Youth Enterprise Development Fund
YEF	Youth Enterprise Fund

ABSTRACT

Community Water projects are designed and planned for a certain period of time called gestation period after which major project activities come to an end where the community is expected to take over and run the project making them self-sustaining in the long run. These projects undergo some problems which if not taken care of jeopardize their completion and performance. The purpose of this study was to determine the major drivers of performance in community water projects – a case of water projects in Saku sub county, Marsabit County, Kenya. The study investigated; the role of management planning, availability of funding, community participation and projects governance policies on performance of community water projects in Saku Sub County. The study used Community Development theories' and adopted a descriptive research design. The target population for this study was 106 stakeholders of community water projects which are funded by County Government in partnership with NGO's, NG-CDF, FBO'S and the community in Saku sub county, Marsabit County. Stratified sampling methods were used for the selection of the 84 study respondents. The research made use of questionnaires in the gathering of primary data. Data was analyzed using Statistical Package for Social Sciences (SPSS Version 25.0). Referencing of all received questionnaires was done and coding of questionnaire items was done for facilitating data entry. After data cleaning which entailed checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation was estimated for all the quantitative variables and information presented in form of tables. The qualitative data from the open-ended questions was analyzed using thematic content analysis and presented in narrative form. Inferential data analysis was done using multiple regression analysis. The research found that stakeholder involvement and planning all levels of project implementation influence performance of community water projects in Saku Sub County in Marsabit County, Kenya to a great extent. The study further found that trained, adequate human resource influence performance of community water projects in Saku Sub County to a very great extent. The research found that frequency of meetings; project ownership; and level of involvement influence performance of community water projects in Saku Sub County to a great extent. The study concluded that management planning had the greatest influence on performance of community water projects in Saku Sub County, followed by funding, then project governing policies while community participation had the least influence on the performance of community water projects in Saku Sub County. The study recommends that there should be incorporation of planning at all levels of the project cycle and review of the same in order to ensure that the project is on the right path and inclusive planning which should involve all the stakeholders. The study further suggests that the government develops mechanisms to curb corruption occurrences especially in the face of project implementation.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Development is a concept that is of great concern to communities and the globe has embraced this agenda with not only the implementation of Millennium Development Goals (MDGs) of 2000 but also the sustainable development goals of 2015. The United Nations' defines community development as the process that is meant to provide conditions of economic and social progress for the entire community. The pace of modernization and standards of living is accelerated through Community water projects. For this reason, organizations endeavor to complete projects within the given constraints of time, cost and performance (Doe & Khan, 2014). Developing and developed nations invest huge resources in public as well as private enterprises which range in scope from local to national and even international levels. Launching of vision 2030, Millennium Development Goals (MDGS) in Kenya is geared towards improved social-economic conditions in the country whereby Kenyans are being empowered to become self-reliant.

Different Nations have set up large industrial, commercial and financial enterprises, irrigation projects and agricultural production programs aiming at advancing livelihoods of the poor (Doe & Khan, 2014). According to Lock (2017), excellence in project management is defined as a continuous stream of successfully managed projects. The management of projects has shifted from the use of hard system approach to soft factors. Hard systems approach involves the adoption of mechanical motions in project implementation (Musembi, 2019). Many researchers have proved the approach to be faulty due to the change in demand from conformance (specification) to performance (incorporating the voice of the customer). In order to achieve performance in project delivery, soft factors must be considered. Soft factors involve the development of a series of soft skills focusing on maximum customer delight. These soft factors are applied throughout the lifecycle of the project in order to enhance the success of the project. According to Ananga, Njoh, Anchang and Akiwumi (2017), enhancement of project performance will bridge productivity gaps. In enhancing project performance, there is a need to address the problematic issues restricting project performance. However, many

problems have arisen during project implementations which are centered on overruns of project indicators.

From a global perspective, county funded development projects are involved in a wide range of activities and programs at national and regional levels all aimed at improving the wellbeing of poor people. Development agencies such as Faith Based Organizations and Non-Governmental such as United Nations Environmental Programme and Community Based Organization have historically provided services to needy populations and contributed significantly to the strengthening of many individuals' life, families and communities (Jacob & Gichuki, 2017). Conceptually, development projects undertaken by County Governments are asset building that improves the quality of life among resident's low-to- moderate income communities (Gambo & Haruna, 2017).

Countries such Australia, USA and Canada emphasizes on initiating projects to support the growth and development of small and medium-sized enterprises (SMEs) for youths. Examples of initiatives focusing on entrepreneurship skills include: the US Office for Entrepreneurship Education (OEE), a dedicated national resource with the specific remit of assisting the skills development of upcoming entrepreneurs (Stoian, Rodas, Butler, Monterroso & Hodgdon, 2018). Another US initiative is the Emerging Leaders Executive, a level development program, which targets emerging businesses with small turnover but growth potential. Evaluation findings indicate positive results in terms of job creation, access to finance and securing of public sector contracts among 2,000 participating businesses. Indeed the US has a long tradition of policy favorable to SMEs and youth entrepreneurship development (Idemudia & Osayande, 2018). In Canada, the Futurpreneur Canada initiative is government funded project which directly target at youth entrepreneurship and have achieved notable impact and results. Futurpreneur Canada also has well defined mentoring programs, consisting of business advice and funding support tailored to youth entrepreneurs. Futurpreneur Canada looks to have a well-targeted program of mentoring, advice and funding support for the entrepreneur and to develop associated skill-sets. There are specific policy led and funded by the Canadian Government, via Industry Canada, targeted at SME owners and entrepreneurs that seek to foster the development of entrepreneurship and enterprise growth.

In Tanzania, the country has for the last 15 years embarked on a range of reforms and development initiatives, which have led to substantial changes in local development practices. This led to significant development projects funding identification and implementation in the Zanzibar Islands and mainland Tanzania (Kayat, Zainuddin, Ramli & Mat Kasim, 2016). In Malawi, the Youth Enterprise Development Fund (YEDF) was conceived by then President, Professor. Binguwa Mutharika for funding projects aimed at addressing challenges facing youth in Malawi by providing them with knowledge, essential skills, competencies and opportunities to engage in micro, small and medium enterprises as a self-employment strategy. The objective of the fund is to provide the youth with sustainable technical, entrepreneurial and financial skills that will promote business ingenuity as well as sufficiently prepare them to operate commercial ventures in an effective and efficient manner towards achieving business continuity, growth and profitability (Mutale, Franco & Jewette, 2019).

In Kenya, the Constituency Development Fund (CDF) was launched in year 2013 after the general election as depicted in the new constitution. The available devolved kitty was the Constituency development fund as outlined under the CDF Act 2003, Kenya Gazette Supplement No. 107 (Act No. 11) tasked with ironing out regional imbalances brought about by patronage politics (Landi et al., 2018). CDF provides funds to constituencies through the respective members of the National Assembly. County Governments have the objective of helping to improve the livelihood of the locals either through direct participation or providing funding to supplement the national government's allocation to the various sectors. Most of these funds provided by County Government are project driven short-term funds, which do not factor in the whole funding mechanism policies that will ensure that such projects become sustainable after the county funds have been withdrawn. To ensure project performance, it is crucial to have well thought out strategy that only looks at how a Community water projects is completed, but also the means to continue with the project after the county funds have been withdrawn (Del Brutto, Mera, Gillman, Zambrano & Ha, 2016).

1.1.1 Community Water Projects in Kenya

Poverty has remained a challenging issue in many developing countries with many residents living below the poverty line. According to Rono (2001), approximately 42% of the 525 million people in sub Saharan Africa live below poverty line of US \$ 370 per capita. In Kenya the report by the Agricultural sector development support programme (ASDP) 2016 notes that rural areas poverty stood at 53.9% countrywide while 49.3% is for urban poverty.

In Kenya, Community water projects are wide spread in different counties while undertaking different initiatives. The Japan International Agency (JIA) in 2010 undertook to deal with water shortage by assisting in construction of boreholes in Kisii (Kisii.com, 2011). The Swiss Development Cooperation (SDC) worked with Garissa County to construct four sustainable dams, six shallow wells and eight ventilated latrines so that they could solve the problem of water and sanitation (Kaimenyi&Wanyonyi, 2019). This project was completed and handed over to the communities. The Government of Kenya has taken a lead in undertaking community based projects through the initiatives such as constituency fund for development. The CDF was established through the CDF Act 2003 which is meant to undertake development projects. The fund has been able to facilitate the renovation or creating of new water, health and education facilities in the entire country. Community water projects become successful when to a large extent there is involvement of the community and mobilization of resources. At the global stage international agencies such as World Bank are advocating for capacity building, establishing sound community development structures and ensuring active participation in projects management (World Bank, 2016)

At the regional level, Africa is viewed as having a lower capacity to establish development goals, to prioritize among them and to be able review plans so as respond to the results achieved. This implies that there is low level of participation and a lack of community capacity on the development process. The Paris Declaration on aid effectiveness and World Bank report observes that capacity to manage, implement, plan and account for results in development projects is a big challenge in Africa (WHO, 2010).

In Kenya, citizen participation is a top priority for the government in dealing with matters addressing the citizen (GOK, 2010). The needs of the citizen should be on regarded on sensitization and education being part of the development programme. According to Ahmad et al. (2015), in the period between 1980 and 2005 over 75 countries that had tried to transfer responsibilities of the state to lower tiers of governance. Brinkerhoff (2007) notes that decentralization has evolved from transfer of resources and functions to advance administrative and service delivery results to the recent shift of government's relationship with the citizens.

The focus for any devolved units should therefore not only be administrative functions but also target community participation in ensuring that the undertaken projects are sustainable. The role of community based projects cannot be underestimated as they play a key role in education, water, sanitation, healthcare, agriculture, spiritual nurture, community capacity building and microenterprise development (Kaimenyi&Wanyonyi, 2019). The county government funds these initiatives with coordination with the NGOS so as to set up community based development projects. However most of the projects activities collapse following the various challenges such as poor management planning, lack of monitoring and evaluation, unavailability of funding and resources, non-participation by the community and no projects governing policies. The communities have failed to continue running these projects after due to this challenges (Kayat, Zainuddin, Ramli& Mat Kasim, 2016). This research thus sought to address the factors influencing the performance of Community water projects in Marsabit County.

1.2 Statement of the Problem

Community water projects in Marsabit County havenot been performing well where cases of mismanagement of resource due to malpractice have been reported. Cases of delayed completion of the projects have been reported in the county citing various challenges that such asdelays in involvingexperts from the community during the initiation of communitydevelopment based projects towards success (Kaimenyi&Wanyonyi, 2019).

Further, Marsabitcounty government lacks effective policy strategies on funding of projects that negatively influences the prioritization of projects evidenced by the county's

inability to fund water and irrigation projects that would mitigate effects of recurrent droughts affecting the cultural, economic and social lives of the people of Saku subcounty (Marsabit County Government, 2019). These projects also have weak monitoring and evaluation framework that have led to the failure of the projects to meet the required quality standards of the users. Most of the community water projects initiated in the county haven't been able to exist more than two years (Cheruiyot, 2016).

Some of the community water projects in Saku Sub County in Marsabit County have not been completed since 2016 to date due the financial challenges which are caused by reduced funding from the donors, mismanagement of resource by the management committees and lack of clear governing policies to implement the project (GalmQampiseGalgallo -program officer-Kivulini Trust). Despite the government and non-governmental organizations making good efforts to supply water to citizens, it has not been able to cover all areas especially rural areas. Many community water projects are started in Saku Sub County, but fail to realize the intended objectives with a good number of these water projects collapsing before completion (Kaimenyi&Wanyonyi, 2019).

Despite the poor performance community development based project in Saku Sub county in Marsabit County in Kenya, there is scarce literature in the Kenya done in the sub county. Most of the available literatures focus on other counties. For example, Karithi (2017) examined factors influencing performance of community water projects in Tigania Central District, Meru County, Kenya, Cheruiyot (2016) examined factors influencing performance of community based water projects in Bomet County and Githua (2015) assessed the factors influencing performance of community water projects in Njoro Sub County. This study was therefore essential to the community members of the Marsabit county whose projects seem not to last long enough to serve them. Hence this study sought to bridge these gaps and establish factors influencing the performance of Community water projects in Saku Sub County in Marsabit County, Kenya.

1.3 Purpose of the Study

The purpose of this study was to determine the major drivers of performance in community water projects in Saku Sub County in Marsabit County, Kenya.

1.4 Objectives of the Study

The study was guided by the following objectives:

- i. To examine the influence of management planning on the performance of Community water projects in Saku Sub County in Marsabit County, Kenya.
- ii. To investigate the influence of funding on the performance of Community water projects in Saku Sub County in Marsabit County, Kenya.
- iii. To evaluate the influence of community participation on the performance of Community water projects in Saku Sub County in Marsabit County, Kenya.
- iv. To determine the influence of the projects governance policies on the performance of Community water projects in Saku Sub County in Marsabit County, Kenya.

1.5 Research Questions

This study sought to answer the following questions:

- i. To what extent does management planning influence the performance of Community water projects in Saku Sub County in Marsabit County, Kenya?
- ii. What influence does funding have on the performance of Community water projects in Saku Sub County in Marsabit County, Kenya?
- iii. To what extent does community participation influence the performance of Community water projects in Saku Sub County in Marsabit County, Kenya?
- iv. How do projects governance policies influence the performance of Community water projects in Saku Sub County in Marsabit County, Kenya?

1.6 Significance of the Study

The research paper might provide a framework on how to accomplish and achieve the set goals by understanding the success factors in project management. Project managers are the people who oversee the activities of the project from initiation through to termination, they might therefore have a clear picture of the factors that influence on performance of

Community water projects in Marsabit County to ensure the project is completed within the scope, cost, time and expected quality delivered.

The study might be significant to the Government of Kenya in policy making and application regarding community driven development initiatives. NGOs including CBOs and FBOs benefited from the study as they might be able to establish and implement CDPs better.

Through the study, donors might be more enlightened on the viability of a project and therefore be more careful when channeling funds. The study might also be significant to all CDP beneficiaries as it sought to explore such projects with the aim of improving their performance. The results of this study might serve as part of secondary data for other researchers as they might utilize the findings in boosting future studies.

1.7 Delimitation of the Study

The study was about the factors influencing the performance of Community water projects in Marsabit County. The study was confined to Marsabit central division. The study looked into the influence of management planning, availability of funding, community participation and projects governing policies on performance of Community water projects in Marsabit County. The research focused on the Community water projects which were multifaceted and done by the government, county government, NGOs, CBOs and churches in Saku Sub County. The study took a period of four months.

1.8 Limitation of the Study

Some respondents were not willing to share some information for fear of exposing organization or their groups' information to an outsider. The researcher ensured that the respondents were comfortable sharing their information by upholding and ensuring them of confidentiality. Financial resources were also limited but the researcher sought to maximize the available resources by meeting the beneficiary respondents during their group meeting days. This strategy by the researcher work very well and persuaded the respondent to share information about their organization without fear.

1.9 Assumptions of the Study

The researcher assumed that the respondents would be cooperative and willing to give the required information during data collection and also in accessing this information from the sources. Further, all the questionnaires given out would be filled with the relevant information. Finally, the researcher assumed that the information collected and analyzed about the performance of Community water projects in Marsabit County would apply to other regions in the country.

1.10 Definition of Significant Terms

Community Participation: This is can be loosely defined as the involvement of people in a community in projects to solve their own problems.

Community water Projects: These are initiatives to ensure that there is provision of access to clean, safe and reliable water and sanitation solutions across the community.

Funding: This is the act of providing resources to finance a need, program, or project.

Management planning: This is the process of assessing an organization's goals and creating a realistic, detailed plan of action for meeting those goals.

Project governing Policies: These refer to guiding principles, rules and regulations formulated by the project team, that influence and determine all major decisions and all activities taking place in the project. Policies spell the boundaries within which activities are supposed to be undertaken

Resources: These refer to economic or productive factors required to directly undertake and accomplish a project activity or used as a means in achieving desired outcomes. They can either be financial-funds, human-the technical team, human labour or material resources-land.

1.11 Organization of the Study

This research project was organized in five chapters. The first chapter presents the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, delimitation of the study, limitation of the study, definition of significant terms and the assumptions of the study. Chapter two

outlines literature review that entails the conceptual framework, theoretical framework, summary and study gaps. Chapter three details the research methodology which entails the research design, target population, sample size and sampling procedure, research instruments, validity and reliability of the research instrument, data collection procedure, data analysis and techniques and ethical considerations of the study. Chapter four outlines data presentation analysis and interpretations. Chapter five comprises of summary, discussion, conclusions, recommendations and suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews both theoretical and empirical literature pertaining to the study problem. Whereas the theoretical literature focuses on the theories and models underpinning the study, the empirical literature reviews previous scholarly work in relation to the present study's research objectives. The conceptual framework and summary of the research gaps are also presented.

2.2 Performance of Community Water Projects

According to Richardson(2011), the performance of CWPs is considered in relation to achievement of project set objectives in the constraints of time, cost and quality. During project implementation performance indicators inform the project team on the project's progress as it gears towards achieving the ultimate goals and/or objectives. By considering and measuring the three constraints that is time, cost and quality one is able to make a conclusion on the performance of a project. This is the traditional criteria of performance evaluation of projects popularly known as the iron triangle. Schedule Variance (SV) and Cost Variance (CV) are measured to inform a project manager whether the project has been on schedule and within the budget. For SV the work done is measured against the work planned. A zero SV shows that the project is perfectly on schedule, greater than zero shows that the project is ahead of schedule and less than zero shows that the project is behind schedule. CV shows the difference between the amount budgeted and the amount actually spent for the work done. It shows by how much the project is under or over the approved budget. A zero CV indicates that the project is perfectly within budget, when greater than zero the project is under the budget and when less than zero the project is over budget (Atkinson, 2019).

To establish the project's earned value the Schedule Performance Index (SPI) and the Cost Performance Index (CPI) are calculated. SPI analyses the efficiency of time utilized in the project and is expressed as the ratio of earned value to planned value. An SPI greater than one shows more work has been completed than the planned meaning the

project is ahead of schedule earning more value than planned, if less than one it shows less work has been completed as compared to the planned work therefore the project is behind schedule earning less value than the planned and if equal to one then it means all work is completed in time and the expected value attained. CPI analyses the efficiency of the cost utilized by the project by measuring the value of the work completed compared to the actual cost spent on the project. When CPI is less than one the project is spending more and earning less meaning it's over and above the budget and not attaining the planned value, when greater than one the project is earning more than its spending and is therefore under the budget and earning more value than planned value and if equal to one the earning and spending are equal and the project is operating within the budget as planned (Richardson, 2019).

The performance of CDPs in view of the time and cost incurred and the quality to show can also be influenced by external factors. According to Burke (2014), failure to plan in project management has a ripple effect on a project's survival that remains uncontrollable until it has been dealt with from the basics. It is a project plan that shows a project's end from the beginning. According to their study Usman, Kamau and Mireri, 2014, state that the inability to implement governing policies is a major setback to project performance in developing countries. Policies can have a positive or negative influence on project performance. The reduced frequency of supply of resources or complete lack of the same not only drags a project but threatens the very quality of the project output. The position of resources in a project is therefore a major consideration if the project will be termed successful (Harold, 2012). Belasi and Tukel (2016) in their review on the reasons why projects fail point out lack of community participation as a major contributor. Reduced community participation challenges a project's progress right from the beginning. These are some of the factors that this study sought to explore.

Cheruiyot (2016) examined the factors influencing performance of community based water projects in Bomet County and established that community's participation, project financing, management practices and governance do influence performance of community water projects. It was also concluded that the accountability and transparency of committee members who manage the water resources is also a key factor which

impacts performance. In case of perceived lack of transparency and responsibility, community members tend to withdraw their support for the water projects.

2.3 Management Planning and Performance of Community Water Projects

The planning process of management is a central endeavor of project management. The contribution of the planning process to project performance is major as planning forms the foundation on which the entire project rests. It provides a clear picture of the project that is the project scope, its beginning, its means and its end. It outlines and describes the project activities, how they will be accomplished and the expected outcome or end products (Gudda, 2011). The main purpose of the planning process is to identify and define major project tasks, estimate time and resources required to carry them out and come up with a framework for managing reviewing and controlling the project activities.

According to California Office of the State Chief Information Officer (2017), the project planning components that is goals and objectives, deliverables, goal related tasks, resources or budget and time, quality and risk plan entirely carry the project idea and can therefore have serious implications on project performance if not undertaken well. These components constitute the steps carried out in the planning process and are often revisited and reviewed throughout the process until a project plan is developed. A project plan is a formal, approved document used to manage and control a project.

According Larson and Larson (2012), the project plan is a set of living documents that can be expected to change during the project life. Just like a driver following a road map may encounter road construction or new routes to the final destination so can a project manager meet some un-anticipated issues on the project course and be forced to make changes. The project stakeholders also need to be involved in the process of the project plan. These include the project sponsors, designated business experts, project managers, project team and end users. Their roles and responsibilities need to be spelt out clearly in regards to the planning process.

The basic project planning process involves the identification of the project goals and objectives as they are the ultimate destination of the project. According to Haughey (2016), the project goals and objectives are developed from the need or problem that has

prompted the project endeavor. The needs established from the project stakeholders are prioritized in order to project the goals. These goals are crafted on the basis of the SMART (Specific, Measurable, Attainable, Realistic and Time) principle where the goals are easily identifiable and measurable. The goal related tasks that are the project activities that will lead up to the set goals are also identified during the planning process. The tasks are prioritized and allocated time as per their magnitude of demand and in that way a project schedule is developed.

The tasks identified can only be accomplished when certain resources are employed. For this reason each goal and the tasks attached to it is assigned specific financial, human and material resources required. Most of the community development initiatives are financed either by donor organizations through NGOs, CBOs or FBOs or the government of a country for instance the CDF in Kenya. Human resources refer to the technical persons and all other personnel that will be involved in carrying out the projects. The tasks identified inform the project team the roles and responsibilities and the technical persons required. These can be obtained through staffing where the planning team will also need to slot in a time period when these can be trained. The human resource aspect also refers to remuneration of the employees and other payments. The financial, material and human resources form the project's cost baseline (Burke, 2014).

The project plan shows how the project quality and risks will be analyzed. The quality of the product or service should meet all stakeholders' expectations. Quality is however not determined at the end of the project but during implementation in order that errors can be eliminated. The quality plan is involved in setting standards, acceptance criteria and metrics that will be used throughout the project. Quality reviews and inspections are therefore undertaken on the basis of the project plan. In the planning process the project team also needs to plan for project risks. Analyzing project risks involves determining the probability of an event happening or not happening and the impact thereof. For instance the possibility of losing donor support can be considered a risk. This helps in determining the highest risks that may need attention. Planning for risks ensures that the project team develops risk management plans to respond to the high-risk events (Atkinson, 2019).

Richardson (2011) states that there are project planning tools that help to define and keep track of the project tasks and resources involved in a manageable way. Structured brainstorming involves an interactive session with the project planning team where each of the participants are allowed to air their views on the project's goals/objectives, outputs, tasks to produce each output, a time estimation to complete each task, the budget implication and the persons responsible for each of the tasks. All this information is grouped and ranked in order of importance. The Bar or GANTT chart provides a graphical illustration of a schedule that assists in planning, coordinating and tracking specific tasks in a project. Activities are listed in a sequential order on one side then the time required to complete each is presented by a line or bar to the right. The length of the bar is directly proportional to the time it implies. The PERT Chart also called (Program Evaluation Review Technique). It schedules, organizes and coordinates tasks and activity dependencies in a visually more graphic way. The constitutes of the management planning process cover a great deal of the project and some of the aspects handled for instance cost, schedule and quality are the very aspects that are considered when determining the project performance.

Githua (2015) examined the factors influencing performance of community water projects in Njoro Sub County and revealed that only stakeholders' participation has a significant and positive effect on the performance of community water projects in Njoro sub-county. Available data did not support the existences of a statistically significant relationship between illicit brew consumption, vandalism, and performance of community water projects. These findings have significant implication on community water projects in Njoro and other parts of country, project management as discipline, and future studies on the subject of performance of community projects in Kenya.

Though, Githua (2015) in his study on factors influencing performance of community water projects in Njoro Sub County established that only stakeholders' participation has a significant and positive effect on the performance of community water projects in Njoro sub-county, the study failed to establish how Management Planning Affects Performance of Community water projects. Hence this study seeks to bridge this gap by establishing the effect of management planning on the performance of community water projects.

2.4 Funding and Performance of Community Water Projects

The sources from which the project directors acquire funds from has a great influence on the completion of the project. Funds are given out to a particular project after assessing the returns on cash flows from the investment. Depending on the size of the project, long term or short term sources of financing can be used. Risk identification and allocation is a key component of project finance. A project may be subject to a number of technical, environmental, economic and political risks, particularly in developing countries and emerging markets. Financial institutions and project sponsors may conclude that the risks inherent in project development and operation are unacceptable. To cope with these risks, project sponsors in these industries (such as power plants or railway lines) are generally completed by a number of specialist companies operating in a contractual network with each other that allocates risk in a way that allows financing to take place (Hagood, 2019).

Project Financing includes understanding the rationale of how to prepare the financial plan, assess the risks, design the financing mix, and raise the funds. In addition, one must understand the cogent analyses of why some project financing plans have succeeded while others have failed. A knowledge-base is required regarding the design of contractual arrangements to support project financing; issues for the host government legislative provisions, public/private infrastructure partnerships, public/private financing structures; credit requirements of lenders, and how to determine the project's borrowing capacity; how to prepare cash flow projections and use them to measure expected rates of return; tax and accounting considerations; and analytical techniques to validate the project's feasibility (Xiao & North, 2017).

The financial, human and material resources are some of the main resources employed in undertaking CDPs. Most of the CDPs receive their financial support from international donor agencies. Grants are also a form of funding that is provided for in carrying out development projects. These are non-repayable funds or products disbursed by one party who are the grant makers for instance a government department, corporation, foundation or trust, to a recipient, often a nonprofit entity, educational institution, business or an

individual. The financial component is provided for by the Government or the international donor agencies contacted by development practitioners in the country. Human resources are the personnel that are directly involved in project implementation for example the project manager, the project officers and all other administrative persons and those that are indirectly involved in the project for example the community group leaders. Material resources include the capital assets for instance the office buildings and those used at the community level for instance land and community buildings (Osunlaja, Kilinc&Sen, 2018).

Donor funding is funding mostly organized by a state or a country from tax payer's money and channeled to developing countries in order to boost development. For example, the USAID and the UKAID are funds collected from the American people and the UK people respectively. These fund community projects in the grass root regions and the slum areas in the urban regions. Some funding can also come from religious institution like the Catholic Mission which funds projects for children younger than 15 years of age like schools and orphanages. Belasi and Tukul (2016), state that donor funding is unpredictable as it can only be assured within a specific period of time. Development practitioners are therefore forced to complete projects in time. This may compromise on quality which is one of the aspects to consider in project performance especially in the face of political instability. Reduced donor funding is also a concern in the performance of CDPs as the project practitioners have to go back to the drawing board and cut on costs, quality is also challenged in the process (Favero& Rutherford, 2019).

The GoK through the devolved funds system has funding available for the marginalised community groups in the society in order to boost their livelihoods. These include the Women Enterprise Fund (WEF) for the women, the Youth Enterprise Fund (YEF) for the youths and fund for the physically challenged persons. Through this funding the women groups in the community have been able to come up with communal boreholes, market centres, cattle dips among many other initiatives that have boosted the community. The youths have been able to come up with commercial buildings where they have been able to put up small enterprises especially in the rural areas (UwezoFund, 2016). According to

Halter (2018), access to this fund in some regions in the country has been a challenge due to corruption. Even though the policy of releasing the fund to the public is in place, constant delays and denials have resulted in halting of some development projects.

The achievement of project goals and objectives is also reliant on the personnel hands on in the project. The project technical team is not only the planners but also the project implementers. The quality of the project outcome is dependent on the personnel on the ground. These are therefore great determinants of project performance. Since part of the organizations' resources is used to train some of the technical personnel, its ability to maintain the personnel is also a huge boost on the project continuity. Some of the Material resources at the community level that can be used to spear head development may sometimes prove hard to acquire or maintain. For instance, a community project on agriculture expecting to expose farmers to different innovative agricultural techniques may need a demonstration farm to show case the innovations. These farms can only be provided for by a community member that the rest of the community members are comfortable with. Even though this may be done the problem comes in when the project time lapses, farmers have learnt enough and the project team decides to exit the group but leave some of the technical tools being used on the farmer's land. The community may not embrace the idea of leaving the tools the farmer owning the demonstration farm (Binswanger, Jacomina, Spector, & Bank, 2010).

Karithi (2017) examined the factors influencing performance of community water projects in Tigania Central Sub-County, Meru County, Kenya and established that more rural people were involved in addressing their own development, confidence and the more the successful level associated with water projects for success. Recommendation is that Projects leaders and members should be trained on effective use of water taps to reduce the loss in quantity or quality of water as it flows from its source through water projects pipes for use to eventual disposal.

Oduyo (2019) did a review on the factors affecting performance of community water projects in Kenya and established that more rural people were involved in addressing their own development, confidence and the more the successful level associated with water projects for success. Recommendation is that projects leaders and members should

be trained on effective use of water taps to reduce the loss in quantity or quality of water as it flows from its source through water projects pipes for use to eventual disposal. The study also found out that governing policies and performance of community development projects do have a positive association.

Though, Karithi (2017) in his study on factors influencing performance of community water projects in Tigania Central Sub-County established that more rural people were involved in addressing their own development, the study failed to point out the effect of funding on performance of community water projects. In addition, Odoyo (2019) in his review on the factors affecting performance of community water projects in Kenya failed to establish the effect of funding on performance of community water projects. This study therefore seeks to bridge these gaps by establishing the effect of funding on the performance of community water projects.

2.5 Community Participation and Performance of Community Water Projects

According to Mansloff (2010), the concept of community participation has been treated differently by different development practitioners whether knowingly or unknowingly. For some it has remained a policy in paper, for others it has become a practice and for others still it has been revived at the very end of a project in the event of handing over the project product or service. In his ladder of citizen participation, Arnstein (2019) describes the different levels of citizen participation. The 1st step and 2nd step of the ladder is manipulation and therapy; these are said to be levels of non-participation which have been used by some to insinuate genuine participation. The 3rd and 4th rung is informing and consultation where the community is heard and given a chance to speak. The 5th is where the community and/or citizens' advice but still do not make the final decision. In the next level (6th) the communities enter into partnerships that allow them to negotiate. At the utmost rung the 7th and 8th, power and control are delegated to the community.

Mansloff (2010) defines participation as a tool that empowers people, a means to educate citizens and increase their competence while acknowledging their natural abilities in order that they may be involved in decision making. The receptiveness and ownership of a project initiative can only be encouraged by the incorporation of the community.

Participation is not only mobilized by an outside party but also the people involved in a group, a community, an institution or a state can reach their fellow members in empowering them on participation on an initiative of their own or such from an outside party. Participation is built in the confines of who participates, what people participate in, why people participate and how they participate.

Kaufman and Poulin (2014) states that the involvement of community members in community initiatives is a requirement that cannot be ignored owing to the fact that these projects are by the communities and for the communities. The involvement emanates right from project initiation, execution and closure. In the recent past, projects were imposed on community members by elite groups, politicians and other leaders in the society. A greater percentage of those projects succumbed to failure especially when the project initiators exited the areas.

Binswanger, Jacomina, Spector and Bank (2010) point out that even though efforts have been in place to ensure community participation with the donor agencies and the state governments putting the project implementers on toes, the gaps are still out spoken. Lack of participation they state greatly influences ownership which has major effects on the performance of the CDPs. This is because lack of initiative will eventually influence on their lack of transparency on the impact and quality of the project. NBC NEWS, 2007 report on the failed Lake Turkana fish processing plant project by the Norwegian Government is an indication that the project implementers did not involve the community. This is because the reason given is the fact that the Turkana nomads had no history of fishing or eating fish. This therefore means a context analysis was not undertaken well to establish the people's preferences.

Chikati (2011) concludes that community participation does not just involve roping people in the actual project execution but should be considered right from context analysis where the people's culture can be learned, their needs analysed and prioritized. This should proceed on to the planning process of the project down to execution and finally evaluation and closure.

Maimuna (2017) examined the factors influencing performance of water projects in arid and semi-arid areas focusing on a case of EwasoNg'iro North borehole projects, Isiolo County, Kenya and found that maintenance funds greatly influences performance of EwasoNg'iro North borehole projects in Isiolo County. The study concluded that community participation had the greatest effect on the performance of water projects in EwasoNg'iro north borehole projects, followed by project management then water infrastructure while maintenance funds had the least effect to the performance of water projects in EwasoNg'iro north borehole projects.

Njogu (2018) examined the influence of community participation on project performance of Ruiru water projects, Meru County, Kenya and found that Ruiru-Thau Water Project community members were not participating actively in scrutinizing and approving financial transactions. Moreover, elections were mere formalities to maintain the status quo; community members rarely attended project governance meetings and were not involved in decision-making for the project. In addition, the community and project donors were contributing materials, labour, finances and security to the project towards enhancement of project performance. The study also concluded that community members were indifferent to the project by not visiting project sites, failing to attend meetings to discuss overall performance of the project and not requesting to scrutinize performance and progress reports.

Though, Maimuna (2017) in her study on factors influencing performance of water projects in arid and semi-arid areas focusing on a case of EwasoNg'iro North borehole projects, Isiolo County, Kenya and found that maintenance funds greatly influence performance of EwasoNg'iro North borehole projects in Isiolo County, the study failed to highlight the effect of community participation on performance of community water projects. In addition, Njogu (2018) in his study on influence of community participation on project performance of Ruiru water projects, Meru County, found that Ruiru-Thau Water Project community members were not participating actively in scrutinizing and approving financial transactions, the study also failed to highlight the effect of community participation on performance of community water projects. This study

therefore seeks to bridge these gaps by establishing the effect of community participation on the performance of community water projects.

2.6 Project Governance Policies and Performance of Community Water Projects

Community water projects are governed by different policies from different governing bodies including the donor agencies, the government of the land, and the project management committees including those at the community level. These policies place different demands on the project (Muller, 2011). The World Bank as a donor agency has developed policies that govern its projects and activities; these are termed as Operational Policies designed to ensure that the projects are economically, financially socially and environmentally sound. These policies include policies on business products and instruments that provide rules for the bank products, policies on safeguarding the environment while establishing and undertaking the projects, fiduciary policies which provide rules for governing financial management, procurement and disbursement and management policies covering areas on project monitoring and evaluation. These policies were put in place to ensure that all World Bank projects in different locations maintain a positive progress without causing harm to the surroundings. This has however been varied in different countries owing to the difference in the government policies (The World Bank, 2016).

To achieve valuable goals for the development projects under European Union (EU), the European Commission developed a common rural development policy. This was focused on three thematic areas namely; improving the competitiveness of the agricultural and forestry sector, improving the environment and the countryside and improving the quality of life in rural areas and encouraging diversification of the rural economy. In the previous policy, regions covered by EU came up with their own programs and specified the funding needed while in the current policy emphasis is on coherent strategy for rural development across the EU states as a whole (European Commission, 2018).

In June 2007, the treasury board ministers in Canada approved the Policy on the Management of Projects. This policy replaced the Project Management Policy, the Policy

on the Management of Major Crown Projects, and the Project Approval Policy. This policy was a significant change in how the government of Canada managed its projects. Piloting of the policy was done in 2007 with a group of departments and the lessons learnt through the pilot incorporated in 2009. This overall policy that harmonized the other three policies has been in operation and has curbed a lot of gaps in the national development projects in Canada (Government of Canada, 2016).

The inability to implement policies or plans is widely recognized as a major weakness of contemporary planning in developing countries. Usman, Kamau and Mireri (2014) reported that government policies and procedures in Nigeria put in place to guide in the national development initiatives have not been effectively implemented. This has been characterized by delays by government officials to undertake their duties. Projects have therefore succumbed to lack of achievement of set objectives and goals. This in turn results to lack of confidence by the donor agencies in the event that it's a donor funded project since they operate in specific time allocations. Performance of these development projects is also challenged as the project schedule is halted by the government delays.

In Kenya the Non-Governmental Organizations Co-ordination Board does not only register the national and international NGOs but is also in charge of providing policy guidelines in their operation in Kenya in order to harmonize their activities to the national development plan of Kenya. Some of the guiding policies include; must be transparent and accountable to its donors, the Government and its beneficiaries, in its use of resources, must be willing to share relevant activity-related reports with the Government, other relevant organizations, beneficiaries and other interested parties (NGOs Co-ordination Board, 2016). The development of these guiding principles without the contribution of the people they are meant to guide may pose a challenge when development practitioners or even the community find gaps when adopting them in the community development initiatives (Binswanger, Jacomina, Spector & Bank, 2010).

Most of the CDPs are operated in community groups registered under the ministry of Labour Social Security and Services. At the local leadership level the groups are served at the sub-county offices in charge of self-help groups. The groups have to adhere to specific guidelines or policies in order to be allowed operation including; ensuring all the

members share the mission, vision and objectives of the group, having by-laws or a constitution that guides their activities and dictates their membership including the officials, furnishing the registrar with quarterly reports among others. During implementation of CDPs despite following the procedures some of the local Government officials take advantage and exploit some of the development projects especially those that seem to be flourishing. Failure to comply groups are threatened de-registration (Oyugi, 2012). If not monitored keenly the community leaders can take advantage of the member's illiteracy and ignorance and twist the bylaws to their advantage sought from intended respondents to indicate their willingness to participate and their anonymity when it comes to answering the research instruments was upheld.

Studies by Oyugi (2012) and Usman, Kamau and Mireri (2014) reported that government policies and procedures in Nigeria put in place to guide in the national development initiatives have not been effectively implemented. However, these studies failed to show how project governing policies affect performance of community water projects. This study therefore seeks to bridge these gaps by establishing the effect of project governing policies 'on the performance of community water projects.

2.7 Theoretical Framework

This section presented the theories regarding performance of community development initiatives. Theories such as public choice theory of collaborative governance, allocative efficiency theory and critical mass theory are relevant to this study. The study however was anchored on the community development theories.

2.7.1 Community Development Theories

This theory originated from the work of Lewin (1952) whose theory stated, 'people support what they help create.' Lewin observed that students were far more likely to accept and support ideas and change if they participated in the decision-making process or helped conceive the idea in the first place. The implications of Lewin's research in undertaking community work are to ensure involvement of all people in communal initiatives right from the start. When people are involved from the beginning they are likely to support the initiatives to the end.

The theory was applicable to the study as it upheld the place of community in any involvement. Its strength is on the fact that it proves the participation of people in initiatives and therefore relevant to Community water projects. It however does not outline how the participation and close involvement from the beginning is done.

Stages of Community Development Groups (Peck, 1987)

The theory on stages of community development groups was coined by Peck (1987), where he considers a group or an organization as a community. Individuals function concurrently in many different kinds of communities. According to Peck, thinking of each of the formal and informal groups as a community provides a frame for interdependence. Knowing about community, philosophically believing in the worth of community, and being skilled at developing and sustaining community are essential aspects of community development initiatives. This theory suggests four stages of community building or development; Stage one also called 'Pseudo community' is where communities seem to be getting along where conflicts are avoided at all costs (Roshanfekr, Gharibzadeh, Mohammadinia, Sajedi, Habibi&Malekafzali, 2017).

Stage two also called 'Chaos' is where the community experiences chaos when the first stage does not work, the community experiences chaos as different members begin to openly vent their frustrations and disagreements. A community managing to pass this stage is considered authentic. The stage three is also called 'Emptiness' and it is where community members learn to empty themselves of ego-related factors and embrace the needs of the group they are able to balance their individual needs with the needs of the community. In stage four the individuals grant each other empathy and understanding and are able to progress in whatever undertaking they have. This is the authentic stage or true community (Akl et al., 2017).

The theory was applicable to the study as it looked into the dynamics of Community water projects. This is an essential consideration as there are many factors that impact the performance of the Community water projects.

2.8 Conceptual Framework

The conceptual framework in the study outlays the different concepts under study and tries to present an analysis of their relationship. Figure 1 shows the conceptual framework.

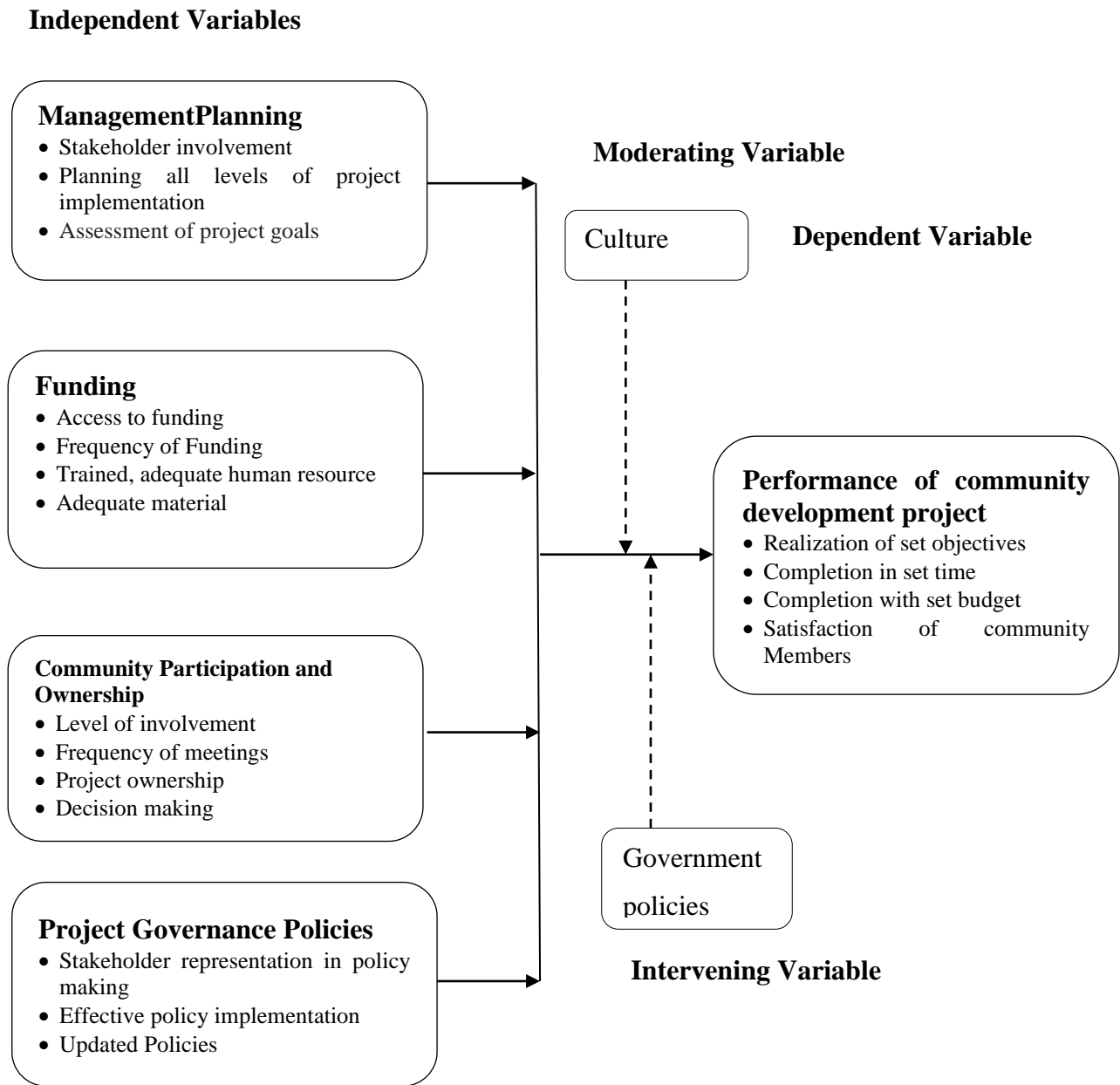


Figure 1: Conceptual Framework

2.8.1 Discussion of Conceptual Framework

The study sought to determine major drivers of performance in Community water projects in Saku Sub County in Marsabit County, Kenya. These drivers include management planning, funding, community participation and projects governing policies. The study looked into the stakeholder involvement and planning all levels of project implementation as aspects of management planning to see how they influence performance of Community water projects in Saku Sub County in Marsabit County. Further, the study sought to establish how the project accesses funding, its frequency of funding, whether it has trained, adequate human resource and its adequacy of material as aspects of funding. On community participation, the study examined how the community's level of involvement, frequency of meetings, project ownership and decision making affect the performance of Community water projects in Saku Sub County in Marsabit County. Regarding projects governing policies, the research sought to find the influence of stakeholder representation in policy making, effective policy implementation and updated policies on performance of Community water projects in Saku Sub County in Marsabit County. All these were studied with culture and politics being the moderating and intervening variables respectively. In order to gauge the performance of community projects, the study sought to establish whether Community water projects in Saku Sub County in Marsabit County; realize set objectives, complete in set time, complete with set budget and whether community members get satisfied.

2.9 Summary of the Literature Review

The performance of CWPs is considered in relation to achievement of project set objectives in the constraints of time, cost and quality. During project implementation performance indicators inform the project team on the project's progress as it gears towards achieving the ultimate goals and/or objectives. The planning process of

management is a central endeavor of project management. The contribution of the planning process to project performance is major as planning forms the foundation on which the entire project rests. It provides a clear picture of the project that is the project scope, its beginning, its means and its end.

The concept of community participation has been treated differently by different development practitioners whether knowingly or unknowingly. For some it has remained a policy in paper, for others it has become a practice and for others still it has been revived at the very end of a project in the event of handing over the project product or service. Project Financing includes understanding the rationale of how to prepare the financial plan, assess the risks, design the financing mix, and raise the funds. In addition, one must understand the cogent analyses of why some project financing plans have succeeded while others have failed. The sources from which the project directors acquire funds from has a great influence on the completion of the project. Funds are given out to a particular project after assessing the returns on cash flows from the investment. Depending on the size of the project, long term or short term sources of financing can be used.

Community water projects are governed by different policies from different governing bodies including the donor agencies, the government of the land, and the project management committees including those at the community level. These policies place different demands on the project (Muller, 2011). The World Bank as a donor agency has developed policies that govern its projects and activities; these are termed as Operational Policies designed to ensure that the projects are economically, financially socially and environmentally sound. This study sought to establish the factors influencing the performance of community water project in Saku Sub County, Marsabit County, Kenya.

2.10 Research Gaps

Table 2. 1: Summary and Research Gaps

Variable	Author	Topic	Methodology	Findings	Research gaps
Management planning	Sanjir(2017)	Factors influencing the performance of devolved system of governance in Marsabit County, Kenya	Study employed a descriptive survey research design	The study established that, allocation of economic resources, funding of projects, distribution of power and collaborative communities all influenced the performance of the devolved system of governance in County government of Marsabit, Kenya.	The study failed to highlight the influence of management planning. The current study focused on influence of management planning, on performance of Community water projects in Marsabit County
Funding	Jacob and Gichuki (2017)	Factors Influencing Performance of Community Water Projects in Tigania Central Sub-Couty, Meru County, Kenya	A descriptive survey research design was adopted	The study concluded that more rural people were involved in addressing their own development, confidence and the more the successful level associated with water projects for success.	The study failed to highlight the influence of funding. The study focused on influence of funding on performance of Community water projects in Marsabit County
	Karithi (2017)	Factors influencing performance of community	A descriptive survey research design was adopted	The study established that more rural people were involved in addressing their own	The study failed to highlight the influence of funding. The study

		water projects in Tigania Central Sub-County, Meru County, Kenya		development, confidence and the more the successful level associated with water projects for success	focused on influence of funding on performance of Community water projects in Marsabit County
Community participation	Githua and Wanyoike(2015)	Factors Influencing Performance of Community Water Projects in Njoro Sub County	The study adopted a descriptive design	Results revealed that only stakeholders' participation has a significant and positive effect on the performance of community water projects in Njoro sub-county	The study failed to highlight the influence of community participation. The current study focused on the influence of community participation on the performance of community development project
	Maimuna (2017)	Factors influencing performance of water projects in arid and semi-arid areas focusing on a case of EwasoNg'iro North borehole projects, Isiolo County, Kenya	The study adopted a descriptive design	The study found that maintenance funds greatly influences performance of EwasoNg'iro North borehole projects in Isiolo County	The study failed to highlight the influence of community participation. The current study focused on the influence of community participation on the performance of community development project
Project	Mutua (2017)	Factors	The study adopted a	The study was able to	The study failed to

Governing Policies		influencing performance of Community water projects: a case of inades formation kenya (african institute of social and economic development) in machakos county, Kenya	descriptive research design	establish that there exists a positive association between the planning process of management and performance of Community water projects.	highlight the influence of project governing. The study focused on the influence of projects governing policies on performance of Community water projects in Marsabit County
	Njogu (2018)	influence of community participation on project performance of Ruiru water projects, Meru County, Kenya	The study adopted a descriptive research design	The study found that community and project donors were contributing materials, labour, finances and security to the project towards enhancement of project performance	The study failed to highlight the influence of community participation. The current study focused on the influence of community participation on the performance of community development project

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methods of the study. It describes the research design, study population, sampling frame, sample size and sampling techniques, data collection techniques and methods of data analysis. The statistical measurement models used in the analysis are also provided.

3.2 Research Design

The study adopted a descriptive research design. A descriptive research design is one in which the researcher gathers information on the current state of a phenomena. It describes the existing conditions and attitudes without altering the original state of something. Creswell and Plano Clark (2011) states that descriptive research determines and reports the way things are. Descriptive research design was therefore significant in this study as it informed the researcher of the exact position of the phenomenon that is being studied without altering its state. The description in the research design sought to answer such questions as what, how, when and where.

Descriptive design involves measurement, classification, analysis, comparison and interpretation of data (Saunders, Lewis & Thornhill, 2012). This research used descriptive survey research as it sought to gather views on the factors influencing the performance of Community water projects in Marsabit County– a case of Saku Sub County.

3.3 Target Population

A population is a complete set of elements that is persons or objects having some common observable characteristics while target population are groups of individuals or objects in their entirety to which a researcher would want to generalize the study findings (Sekaran & Bougie, 2010). The target population for this study was community water projects which are multifaceted and done by the county government, NGOs and FBOs in Saku sub county. The study targeted various stakeholders in implementation of community water projects. According to the county Director of water and natural resource different organization supporting community

water project in Saku have a total of 106 personnel including; project officers, field officers, community leaders, project committees' representatives, county government officials and religious leaders in Saku sub county.

Table 3.3. 1: Target Population

	Frequency	Percentage
Project officers	9	8.5
Field officers	12	11.3
Community leaders	22	20.8
Project committee's representatives	37	35
County government officials	10	9.4
Religious leaders	16	15
Total	106	100

The table 3.3.1 outlines the different categories of members of the target population as given by the county director of water and natural resources infrastructure development and their cumulative percentages

3.4 Sample Size and Sampling Procedure

3.4.1 Sample Size

Sampling is where units are selected from a population of interest with the intention of ensuring fair representation of the population in order that the final results would present a generalized but representative image of the population under study (Mitchell & Jolley, 2013). Bryman and Bell (2011) state that the rule of the thumb is to obtain as big a sample as possible. Taking a population size of 106, the researcher adopted the Yamane Taro formula to get a sample of 84 respondents. According to the Yamane Taro formula, the sample size was calculated as follows;

$$n = \frac{N}{1 + Ne^2}$$

where N=106 and e=5%=0.05=significance level. Your answer should be n=204

The sample was therefore 84 respondents.

3.4.2 Sampling Procedure

The study first used proportional allocation where each population group (N_p) was divided by the total populace (N) to get a ratio in which each group was picked at and later multiplied by the sample size gotten. That is for instance, for project officers the sample was $9/106 \times 84 = 7$

Stratified sampling methods were also used for the selection of the study respondents. This is a sampling technique that is not biased and it involves grouping of heterogeneous group of the population into homogenous subsets and then choosing the sample from the individual allowing for representativeness. The technique sought to get a desired representation from the different sub-groups in the study population. Using this technique, the sampling is done such that the existing sub-groups are less or more represented in the chosen sample (Kumar, 2019). For each of the strata, simple random sampling was used. To get the sample size per stratum, the following formula was used. Table 3.2 shows the sampling frame.

Table 3. 1: Sampling Frame

	Frequency	Ratio	Sample
Project officers	9	0.79	7
Field officers	12	0.79	10
Community leaders	22	0.79	17
Project committee’s representatives	37	0.79	29
County government officials	10	0.79	8
Religious leaders	16	0.79	13
Total	106	0.79	84

3.5 Research Instrument

For this study, the researcher made use of questionnaires in the gathering of primary data. Bryman and Bell (2011) defines a questionnaire as a well-constructed research tool that enables researchers to obtain information from respondents on their traits, current and past behavior, code of conduct or perspectives and their convictions and or rationale behind their action in relation to the current research study topic.

The choice of this instrument is informed by its advantages such as; it is free from the bias of the interviewee and respondents had ample time to give well thought out answers. The questionnaires also provide both a logical flow of information and an opportunity for the researcher to analyze data more objectively than any other forms of

research instruments (Gray & Malins, 2016). The questionnaire had equal proportions of closed as well as open ended questions. Closed questions consisted of a fixed set of questions in a specified sequence and with a pre-designated response options. Open ended questions provided respondents with chance to disclose information in a naturalistic way.

3.6 Pilot Testing of Instruments

The current research study also made use of a pilot study to reduce ambiguity of research tool's items and in the process establishing data integrity. The pilot study enabled the researcher to probe the feasibility of the methods and procedures that were used in the main study. The accuracy of data to be collected is largely dependent on the data collection instruments in terms of validity and reliability which can only be established through a pilot test (Kumar, 2019). Ledford and Gast (2018) recommendation of 1–10% of the principal sample size was adopted for conducting this study's pilot study. Specifically, 10% that is 9 respondents were selected as participants of the pilot study from Laisamis Sub County. The researcher used Questionnaire as the research instrument in this pilot study where Data entry and analysis was then conducted, results were discussed with supervisor for identification of weaknesses in the research instruments and advice on modifications was implemented.

3.7 Validity of the Research Instrument

Oluwatayo (2012) defined validity of research tools as the extent to which the scores measures the anticipated and or the intended concept. Validity is concerned with in-built errors and components of the research instrument (Bresler & Stake, 2017). This study adopted the face, content, and construct validity. Face validity was looked into by glancing through the surface of the study's questionnaire with the help the researcher's supervisor, giving it a subjective overview. Further, the current study also looked into the content validity of the choice research tools through persistent consultations with raters from University of Nairobi with respect to; readability, clarity and comprehensiveness of measurement on the construct of interest. This enabled the researcher to determine whether research tools were utilized and

incorporated satisfactorily, a representative set of instrument items to examine the construct of interest (Kumae, 2019). Expert opinions were arrived at through consultations to assist the researcher in making modifications on the domain of indicators in the research tools making them relevant to the topic under study as advised by experts. Construct was achieved through checking on adequacy of the operational definition of variables by checking on clarity, vagueness and quality of instructions in the questionnaires.

3.8 Reliability of the Research Instrument

Ritter (2010) defines reliability as the degree to which scores by a research instrument and method are consistent and can be replicated with the same units of measurement. The study embraced the use of internal consistency technique employing Cronbach Alpha to examine the reliability of research questionnaire that was utilized in the current research study. A pilot study on a total of 17 respondents from the main sample size was conducted. The results of the pilot study were discussed with experts and the supervisors from University of Nairobi which guided conclusions on the stability of items of measurement in the research instrument. The researcher was guided by; Alpha values which vary from 0 to 1 noting that a co-efficient of 0.7 is sufficient with 0.8 and or higher signifying a remarkable reliability of the choice research tools as recommended by TavakolandDennick (2011).

3.9 Data Collection Procedure

The researcher got two letters; an introduction letter from the university department offices and one from National Commission for Science, Technology and Innovation(NACOSTI) in order to secure authorization to collect data from the respondents. Data was collected using a questionnaire with both open ended and closed ended questions structured to meet the objectives of the study. The researcher also used trained and qualified research assistants to assist with the questionnaire administration. The study used questionnaires as they are not time consuming and are also less costly. The researcher and research assistants administered the questionnaires through drop and pick method.

3.10 Data Analysis Technique

Data was analyzed using Statistical Package for Social Sciences (SPSS Version 25.0). Referencing of all received questionnaires was done and coding of questionnaire items was done for facilitating data entry. After data cleaning which entailed checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation was estimated for all the quantitative variables and information presented in form of tables. The qualitative data from the open-ended questions was analyzed using thematic content analysis and presented in narrative form.

Inferential data analysis was done using multiple regression analysis. Multiple regression analysis was used to establish the relations between the independent and dependent variables. Since there are four independent variables in this study the multiple regression models generally assumed the following equation;

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

Where: Y= performance of Community water projects in Marsabit County

β_0 =constant

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

X_1 = management planning

X_2 = funding

X_3 = community participation

X_4 = projects governing policies

ε =Error Term

3.11 Ethical Considerations

To conduct this study, the researcher sought both an introductory letter from the graduate school, University of Nairobi to ascertain that he was a bona fide student and a permit from the National Commission for Science, Technology and Innovation (NACOSTI). In adherence to research ethics, the researcher also referenced all literature reviewed in the study and ensured that data collected in the course of the study was used for research purposes only. Permission was also sought from intended

respondents to indicate their willingness to participate and their anonymity when it comes to answering the research instruments was upheld.

3.12 Operationalization of Variables

Table 3.3 presents the operationalization of variables used in this study.

Table 3. 2: Operationalization of Variables

Research Objectives	Type of Variable	Indicator	Measure of indicator	Tools of analysis	Type of analysis
To examine the influence of management planning on the performance of community projects	Independent	Management planning	Stakeholder involvement Planning all levels of project implementation	Percentage Mean score	Descriptive statistics Regression analysis
To determine the influence of funding on performance of community projects	Independent	Funding	Access to funding Frequency of Funding Trained, adequate human resource Adequate material	Percentage Mean score	Descriptive statistics Regression analysis
To assess the influence of community participation on performance of community projects	Independent	Community participation	Level of involvement Frequency of meetings Project ownership Decision making	Percentage Mean score	Descriptive statistics Regression analysis
To determine the influence of the projects governing policies on the performance of Community	Independent	Projects governing policies	Stakeholder representation in policy making Effective policy implementation Updated Policies		

water projects					
	Dependent	Performance of community projects	Realization of set objectives Completion in set time Completion with set budget Satisfaction of community members	Percentage Mean score	Descriptive statistics Regression analysis

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter entails the data analysis, presentation and interpretation of the findings of the study. It begins with looking at the response rate, reliability analysis, discussions on the characteristics of the respondents, their opinions on the factors influencing the performance of Community water projects in Saku Sub County in Marsabit County, Kenya. The chapter finalizes with the multiple regression analysis. In order to simplify the discussions, the researcher provided tables that summarize the collective reactions of the respondents

4.1.1 Response Rate

The researcher administered 84 questionnaires out of which 73 questionnaires were returned fully filled. This represented a response rate of 86.9% which was ideal as prescribed by Creswell and Plano Clark (2011) who stated that a minimal value of 50% is a significant response rate for statistical analysis. The response rate is as shown in Table 4.1.

Table 4. 1: Response Rate

	Number of informants	Percent
Response	73	86.9
Non- Response	11	13.1
Total	84	100.0

4.1.2 Reliability Analysis

Reliability of the questionnaire was evaluated through administration of the said instrument to the pilot group. The acceptable reliability coefficient is 0.7 and above (Saunders, Lewis & Thornhill, 2012). A construct composite reliability co-efficient (Cronbach alpha) of 0.7 or above, for all the constructs, is considered to be adequate for this study. The results were as shown in Table 4.2.

Table 4. 2: Reliability Analysis

	Reliability Cronbach's Alpha
Management planning	.923
Funding	.717
Community participation	.831
Projects governing policies	.745
Performance of Community water projects	.782

From the results, management planning was more reliable with an alpha value of 0.923, followed by community participation had an alpha value of 0.831, performance of community water projects had an alpha value of 0.782, projects governing policies had an alpha value of 0.745 while funding had an alpha value of 0.717 had the least reliability. This, therefore, depicts that the research instrument was reliable and no amendments were required.

4.2 Background Information

This section required the respondents to indicate their background information including gender, age group and highest level of education. It enabled the researcher to have a clue of who is filling in the questionnaires so as to determine whether the respondents are actually the targeted ones and whether or not the researcher is gathering the information they are effectively seeking. This general information is presented in form tables.

4.2.1 Respondents' Gender

The respondents were requested to indicate their gender. Their responses were as shown in Table 4.3.

Table 4. 3: Respondents' Gender

	Frequency	Percent
Male	40	55.3
Female	33	44.7
Total	73	100.0

The findings revealed that 55.3% of the respondents were male while 44.7% were female. This implies that the researcher was not biased and considered all the gender in the collection of the data.

4.2.2 Respondents' Age Bracket

The respondents were also required to indicate their age bracket they were in. The results were as shown in Table 4.4.

Table 4. 4: Respondents' Age Bracket

	Frequency	Percent
18-25 yrs.	19	25.7
26-35 yrs.	19	26.3
36-45 yrs.	15	21.1
46 yrs. and above	20	27.0
Total	73	100.0

The findings show that 27.0% of the respondents were aged 46 yrs. and above, 26.3% were aged between 26-35 yrs., 25.7% were aged between 18-25 yrs. while 21.1% were aged between 36-45 yrs. The findings implied that majority of the respondents were mature enough which made them to have diverse information on the subject under study and also cooperative in giving it.

4.2.3 Respondents' Highest Level of Education

The researcher asked the respondents to indicate their highest level of education. Their responses were presented in Table 4.5.

Table 4. 5: Respondents' Highest Level of Education

	Frequency	Percent
'O' Level	16	21.7
Certificate/Diploma	17	23.0
Degree	22	29.6
Postgraduate	19	25.7
Total	73	100.0

From the findings, 29.6% of the respondents had attained a degree, 25.7% had reached the postgraduate level, 23.0% had attained the certificate/diploma and 21.7% had reached the ‘O’ level. This implies that the respondents had basic education to understand the questions in the questionnaires.

4.3 Management Planning

The study sought to examine the influence of management planning on the performance of Community water projects in Saku Sub County in Marsabit County, Kenya. The respondents were required to indicate the extent to which management planning influences the performance of community water projects in Saku Sub County in Marsabit County. Table 4.6 displays the results.

Table 4. 6: Extent Management Planning Influence Performance of Community Water Projects

	Frequency	Percent
Not at all	9	12.5
Low extent	10	13.2
Moderate extent	6	7.9
Great extent	25	34.2
Very great extent	24	32.2
Total	73	100.0

Table 4.6 shows that 34.2% of the respondents indicated that management planning influences the performance of community water projects in Saku Sub County in Marsabit County, Kenya to a great extent, 32.2% indicated to a very great extent, 13.2% indicated to low extent, 12.5% indicated not at all and 7.9% indicated to a moderate extent. This implies that management planning influences the performance of community water projects in Saku Sub County to a great extent.

The researcher further required the respondents to indicate the extent to which aspects of management planning influence performance of community water projects in Saku Sub County in Marsabit County, Kenya. The outcomes were as presented in Table 4.7.

Table 4. 7: Influence of Management Planning Aspects on Performance of Community Water Projects

	Mean	Std. Dev.
Stakeholder involvement	3.704	0.501
Planning all levels of project implementation	3.671	0.775

Assessment of project goals	4.398	0.648
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The findings reveal that assessment of project goals as shown by a mean score of 4.398; stakeholder involvement as shown by a mean score of 3.704 and planning all levels of project implementation as shown by a mean score of 3.671 influence performance of community water projects in Saku Sub County in Marsabit County, Kenya to a great extent.

4.4 Funding

The research aimed to investigate the influence of funding on the performance of Community water projects in Saku Sub County in Marsabit County, Kenya. The researcher asked the extent to which funding influences performance of community water projects. The results were as seen in Table 4.8.

Table 4. 8: Extent Funding Influence Performance of Community Water Projects

	Frequency	Percent
Not at all	11	15.1
Low extent	7	9.9
Moderate extent	10	13.2
Great extent	25	34.9
Very great extent	20	27.0
Total	73	100.0

The outcome shows that 34.9% of the respondents indicated that funding influences performance of community water projects in Saku Sub County in Marsabit County, Kenya to a great extent, 27.0% indicated to a very great extent, 15.1% specified that not at all, 13.2% indicated to a moderate extent and 9.9% indicated to a low extent. This implies that funding influences performance of community water projects in Saku Sub County in Marsabit County, Kenya to a great extent.

The researcher also required that the respondents to indicate the extent to which aspects of funding influences performance of community water projects in Saku Sub County in Marsabit County, Kenya. The results are as shown in Table 4.9.

Table 4. 9:Influence of Funding Aspects on Performance of Community Water Projects

	Mean	Std. Dev.
Access to funding	3.704	0.670
Frequency of Funding	3.250	0.997
Trained, adequate human resource	4.507	0.567
Adequate material	3.691	0.741

The findings show that the respondents indicated that trained, adequate human resource as shown by an average score of 4.507 influence performance of community water projects in Saku Sub County in Marsabit County, Kenya to a very great extent. The respondents also indicated that access to funding as shown by an average score of 3.704; and adequate material as shown by an average score of 3.691 influence performance of community water projects in Saku Sub County in Marsabit County, Kenya to a great extent. The respondents further indicated that frequency of funding as shown by an average score of 3.250 influences performance of community water projects in Saku Sub County in Marsabit County, Kenya to a moderate extent.

4.5 Community Participation

The research sought to evaluate the influence of community participation on the performance of Community water projects in Saku Sub County in Marsabit County, Kenya. The researcher asked the respondents to indicate the extent to which community participation influences performance of community water projects in Saku Sub County in Marsabit County, Kenya. The results were as shown in Table 4.10.

Table 4.10: Extent Community Participation Influence Performance of Community Water Projects

	Frequency	Percent
Not at all	7	9.9
Low extent	8	11.2
Moderate extent	8	10.5
Great extent	26	35.5
Very great extent	24	32.9
Total	73	100.0

From the findings, 35.5% of the respondents indicated that community participation influences performance of community water projects in Saku Sub County in Marsabit County, Kenya to a great extent, 32.9% indicated to a very great extent, 11.2% indicated to a low extent, 10.5% indicated to a moderate extent, and 9.9% indicated not at all. This implies that community participation influences performance of community water projects in Saku Sub County in Marsabit County, Kenya to a great extent.

The researcher further asked the respondents the extent to which the following aspects of community participation influence performance of community water projects in Saku Sub County of Marsabit County. The results were as presented on Table 4.11.

Table 4.11: Influence of Community Participation Aspects on Performance of Community Water Projects

	Mean	Std. Dev.
Level of involvement	3.559	0.968
Frequency of meetings	4.046	0.783
Project ownership	3.763	0.791
Decision making	3.467	0.914

The findings show that the respondents indicated that frequency of meetings as shown by a mean of 4.046; project ownership as shown by a mean of 3.763; and level of involvement as shown by a mean of 3.559 influence performance of community water projects in Saku Sub County of Marsabit County to a great extent. The respondents further indicated that decision making as shown by a mean of 3.467 influences performance of community water projects in Saku Sub County of Marsabit County to a moderate extent.

4.6 Projects Governing Policies

The study sought to determine the influence of the projects governing policies on the performance of community water projects in Saku Sub County in Marsabit County, Kenya. The respondents were required to specify the extent to which projects governing policies influence performance of community water projects in Saku Sub County in Marsabit County. Table 4.12 displays the findings.

Table 4.12: Extent Projects Governing Policies Influence Performance of Community Water Project

	Frequency	Percent
Not at all	6	7.9
Low extent	7	9.2
Moderate extent	10	13.8
Great extent	28	38.2
Very great extent	23	30.9
Total	73	100.0

The findings revealed that 38.2% of the respondents indicated that projects governing policies influence performance of community water projects in Saku Sub County in Marsabit County to a great extent, 30.9% indicated to a very great extent, 13.8% indicated to a moderate extent, 9.2% indicated to a low extent, 7.9% indicated not at all. This implies that that projects governing policies influence performance of community water projects in Saku Sub County in Marsabit County to a great extent.

The researcher also required the respondents to indicate the extent to which the aspects of projects governing policies influence performance of Community water projects in Saku Sub County in Marsabit County. Table 4.13 shows their replies.

Table 4.13: Influence of Projects Governing Policies Aspects on Performance of Community Water Projects

	Mean	Std. Dev.
Stakeholder representation in policy making	3.704	0.871
Effective policy implementation	3.592	0.824
Updated Policies	3.665	0.837

The findings show that the respondents indicated that stakeholder representation in policy making as shown by a mean of 3.704; updated policies as shown by a mean of 3.665; and effective policy implementation as shown by a mean of 3.592 influence performance of Community water projects in Saku Sub County in Marsabit County to a great extent.

4.7 Performance of Community Water Projects

The study further required to know the trend of aspects of performance of community water projects in Saku Sub County of Marsabit County for the last 5 years. The results are as shown on Table 4.14.

Table 4. 14: Trend of Community Water Projects Performance in Saku Sub County

	Mean	Std. Dev.
Realization of set objectives	3.684	0.814
Completion in set time	3.605	0.728
Completion with set budget	3.836	0.554
Satisfaction of community members	3.743	0.815

The findings show that the respondents indicated that completion with set budget as presented by a mean score of 3.836; satisfaction of community members as presented by a mean score of 3.743; realization of set objectives as presented by a mean score of 3.684; and completion in set time as presented by a mean score of 3.605 have improved for the last 5 years.

4.8 Multiple Regression Analysis

Regression analysis was applied to determine the relative importance of management planning, funding, community participation and projects governing policies with respect to the performance of Community water projects in Saku Sub County in Marsabit County, Kenya. The findings were presented in Table 4.15, 4.16 and 4.17.

Table 4. 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.857	0.735	0.719	1.233

From the findings, the independent variables were statistically significant predicting the dependent variable since adjusted R square was 0.719. This implied that 71.9% of variations in performance of community water projects in Saku Sub County in

Marsabit County, Kenya are explained by management planning, funding, community participation and project governing policies. Other factors influencing performance of community water projects in Saku Sub County in Marsabit County, Kenya that were not covered in this study accounted for 28.1% which form the basis for further studies.

Table 4.16: ANOVA Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	299.121	4	74.780	47.076	.000
Residual	108.017	68	1.588		
Total	407.138	72			

From the ANOVA Table, p-value was 0.000 and F-calculated was 47.076. Since p-value was less than 0.05 and the F-calculated was greater than F-critical (2.5066), then the regression relationship was significant in determining how management planning, funding, community participation and project governing policies influenced performance of community water projects in Saku Sub County in Marsabit County, Kenya.

Table 4. 17: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.267	0.582		2.177	0.033
Management planning	0.821	0.364	0.514	2.255	0.027
Funding	0.736	0.298	0.611	2.470	0.016
Community participation	0.618	0.208	0.462	2.971	0.004
Project governing policies	0.735	0.312	0.672	2.356	0.021

The established model for the study was:

$$Y = 1.267 + 0.821X_1 + 0.736X_2 + 0.618X_3 + 0.735X_4$$

Where: -

Y= Performance of Community water projects

X₁= Management planning

X₂= funding

X₃=community participation

X₄=projects governing policies

The regression equation above has established that taking (management planning, funding, community participation and project governing policies) at constant, performance of community water projects in Saku Sub County will be 1.267. The findings presented also show that increase in the management planning leads to 0.821 increase in the score of performance of community water projects in Saku Sub County if all other variables are held constant. This variable was significant since the p-value $0.027 < 0.05$.

Further, it was found that if funding increases, there is a 0.736 increase in performance of community water projects in Saku Sub County in Marsabit County, Kenya. This variable was significant since its p-value 0.016 was less than 0.05. Further, the findings show that a unit increases in the scores of community participation would lead to 0.618 increase in the scores of performance of community water projects in Saku Sub County. The variable was also significant as its p-value $0.004 < 0.05$. The study also found that a unit increases in the scores of project governing policies would lead to a 0.735 increase in the scores of performance of community water projects in Saku Sub County. The variable was significant as its p-value $0.021 < 0.05$.

Overall, management planning had the greatest influence on performance of community water projects in Saku Sub County, followed by funding, then project governing policies while community participation had the least influence on the performance of community water projects in Saku Sub County. All the variables were significant since their p-values were less than 0.05.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, discussions, conclusions and recommendations drawn from the data findings on the factors influencing the performance of community water projects in Saku Sub County in Marsabit County, Kenya. The chapter finalizes with the area for further research.

5.2 Summary of Findings

The study sought to examine the influence of management planning on the performance of Community water projects in Saku Sub County in Marsabit County, Kenya. The study found that management planning influences the performance of community water projects in Saku Sub County to a great extent. The research found that stakeholder involvement and planning all levels of project implementation influence performance of community water projects in Saku Sub County in Marsabit County, Kenya to a great extent. The study also found that an increase in the management planning leads to 0.821 increase in the score of performance of community water projects in Saku Sub County if all other variables are held constant. This variable was significant since the p-value $0.027 < 0.05$.

The research aimed to investigate the influence of funding on the performance of Community water projects in Saku Sub County in Marsabit County, Kenya. This study found that funding influences performance of community water projects in Saku Sub County in Marsabit County, Kenya to a great extent. The study further found that trained, adequate human resource influence performance of community water projects in Saku Sub County to a very great extent. Further, it was established that access to funding; and adequate material influence performance of community water projects in Saku Sub County to a great extent. Also, the study found that frequency of funding influences performance of community water projects in Saku Sub County in Marsabit County, Kenya to a moderate extent. Further, it was found that if funding increases, there is a 0.736 increase in performance of community water projects in Saku Sub County in Marsabit County, Kenya. This variable was significant since its p-value 0.016 was less than 0.05.

The research sought to evaluate the influence of community participation on the performance of Community water projects in Saku Sub County in Marsabit County, Kenya. The study found that community participation influences performance of community water projects in Saku Sub County to a great extent. The research found that frequency of meetings; project ownership; and level of involvement influence performance of community water projects in Saku Sub County to a great extent. The study further found that decision making influences performance of community water projects in Saku Sub County to a moderate extent. Further, the findings show that a unit increase in the scores of community participation would lead to a 0.618 increase in the scores of performance of community water projects in Saku Sub County. The variable was also significant as its p-value $0.004 < 0.05$.

The study sought to determine the influence of the project governing policies on the performance of community water projects in Saku Sub County in Marsabit County, Kenya. This study found that project governing policies influence performance of community water projects in Saku Sub County to a great extent. Stakeholder representation in policy making; updated policies; and effective policy implementation were found to be an influence on performance of community water projects in Saku Sub County to a great extent. The study also found that a unit increase in the scores of project governing policies would lead to a 0.735 increase in the scores of performance of community water projects in Saku Sub County. The variable was significant as its p-value $0.021 < 0.05$.

The study further sought the trend of aspects of performance of community water projects in Saku Sub County of Marsabit County for the last 5 years. The study found that completion with set budget; satisfaction of community members; realization of set objectives; and completion in set time has improved for the last 5 years.

5.3 Discussion of Findings

The discussion of the findings of the research is presented based on the four objectives of the study.

5.3.1 Management Planning and Performance of Community Water Projects

The study found that planning all levels of project implementation influences performance of community water projects in Saku Sub County in Marsabit County, Kenya to a great extent. This is in conformity with Gudda (2011) who states that the contribution of the planning process to project performance is major as planning forms the foundation on which the entire project rests. It provides a clear picture of the project that is the project scope, its beginning, its means and its end. It outlines and describes the project activities, how they will be accomplished and the expected outcome or end products.

The research also found that stakeholder involvement influences performance of community water projects in Saku Sub County in Marsabit County, Kenya to a great extent. This concurs with Larson and Larson (2012) who stated that the project stakeholders also need to be involved in the process of the project plan. These include the project sponsors, designated business experts, project managers, project team and end users. Their roles and responsibilities need to be spelt out clearly in regards to the planning process.

The research also found that assessment of project goals influence performance of community water projects in Saku Sub County in Marsabit County, Kenya to a great extent. This is in line with Haughey (2016) who noted that the project goals and objectives are developed from the need or problem that has prompted the project endeavour. These goals are crafted on the basis of the SMART (Specific, Measurable, Attainable, Realistic and Time) principle where the goals are easily identifiable and measurable. The goal related tasks that are the project activities that will lead up to the set goals are also identified during the planning process. The tasks are prioritized and allocated time as per their magnitude of demand and in that way a project schedule is developed.

5.3.2 Funding and Performance of Community Water Projects

The study found that trained, adequate human resource influence performance of community water projects in Saku Sub County to a very great extent. In line with these results, Osunlaja, Kilinc and Sen (2018) noted that human resources are the personnel that are directly involved in project implementation for example the project

manager, the project officers and all other administrative persons and those that are indirectly involved in the project for example the community group leaders. Material resources include the capital assets for instance the office buildings and those used at the community level for instance land and community buildings.

Further, it was established that access to funding influence performance of community water projects in Saku Sub County to a great extent. This is consonance with Xiao and North (2017) argue that a knowledge-base is required regarding the design of contractual arrangements to support project financing; issues for the host government legislative provisions, public/private infrastructure partnerships, public/private financing structures; credit requirements of lenders, and how to determine the project's borrowing capacity; how to prepare cash flow projections and use them to measure expected rates of return; tax and accounting considerations; and analytical techniques to validate the project's feasibility.

Also, the study found that frequency of funding influences performance of community water projects in Saku Sub County in Marsabit County, Kenya to a moderate extent. This is consonance with Xiao and North (2017) who assert that project financing includes understanding the rationale of how to prepare the financial plan, assess the risks, design the financing mix, and raise the funds.

The study found that adequate material influences performance of community water projects in Saku Sub County in Marsabit County, Kenya to a great extent. The findings relate to Osunlaja, Kilinc and Sen (2018) who stated that the financial, human and material resources are some of the main resources employed in undertaking CDPs. Most of the CDPs receive their financial support from international donor agencies.

5.3.3 Community Participation and Performance of Community Water Projects

The research found that frequency of meetings influence performance of community water projects in Saku Sub County to a great extent. In relation to the findings, Kaufman and Poulin (2014) states that the involvement of community members in community initiatives is a requirement that cannot be ignored owing to the fact that these projects are by the communities and for the communities.;

The study also found that project ownership influences performance of community water projects in Saku Sub County to a great extent. The results were in line with

Mansloff (2010) who stated that the receptiveness and ownership of a project initiative can only be encouraged by the incorporation of the community. Participation is not only mobilized by an outside party but also the people involved in a group, a community, an institution or a state can reach their fellow members in empowering them on participation on an initiative of their own or such from an outside party. Participation is built in the confines of who participates, what people participate in, why people participate and how they participate.

The level of involvement was also found to influence performance of community water projects in Saku Sub County to a great extent. The findings correlate with Binswanger, Jacomina, Spector and Bank (2010) who point out that even though efforts have been in place to ensure community participation with the donor agencies and the state governments putting the project implementers on toes, the gaps are still out spoken. Lack of participation they state greatly influences ownership which has major effects on the performance of the CDPs. This is because lack of initiative will eventually influence on their lack of transparency on the impact and quality of the project.

The study further found that decision making influences performance of community water projects in Saku Sub County to a moderate extent. The findings were similar to Njogu (2018) who concluded in his study that community members were indifferent to the project by not visiting project sites, failing to attend meetings to discuss overall performance of the project and not requesting to scrutinize performance and progress reports.

5.3.4 Projects Governing Policies and Performance of Community Water Projects

Stakeholder representation in policy making was found to be an influence on performance of community water projects in Saku Sub County to a great extent. In relation to the findings, Binswanger, Jacomina, Spector and Bank (2010) stated that the development of guiding principles without the contribution of the people they are meant to guide may pose a challenge when development practitioners or even the community find gaps when adopting them in the community development initiatives.

The updated policies were found to be an influence on performance of community water projects in Saku Sub County to a great extent. The findings concur with Usman, Kamau and Mireri (2014) who add that the inability to implement policies or plans is widely recognized as a major weakness of contemporary planning in developing countries.

The effective policy implementation was found to be an influence on performance of community water projects in Saku Sub County to a great extent. These results concur with Muller (2011) who states that community water projects are governed by different policies from different governing bodies including the donor agencies, the government of the land, and the project management committees including those at the community level. These policies place different demands on the project.

5.4 Conclusions

The study concludes that management planning has a positive and significant influence on the performance of performance of Community water projects in Saku Sub County in Marsabit County, Kenya. The study concluded that financial management mechanisms such as requirements for detailed proposals with clear objectives and goals for the use of funds; prioritization of projects funded within the budgets and strategic plans are to be upheld.

The study concluded that funding has a significant influence on the performance of Community water projects in Saku Sub County in Marsabit County, Kenya. The study deduces that appropriate controls and safeguards should also be put in place to prevent the misuse and inappropriate application of finance appropriated and given as conditional and unconditional grants. Some of the controls in question include audit and budgeting.

The study further concluded that community participation influences the performance of community water projects in Saku Sub County in Marsabit County, Kenya. The study deduces that it is necessary for project teams to involve the community in all aspects of the community water project. Community participation ensures strong support for effective performance of the community project. Further, emphasis on community participation in the development and management of community water

projects is a sure sign that the project has a bright chance of functioning optimally on a sustainable basis.

The study further concluded that projects governing policies have a significant and positive influence on the performance of community water projects in Saku Sub County in Marsabit County, Kenya. The study concluded that that policy making and implementation that involves key development practitioners bears much and vices like corruption and lack of constant policy updates affects these processes.

5.5 Recommendations

The study recommends that there should be incorporation of planning at all levels of the project cycle and review of the same in order to ensure that the project is on the right path and inclusive planning which should involve all the stakeholders. The management, project officers and the field officers should also be able to come up with a plan for each project level that is planning level, the implementation level, the monitoring and evaluation level and the level of project closure right from the initiation of the project. In that way, time which is a factor in project performance will not be wasted especially during transitions from one level to the next. The management should also ensure that all relevant stakeholders are involved in the planning process in order to bring all views into consideration including the beneficiaries. Preliminaries to this inclusion should be done at the project initiation level. The beneficiaries and all other relevant stakeholders should be furnished with the project details in order to effectively contribute to the project plan.

The study recommends that the government through the Ministry of Labor, Social Security and Services ensures representation of key development practitioners and the community at large throughout the whole process of policy making and implementation. This should be right from problem identification, agenda setting, policy formulation, adoption, budgeting, implementation and evaluation. The government can do this through public forums with good publicity of the same.

The study further suggests that the government develops mechanisms to curb corruption occurrences especially in the face of project implementation. The government should join forces and educate the community on the policies in place and empower the community to report any corruption occurrences. The study also

suggests that project management should bring on board all its personnel in understanding the policies governing the projects ensuring that they all operate on the set guidelines.

They suggest that community water projects should increase the involvement of key stakeholders such as relevant government agencies, financial advisers, and other professionals in order to enhance the success of their projects. The study has shown that involving such stakeholders add value to the project by enhancing community members' skills and competencies in managing projects. Policy makers in various areas such as the ministry of water and county administration should also consider pursuing policies that promoted the active involvement of key stakeholders in community water projects. County government of Marsabit County should ensure continuous upgrading and training of the technical skills as this enhances sustainability. Water quality testing should be put in place on a regular basis.

The study further recommends that all county governments and the general management of water projects should ensure maximum community participation and support for this increases project efficiency. Community members should be involved in the determination of the water rates. The local community should be mobilized so as to build an interest in participating during project activities. Mobilization should start at the initial stage of project conceptualization. Frequent facilitation, support and monitoring from relevant institutions at different levels of project development are important and highly recommended so as to guarantee project sustainability.

The study recommends that all the stakeholders should ensure that financial records are kept and they should hire people with sound financial management skills. This is because it is important to have financial resources well managed and minimize on misappropriation and consequently the collapse of the water projects. The study recommends that there should be frequent community meetings; expenditure statements of the water projects should be publicized preferably in public meetings so as to ensure there is transparency and accountability of all resources.

5.6 Recommendations for Further Studies

The study focused on major drivers of performance in Community water projects in Saku Sub County in Marsabit County, Kenya. The study looked into the influence of management planning, availability of funding, community participation and projects governing policies on performance of Community water projects in Marsabit County. The study recommends that a similar study should be done in a different county so as to compare the findings. Further, performance of other projects such as road, food or government projects should be researched. Also, because the study found that management planning, funding, community participation and project governing policies represented 72.7% of variations in performance of community water projects in Saku Sub County in Marsabit County, Kenya, a study should be done to find out the 27.3% that were not covered in this study.

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APPENDICES

Appendix I: Transmittal Letter

I am a student at the University of Nairobi undertaking a Master of Arts degree in Project Planning and Management. As part of the requirements, I am expected to conduct a research on the topic, **INVESTIGATING MAJOR DRIVERS OF PERFORMANCE IN COMMUNITY WATER PROJECT – A CASE OF SAKU SUB COUNTY, MARSABIT COUNTY, KENYA.**

Kindly assist me by filling in the attached questionnaire. The information given will not be used for any other purpose other than academic. Do not indicate your names or details of your institution. An honest response to the attached questionnaire will be highly appreciated.

Thank you in advance for your co-operation.

Yours sincerely



Abdi Adan Hagarsu

Appendix II: Questionnaire

INSTRUCTIONS: Put tick in the relevant boxes and fill in blank spaces.

SECTION A: Background Information

- 1) Gender Male: [] Female: []
- 2) Indicate your age bracket
- 18-25 [] 26-35 []
- 36-45 [] 46 and above []
- 3) State your highest level of education
- ‘O’ Level [] Certificate/Diploma []
- Degree [] Postgraduate []

SECTION B: Management Planning and Performance of Community water projectsIn Saku Sub County

- 4) In your own opinion, to what extent does management planning influence performance of Community water projectsin Saku Sub County inMarsabit County?
- Not at all [] Low extent []
- Moderate extent [] Great extent []
- Very great extent []
- 5) To what extent does the following aspect of management planning influence performance of Community water projectsin Saku Sub County inMarsabit County? Use a scale of 1 to 5, where 1 = to very low extent and 5 = to a very great extent.

Construct	1	2	3	4	5
Stakeholder involvement					
Planning all levels of project implementation					
Assessment of project goals					

SECTION C: Funding and Performance of Community water projects in Saku Sub County

6) To what extent does funding influence performance of Community water projects in Saku Sub County in Marsabit County?

- Not at all Low extent
 Moderate extent Great extent
 Very great extent

7) To what extent does the following aspects of funding influence performance of Community water projects in Saku Sub County in Marsabit County? Use a scale of 1 to 5, where 1 = to very low extent and 5 = to a very great extent.

Constructs	1	2	3	4	5
Access to funding					
Frequency of Funding					
Trained, adequate human resource					
Adequate material					

SECTION D: Community Participation and Performance of Community water projects in Saku Sub County of Marsabit County

8) To what extent does community participation influence performance of Community water projects in Saku Sub County of Marsabit County?

- Not at all Low extent
 Moderate extent Great extent
 Very great extent

9) To what extent do you think the following aspects of community participation influence performance of Community water projects in Saku Sub County of Marsabit County? Use a scale of 1 to 5, where 1 = to very low extent and 5 = to a very great extent.

Constructs	1	2	3	4	5
Level of involvement					
Frequency of meetings					
Project ownership					

Decision making					
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SECTION E: Projects Governing Policies and Performance of Community water projects in Saku Sub County of Marsabit County

10) To what extent do projects governing policies influence performance of Community water projects in Saku Sub County in Marsabit County?

- Not at all Low extent
 Moderate extent Great extent
 Very great extent

11) To what extent do you think the following aspect of projects governing policies influence performance of Community water projects in Saku Sub County in Marsabit County? Use a scale of 1 to 5, where 1 = to very low extent and 5 = to a very great extent.

Constructs	1	2	3	4	5
Stakeholder representation in policy making					
Effective policy implementation					
Updated Policies					

SECTION F: Performance of Community Water Projects in Saku Sub County of Marsabit County



12) What is the trend of the following aspects of performance of Community water projects in Saku Sub County of Marsabit County for the last 5 years? Where, 1 = greatly decreased and 5 = greatly improved.

Constructs	1	2	3	4	5
Realization of set objectives					
Completion in set time					
Completion with set budget					
Satisfaction of community members					

Thank you

APPENDIX III: NACOSTI RESEARCH PERMIT


APPENDIX IV: LETTER FROM THE UNIVERSITY
APPENDIX IV: LETTER FROM THE UNIVERSITY
APPENDIX IV: LETTER FROM THE UNIVERSITY

REPUBLIC OF KENYA
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 889225 **Date of Issue: 25/August/2020**


RESEARCH LICENSE




This is to Certify that Mr. ABDI ADAN HAGARSU of University of Nairobi, has been licensed to conduct research in Marsabit on the topic: INVESTIGATING MAJOR DRIVERS OF PERFORMANCE IN COMMUNITY WATER PROJECTS, A CASE OF PROJECTS IN SAKU SUB COUNTY, MARSABIT COUNTY, KENYA. for the period ending : 25/August/2021.

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UNIVERSITY OF NAIROBI
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SCHOOL OF OPEN AND DISTANCE LEARNING
DEPARTMENT OF OPEN LEARNING PROGRAMMES

TO WHOM IT MAY CONCERN

Date: 11th August , 2020

Unn/ODEL/MeLC/3/5

SUBJECT: ABDI ADAN HAGARSU- ADM. NO. L50/18114/2018

This is to confirm that the above named person is a student at the University of Nairobi, School Of Open and Distance Learning, Department of Open Learning Programmes, Meru Learning Centre.

He/She is pursuing a Masters course in *Project Planning and Management* and would like to be assisted with information from your organization to finalize his/Her research proposal.

Any assistance accorded to him/Her will be highly appreciated.



DR. REUBEN MWINYATHI
CENTRE CO-ORDINATOR
MERU LEARNING CENTRE