

**PROJECT MANAGEMENT PRACTICES AND IMPLEMENTATION OF
MOGOMBET WATER SUPPLY PROJECT IN BOMET COUNTY, KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE UNIVERSITY OF
NAIROBI'S FACULTY OF BUSINESS AND MANAGEMENT SCIENCES
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF THE MASTER OF ARTS IN PROJECT PLANNING AND
MANAGEMENT DEGREE**

2023

DECLARATION

I hereby certify that this research paper is entirely original with no parts submitted for examination purposes toward a certificate or degree from any higher education institution.

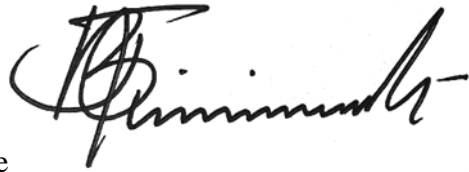
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DEDICATION

I dedicate this work to my loving husband Solomon for his financial and moral support as I pursued my degree. I also dedicate it to my children (Alpha, Annmarie, and Alden), parents, brothers, sisters and relatives for their moral support during my studies.

ACKNOWLEDGEMENT

I would like to express my heartfelt gratitude to Dr. Johnbosco Kisimbii, my supervisor, whose guidance laid the groundwork for the initiation of my research. I am profoundly thankful to my husband for his unwavering financial and moral support. Special appreciation goes to my mother, Rose, whose imparted values and sense of self-worth have played a pivotal role in shaping the person I am today.

I extend my thanks to the academic faculty, particularly Professor Rambo, for sharing invaluable intellectual insights during our study sessions. My sincere appreciation goes out to the entire teaching team at the University of Nairobi's Department of Management Science and Project Planning, with whom I interacted throughout my academic journey. The librarians, who not only facilitated access to essential research materials but also displayed remarkable dedication and passion for learning, deserve my gratitude.

Lastly, I am grateful to my siblings for their spiritual support and shared knowledge, which served as inspiration for embarking on this research project. I extend my thanks to friends and coworkers whose collective efforts significantly contributed to the success of this research. I deeply appreciate the support and contributions of everyone involved in this endeavor.

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ABBREVIATIONS AND ACRONYMS

M&E-Monitoring & Evaluation

PMI- Project Management Institute

RBV- Resource Based View

ABSTRACT

The motivation for this investigation stemmed from the observation that numerous water projects in the county fell short of meeting the criteria for effective project execution due to inadequate project management methodologies. Specifically, the study sought to understand the influence of project planning on the implementation of the Mogombet Water Supply Project in Bomet County. The primary aim of this research study was to explore the impact of project management strategies on the community water projects undertaken by Bomet County. Additionally, it delved into the effects of stakeholder involvement, assessed the impact of project monitoring and evaluation, and evaluated the effects of project team competence. The target audience for this study comprised 132 employees from various departments of interest within Bomet County, as well as local leaders who actively contributed to the development of the Mogombet Water Supply Project. The specific composition of the target group included twelve steering committee members, 48 community leaders, 52 monitoring and evaluation employees, 10 project officers, 4 project engineers, and 6 project managers. The sample size, calculated based on Yamane's (1967) formula, was determined to be 99 respondents. To gather the core data for the research, structured questionnaires were employed, featuring a combination of open-ended and closed-ended questions designed to capture the respondents' independent cognitive processes. The responses were analyzed using a 5-point Likert scale, and basic coding was applied. Subsequently, a regression model was constructed, and data analysis was conducted using the Statistical Packages for Social Sciences (SPSS) software due to the substantial volume of data. The primary objective of this research was to provide proactive advice to the project implementing agent regarding the impact of project governance methods on the implementation of community water initiatives in Bomet County. The intent was to ensure that project management practices are consistently considered throughout the entire project life cycle. The findings of the research indicated a positive impact on the Mogombet Water Supply Project in Bomet County when utilizing effective project management approaches.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Community-based programs have had a profound impact on global development, and their success is significantly influenced by project management principles. Okereke (2019) underscores the international definition of community-based project implementation, emphasizing its crucial role in enhancing performance through effective execution. Identifying key project elements is essential for successful completion, demanding early attention to project management techniques. Accelerating the project management process and optimizing operational performance during execution can be achieved by pinpointing elements that greatly influence success (Phinehas & Odoyo, 2019).

It is widely acknowledged that project management variables such as resource allocation, risk management, design, and management support play a pivotal role in the success or failure of implementation. According to Amadi (2017), poor scores in these variables may lead to decreased engagement, rendering the development efforts meaningless.

The theoretical underpinnings of this inquiry rest on the Resource-Based View (RBV) theory, the Participatory Theory of Development, and the Stakeholder Theory. Freeman's (1984) Stakeholder Theory emphasizes the protection of the interests of individuals involved in projects. Freeman & Zyglidopoulos (2018) posit that stakeholders can significantly influence a project's objectives, growth, and lifespan, benefiting from the initiatives they support. The RBV theory, as outlined by Downes (2014), provides a framework to identify critical resources that give a competitive advantage, crucial for project efficiency. On the other hand, participatory development, as highlighted by Doll (2010), stresses the importance of communities having a say in matters affecting their socio-economic progress.

Project execution is susceptible to external factors, unforeseen circumstances, and dynamic resource flows. Neglecting crucial components of a successful implementation process increases the risk of project failure. Jafeth (2018) underscores the need for effective project management techniques to navigate challenges arising from changing constraints and demands.

The core motivation for this study is the recognition that successful project implementation hinges on efficient project management techniques. Careful planning and integration strategies are imperative for ensuring the sustainability and accessibility of water sources in community-based initiatives. Sustainability, a lifelong endeavor, is foundational to all community development programs. Odoyo (2019) emphasizes the competent implementation of community water projects, highlighting the essential role of project management techniques, including project planning, stakeholder involvement, monitoring and evaluation, and project team competence.

1.1.1 Project Management Practices

The set of skills, tools, knowledge, and techniques employed to oversee project activities during the project execution phase, aiming to fulfill project requirements, is commonly known as project management practices (PMI, 2018). Project managers utilize various tools and procedures, termed project management methods, to execute projects effectively while adhering to constraints related to budget, time, and quality (Okereke, 2019). Mavuti, Kisingu, and Oyoo (2019) define project management practices as the knowledge, abilities, protocols, and information used to conduct project operations for the achievement of predetermined goals. In this study, project management practices encompass a collection of methods and techniques applied to successfully complete a community-based water project within budgetary, schedule, and quality restrictions for the benefit of the local community. Several factors, such as stakeholder participation, project monitoring and

evaluation, project team competence, and higher management support, are considered integral components influencing project outcomes (Kaimenyi & Wagonyi, 2019).

While many project implementing agencies have embraced project management methods, a deeper understanding of their application is crucial, particularly in managing community-based water projects in Bomet County. The implementation of community-based development initiatives in the area proves challenging due to the elusive nature of project management methodologies, contributing significantly to the failure of numerous local development programs. Despite their expertise, numerous project implementation companies, especially larger ones, face challenges translating their goals into actionable plans for achieving strategic objectives, especially in project implementation. Maimuna (2018) concluded in her study that improving the caliber of project management techniques and enhancing the efficacy of project execution require increased attention to senior management, commitment, expertise, and coordination. Project management remains a persistent challenge for many community-based development projects in developing nations, depriving local communities, especially residents, of timely, budget-compliant, and scope-adherent project benefits. This study aligns with earlier research findings by Ndachi & Kimutai (2018).

1.1.2 Project Implementation

Coordinating staff and resources is commonly referred to as project execution. This involves various tasks, including the management of stakeholder expectations and the implementation of project operations in alignment with the project management plan (Al-Hajji and Zrauning, 2018). According to PMI (2018), project implementation, the third stage in project cycle management, involves completing tasks outlined during the project planning stage. Adhering to best practices during project execution enhances the likelihood of success. Project implementation, synonymous

with finishing tasks outlined in the project planning phase, is when ideas and strategies are put into action. Ndachi & Kimutai (2018) define project implementation as the process of bringing a company plan to life, establishing institutional and structural frameworks to operationalize the venture's vision and achieve the expected return. Effective project execution is realized when a project meets beneficiary expectations and achieves its goals within budget, schedule, and project scope constraints. In this study, "project implementation" means executing a plan by assigning specific resources to coordinate actions to achieve the objectives of Bomet County community-based water projects.

The project's primary objectives serve as the benchmark for evaluating its execution. Assessing the effectiveness of community-based development projects is crucial since dedicated donors primarily fund these programs. Community ownership and participation significantly influence project success and execution (Phinehas and Odoyo, 2019). Initially, project managers used three boundaries—time, money, and quality indicators—to evaluate work quality. However, the relevance of these restrictions in assessing project execution effectiveness has been debated in project management literature (Shenhar & Dvir, 2019).

Effective coordination of human resources and project execution is imperative. This involves managing stakeholder expectations efficiently and executing project operations in line with the project management strategy. The project implementation process engages various stakeholders, managing both human and non-human resources, with a project team organizing and executing activities to achieve the intended change. Executing a project also involves managing stakeholder expectations, assigning personnel and resources, and integrating and carrying out project activities (Al-Hajji and Zrauning, 2018).

1.1.3 Project Management Practices and Implementation of Community Based Projects

When project management methods are appropriately applied and adhered to the schedule, a project has the potential to achieve success. Conversely, improper utilization of these methods may lead to project failure, as supported by earlier studies. Achieno and Mwangangi's (2018) investigation into community-based water projects in rural Narok County revealed a strong link between successful project execution and the effectiveness of project management practices. Similarly, Al-Hajj and Zrauning (2018) found that the successful completion of construction projects is closely tied to the integration of current project management methods. In a study on youth projects in Mombasa County, Kenya, Mulewa, Kising'u, and Oyoo (2019) identified four critical project management practices—project risk management, project monitoring, project stakeholder engagement, and project leadership—that significantly influence effective execution. Several researchers, including Jafeth (2018) and Mulewa, Kising'u, and Oyoo (2019), agree on the efficiency of project management techniques in ensuring successful project execution. To address challenges associated with project management, particularly the strain on team time and resources, various tools such as Gantt charts and computer-based techniques have been developed. However, relying excessively on these technologies is ineffective unless the project management team identifies crucial success criteria early in the project life cycle. Asking consistent questions about client needs, management support, project knowledge and expertise, and problem-solving relevance helps identify factors determining project success or failure.

Project management plays a crucial role in all community-based development initiatives involving water (Abdou & Othman, 2019). The project manager's skills in resource allocation and timely delivery of project objectives within budget are instrumental in project success (Kaimenyi & Wagonyi, 2019). In Kenya, the overall feasibility and durability of a community initiative are

determined by specific criteria. Many community projects fail due to disparities between conception and reality, as well as inadequate planning, disorganized efforts, and failure to meet budget, schedule, and utility requirements. These factors are key contributors to ineffective project completion (Wanjiru, 2019). Phinehas and Odoyo (2019) found that half of project failures can be attributed to subpar project management techniques, with the public sector exhibiting the lowest levels of project management compared to other sectors.

1.1.4 Mogombet Water Supply Project

The Mogombet Water Supply Project in Bomet County, Kenya, stands out as a successful community-based water initiative. Commencing in 2014 and concluding in 2015, the project has gained local recognition for its effective implementation. National governments of Kenya contributed equity to support the initiative, and credit for the project's success is primarily attributed to the capable management team. This team, adept at overseeing the work, ensured the project's timely and budget-compliant completion, employing expert project management approaches.

The governance structure of the project consisted of a project management team and a board of directors. Together, they were responsible for supervising and ensuring the project's on-time and on-budget delivery. To mitigate potential risks, the team devised a comprehensive risk management strategy. Their role extended to overseeing the project's risk management processes. The overarching objectives of the project were to alleviate poverty, enhance food agricultural output for food security, and improve the health of Bomet County residents. In terms of execution, the primary focus was on providing clean drinking water to foster sustainable development. Prior to the establishment of the water project, residents of Bomet Central, a sub-county in the region, faced significant challenges in accessing safe water. The scarcity of this vital resource compelled

women and children to travel considerable distances, impacting the community's well-being. The successful implementation of the Mogombet Water Supply Project not only addressed these issues but also contributed to improving living conditions and reducing health risks in the county.

1.2 Statement of the Problem

All living things depend on water as a resource, as do the country's social and economic activities. People require water for domestic usage as well as recreational activities, even while economies depend on it for energy production, the growth of crops and livestock for a range of goods, and other commercial activity. Selling water, in particular, is becoming a commodity that creates jobs and revenue-generating activities in communities. Without water, human habitation and progress are impossible. It is also necessary for all living and helps the ecosystem. It was acknowledged as one of the essential human rights in the 2010 Kenyan Constitution. Large sums of money are needed for water projects, and if they are not maintained, the county and maybe the country squander money that might be used to improve the economic situation of its citizens.

Over the previous 10 years, Kenya has shown up to 12% efficient water project implementation in some counties, including Nairobi, Embu, Meru, and Kericho. Some of the other 47 counties, however, have fallen short for a variety of reasons, including inadequate management support, antiquated technology, corruption, and inadequate implementation methods (Musau & Kirui, 2018). Sikudi and Otieno (2017) state that the primary causes of almost 40% of water project failures were a lack of technical knowledge and project management expertise. The study examined Kilifi County's current water initiatives. In addition, Musyoki et al., 2018 conducted a study to examine the effects of project management on its implementation of water initiatives in Embu County, Kenya. Their study demonstrated that the implementation of water projects by county governments is positively and substantially impacted by governance, organizational

resources, and managerial support. According to earlier research, a significant percentage of projects in the water industry fail, leaving stakeholders disappointed and with inferior outcomes. Numerous scholars have generally come to the conclusion that the poor project execution was most likely caused by a lack of contact between stakeholders. For instance, Mwaura & Ngugi (2018) state that community engagement in all phases of water projects significantly increases the chance of project success as it enhances sustainability and project implementation. This research looked at the effectiveness of water projects in Kisii County with an emphasis on women's participation. Nor is Bomet County an exception. Many studies have been conducted on the relationship between project management techniques and the implementation of community-based water projects in Kenya; however, none of them have looked at the relationship between these techniques and the implementation of community-based water projects in Bomet County. The researcher's objective is to ascertain how project management techniques affect the execution of community-based water projects in Bomet County in light of the aforementioned context. This piqued the curiosity of the investigator, who felt obligated to find out how project management techniques helped community-based water projects in Bomet County be implemented successfully. Consequently, the study's goal is to close the knowledge gap that was discovered while seeking to address the following research question: How do project management techniques affect the way community-based water initiatives in Bomet County are carried out

1.3 Objectives of the Study

The primary objective of the research was to ascertain how project management approaches impact the implementation of the Mogombet Water Supply Project in Bomet County. The following are the study's particular objectives:

- i) Evaluate the Mogombet Water Supply Project's execution in Bomet County in light of the project's plans.
- ii) Assess the level of stakeholder involvement in the Mogombet Water Supply Project execution in Bomet County.
- iii) Ascertain the effect that project review and monitoring had on the Mogombet Water Supply Project's execution in Bomet County.
- iv) Evaluate the impact of project team expertise on the Mogombet Water Supply Project's execution in the Bomet County.

1.4 Value of the Study

The research was to ascertain the impacts of project management practices on the implementation of community-based water projects in order to educate project participants, including stakeholders, about the advantages that project management methods offer to the successful project implementation process. Both the community's inhabitants and the Bomet County administration as a whole should find value in the findings. The results of the research will provide them with a better knowledge of how project management strategies affect the lifetime of water projects that Bomet County works on.

Policymakers participating in Bomet County water projects, particularly those tasked with creating protocols for project execution, may find the research beneficial. This is because it will provide crucial details on the extent to which project implementation processes will be considered in the policy-making process. Policymakers will have access to the study's suggestions, which provide a helpful strategy for considering project implementation processes when creating policies.

The study includes valuable data that will be helpful for research in the future, particularly when it comes to how project execution, stakeholder involvement, and resource management impact

community water programs' sustainability. The findings of this study may possibly be used by researchers in the future to further their interests in related fields. The findings of this study could lead to more investigation into the connection between project execution techniques and the long-term viability of community water projects. It might serve as a fallback data source for studies that want to go further into the same topic.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

In this section, the effects of project management techniques on the implementation of community-based water initiatives were analyzed in depth. The following specific objectives were proposed: project planning, stakeholder engagement, project monitoring, and assessment of project team proficiency. This section provides the study project's theoretical and conceptual basis.

2.1 Theoretical framework of the study

The stakeholder theory and the Resource Based View (RBV) theory form the foundation of this research endeavor. By applying these theories to the Mogombet Water Supply Project, we can better comprehend how project management methodologies influence the implementation of community-based water initiatives in Bomet County.

2.1.1 The Stakeholder Theory

By employing stakeholder theory, we can gain a clearer understanding of how project management techniques impact the implementation of community-based water projects. This concept was originally introduced by Freeman in 1994. According to Freeman, any group or individuals whose interests are affected by the organization's goals are considered stakeholders. The discussion revolves around ethics and values in relation to organizational management. Stakeholders encompass individuals or groups invested in the project's outcomes, as emphasized by the Project Management Institute (PMI), 2018. Additionally, Freeman and Zyglidopoulos (2018) assert that stakeholders can exert influence on a project's objectives, growth, and viability. The researchers highlight the potential positive contribution of stakeholders when aligned with the project's goals but caution that disagreements may lead to opposition. Stakeholders play a pivotal role in a project's success, and their inconsistent support can be a determining factor in its failure. Key

contributors to project execution include the project manager, project team, and other organization members involved.

Given that stakeholder theory serves as an administrative tool, it finds applicability in this study. The effectiveness of venture partners is defined by the strength, urgency, and legitimacy of their claims. Addressing the moral and ethical concerns of genuine partners necessitates administrators to be transparent in delegating authority. Consequently, managing stakeholders involves strategies for identifying and engaging allies. Moreover, considerable research has been dedicated to assessing the relative importance of different collaborators, as evidenced by Mitchell & Wood (2017).

2.1.2 Resource Based View (RBV) Theory

The Resource-Based View (RBV) hypothesis, initially formulated by Penrose in 1959, posits that the execution of a project is intricately linked to the resources available to it in proportion to the firm's overall resource pool. In essence, this suggests that the resources at a project's disposal significantly influence its implementation. RBV revolves around the effective management of resources, and the ability of the project executing agency to not only adapt to but also efficiently utilize, manage, and retain critical resources can establish it as a formidable competitor in both domestic and global markets. The crux of RBV lies in the business's capacity to retain a diverse range of resources that are challenging for competitors to replicate (Harold, 2018).

Building on this, Gimeno (2018) argues that issues arising during project implementation stem from internal challenges within the project execution team or external environmental factors. According to this perspective, an organization's internal resources play a crucial role in maintaining a competitive advantage over time, as a scarcity of resources can limit the application of project management techniques. The execution level of each project is determined by

domestically held assets, as resource availability dictates the adoption of project management approaches. Optimal project implementation is facilitated by possessing resources that are unique, valuable, rare, and irreplaceable, as they simplify the utilization of project management techniques compared to rivals. Strategies for project management are best embraced when utilizing knowledge-based, irreplaceable, potentially value-creating, and repeatable resources (Gimeno 2018).

In summary, this hypothesis underscores that a project's success hinges on the resources allocated to its management duties. Sustainable water programs, for instance, necessitate financial backing, community engagement in terms of time and concern, and the application of knowledge and skills. The goal is to ensure that program participants continue to benefit over time. This theory is pertinent to the research as it elucidates how stakeholders, particularly community members, can contribute to the effective implementation of water projects. It played a pivotal role in guiding and evaluating how the Mogombet Water Supply Project's implementation is influenced by the community members' role as a valuable asset.

2.2 Project planning and implementation of community-based water projects

Project planning, as highlighted by Hubert & Mulyungi (2018), accomplishes several objectives. These encompass adhering to standards for design, quality, resources, safety, health, financial constraints, and stakeholder expectations during project completion. Njiru (2018) suggests that standardizing processes through project planning tools ensures timely project completion. Analyzing project planning and execution strategies in Nairobi City County manufacturing enterprises underscores the critical role of project planning tools in enhancing capacity management. The study emphasizes the prioritization of essential elements in project planning.

Fonbeyin (2020) investigates the impact of monitoring and evaluation mechanisms on slum upgrading initiatives in Sub-Saharan Africa. The findings stress the importance of setting precise technical and functional requirements during project planning to enhance efficiency and effectiveness throughout implementation. The study establishes a clear link between effective project planning approaches and project success, emphasizing that the level of planning directly influences project outcomes. Fonbeyin (2020) further notes that inadequate project planning can lead to schedule, quality, and cost fluctuations.

Mureithi's (2019) research in Nakuru County identifies variables influencing the uptake of monitoring and assessment systems for public projects. The study emphasizes the significance of project team training and the county's emphasis on human resource management. Effective project planning ensures seamless progress, sufficient funding allocation, and proper utilization of resources. The study concludes that meticulous project planning positively influences project components such as financial management, material procurement, time management, and human resources.

Phiri (2018) explores the impact of project planning at African Virtual College (AVU), emphasizing its motivational role in monitoring project status and execution. The study underscores the importance of data analysis planning within monitoring and evaluation processes, highlighting how project planning addresses critical phases crucial for project execution success. A research conducted by Kissi, Agyekum, and Andam in 2019 examines the influence of project monitoring and evaluation methodologies on construction project success criteria in Ghana. The study stresses the crucial role of project planning in all planned construction projects and advocates for early budgeting to facilitate decision-making and resource allocation.

Muchelule and Mike's (2019) research on the impact of monitoring and evaluation planning on Kenya State Corporations project execution focuses on the use of planning tools and techniques in Kenyan state firms. The study finds that effective project planning facilitates project completion, aligning with Mugo's 2017 research on Kenya's economic expansion.

Gathoni and Ngugi's (2018) research in Kiambu County emphasizes the essential role of project planning in improving the quality of project execution for constituency development projects funded by the national government. The study highlights the need for thorough project planning to enhance implementation, revealing that insufficient planning is a common challenge among respondents.

In summary, the cumulative findings emphasize the critical role of project planning in achieving successful project outcomes across various sectors and regions.

2.3 Stakeholders' engagement and implementation of community-based water projects

Project execution is often influenced by various external factors, unforeseen events, evolving requirements, constantly changing constraints, and fluctuating resource availability. This highlights that without the involvement of all stakeholders, there is a significant risk of project failure (Pinto & Slevin, 2017). The participation of stakeholders during the project's implementation phase is crucial for its success. Pinto and Slevin (2017) emphasize that effective planning and integration strategies are essential to ensure the sustainability and accessibility of water sources.

A successful project, as indicated by Matu, Kyalo, Mbugua, and Mulwa's 2019 research on stakeholder engagement in project initiation, requires stakeholder involvement, particularly during the planning phase. Their study demonstrates that including stakeholders in the planning phase enhances the implementation of urban road infrastructure projects in Kenya. The research aimed

to explore the relationship between stakeholder engagement in project planning and the successful completion of urban road transport infrastructure projects in Kenya. The findings reveal that stakeholder participation in project planning significantly influences the completion of such projects.

Namusonge's (2017) investigation in Kakamega County delved into the roles of stakeholders in the success of donor-supported community-based projects. His findings stress that involving community members in a project enhances its effectiveness, especially when the community takes ownership of the process. Educating the public about the project's significance through community engagement improves project execution. Therefore, a well-planned and executed project that incorporates community stakeholders from the beginning can be more effective than one that does not. Mandala (2018) examined the impact of stakeholder participation in project management on the completion of road construction projects in Kenya, emphasizing community engagement at the project identification stage. The study underscores the importance of including community stakeholders in the needs assessment process, allowing them to prioritize goals and negotiate project specifics, contributing significantly to project success.

Boru's (2018) study examines the factors that influence the level of communal control of water initiatives in Kenya. The research emphasizes its beneficial effects of including stakeholders, particularly the beneficiaries, in local community activities. Early stakeholder involvement increases Osiolo County's capability, empowering beneficiaries to choose and execute initiatives. This inclusive approach benefits idea generation and feasibility evaluation, particularly for the community's welfare. Kobusingye's (2017) study on the Rwandan Water, Sanitation, and Hygiene (Wash) project supports the idea that community involvement in mobilization and resource allocation leads to higher project outcomes.

Wamugu and Ogolla's (2017) study emphasizes the significant impact of including stakeholders in project planning on the effectiveness of community-based development programs. Focusing on projects funded by the Sub-County Development Fund in Mathira East Sub-County, the research concludes that project managers should involve decision-makers in planning M&E activities to avoid detrimental impacts on project execution. This aligns with Paton & Andrews' (2019) study, which emphasizes prioritizing stakeholder contact in the planning phases, especially when their interests significantly affect project execution.

Kimani's (2020) research in Kiambu County investigates the impact of stakeholder involvement on rural borehole water projects backed by constituency development. The study reveals that involving recipients in planning and execution increases project efficiency and stimulates demand, providing several benefits, including professional growth and increased capacity for stakeholders. Maina's (2018) study on the efficacy of Nakuru County's water and sanitation program stresses that including community-level local stakeholders in project planning enhances the initiative's chances of receiving support from the local populace. Programs developed without community involvement may face opposition when external pressure is removed.

Mbui and Wanjohi's (2018) research on the implementation of water projects in Meru County demonstrates that when beneficiaries actively participate in defining their needs, they are more likely to have a shared understanding of the issue and invest time and energy in finding solutions. Disregarding their input can lead to delays in the implementation phase.

Mbogori's (2017) investigation into stakeholder involvement in community water projects in Narok South Sub County highlights the correlation between community involvement and the success of project execution. The Narok water project, with high levels of community participation, promotes collaboration and coordination among project partners. Edelenbos &

Klijn's (2019) research on stakeholder engagement in decision-making in Dutch municipal councils underscores the importance of involving a diverse range of stakeholders for a more varied range of viewpoints. Actively listening to stakeholders helps identify external threats, improve project design and outcomes, and manage feedback from the community, laying the foundation for future alliances and cooperative projects.

2.4 Project M&E and implementation of community-based water projects

Monitoring is considered a broader ongoing management responsibility, while evaluation is viewed as a post-event action that provides guidance to the project team for proceeding with the next activity. The process involves assessing the project's progress and implementing corrective measures based on past evaluations of its execution. Assessment plays a crucial role, as insights gained during monitoring serve as a solid foundation for making informed decisions. The relationship between monitoring and evaluation is dynamic, influenced by current circumstances rather than a strict linear progression (Mbachu & Nkando, 2017).

Mackay's (2017) research conducted in Washington emphasizes the importance of integrating monitoring and evaluation methodologies into the implementation plans of community-based government projects. The focus was on community-based development initiatives funded by the World Bank, aiming to determine if project review and monitoring could enhance execution. Results, obtained through descriptive statistics, revealed that a majority of project participants believed the monitoring and evaluation procedures were inadequate.

Muhammad (2018) found in his research that project management provides control mechanisms for organizing, carrying out, and supervising project operations. The study investigated the performance of community development initiatives when considering project planning, execution, and controlling procedures. Dan (2019) explored the elements driving corporate social

responsibility programs in Somalia, using participatory monitoring and evaluation. The research, conducted by the Malaysia College of Computer Sciences and Information at Aljuf University, indicated that M&E planning promotes introspection, knowledge sharing, and organizational learning, maximizing the effectiveness of strategies and work.

In a study by Mwangi & Jagongo (2019) on the impact of Monitoring and Evaluation budgetary allocation on the judiciary department in Embu County, inadequate road construction project implementation was linked to timeliness, resource adequacy, and preventive measures. Similarly, Nyandika and Ngugi's (2019) research at the Kenya National Highways Authority highlighted the poor performance of projects lacking a strong basis for M&E adoption. Ng'etich's (2020) study on the influence of monitoring and evaluation on project performance in Kenyan Parastatals revealed that adopting M&E activities during project implementation improves overall efficiency. Project implementers increasingly embrace M&E practices to positively influence the implementation process, gathering project information in an orderly and sequential manner.

Kimiti & Moronge's (2018) research emphasized the importance of putting M&E procedures in place for the entire duration of a project. The study focused on how project management approaches impacted the implementation of county government projects in Nakuru County, highlighting the significant role M&E activities play in expediting project progress.

Muriuki and Ngugi's (2017) investigation into the variables influencing the implementation of water projects in Kirinyaga County stressed the necessity of sufficient M&E training. A well-defined M&E design, including information gathering, exercise strategy, an M&E coordinator, and professional assistance, was deemed essential for successful project completion. Nambiro's (2018) research on the implementation of initiatives funded by constituency development funds in

Naivasha Sub-County found that monitoring and evaluation improve project planning and execution by emphasizing actions necessary for desired outcomes.

Jahaf's (2018) study on monitoring and evaluation methods and their effects on the implementation of development initiatives in Yemen highlighted the importance of information gathered through the M&E process for establishing project accountability and supporting well-informed decision-making. Ochieng & Tubey's (2018) examination of the effectiveness of monitoring and evaluating CDF projects in Kenya concluded that a solid understanding of M&E significantly improves the implementation process. The study emphasized the importance of maintaining the project's objectives and constraints during implementation.

2.5 Project Team Competency and Implementation of Community Based Water Projects

To ensure a successful project implementation process, professional project management is indispensable, with project teams acting as the driving force. PMI (2018) defines project team competence as the amalgamation of skills, knowledge, and abilities necessary for executing project activities within predefined design boundaries. The completion of a project hinges on the team's effectiveness in fulfilling their assigned responsibilities. Essential competencies encompass teamwork, dispute resolution, and project management. Project managers utilize team-building exercises as vital tools to cultivate a cohesive and efficient project team (Mariusz et al., 2020).

Effective communication channels play a pivotal role in the efficiency of the project implementation process. Beyond internal project communication, effective interaction is crucial among team members, the target client, and the entire company. Project teams must possess communication skills to engage efficiently with customers and the broader organization. Communication extends beyond providing feedback, encompassing details about project goals, rule modifications, status updates, and other relevant matters (Cad, 2018). Productive project

teams, as highlighted by Zdonek, Podgórska, and Hysa (2017), bring opportunities to organizations by devising innovative methods to tackle challenges through collaboration, strategic thinking, and overcoming tactical difficulties.

According to Dinis et al. (2020), project teams with strong communication skills interact more successfully with management and each other. Continuous input is essential for monitoring and evaluation, ensuring the project stays on course. Approval for project implementation is also contingent on effective communication. Establishing a shared project vision and aim through good communication is paramount in project management. Aghania et al. (2019) emphasize that awareness of project goals at each stage enables team members to support each other effectively. Therefore, establishing fast and regular communication and a system assessment before initiating any project is crucial.

Hedieh and Mohammad (2020) posit that project teams proficient in communication excel in project management, a critical process for the success of projects of all sizes. Project managers oversee operations to meet short- and long-term objectives, making effective communication essential. The Association for Project Management stresses the importance of project managers informing all participants about the project's purpose, ensuring understanding, and outlining responsibilities and performance standards from the project's initiation. Hedieh, Saulius, and Edmundas (2021) emphasize that effective communication within the project team propels the completion process forward. They contend that excellent communication is a core skill for every project team, critical for introducing new implementation methods due to skepticism about initial approaches.

Effective communication within the project team is also vital for organizational transformation and information systems, as highlighted by Hedieh et al. (2021). They assert that communication is essential for the project team to engage with project management. Additionally, they emphasize that effective communication contributes to both job satisfaction and performance. The ability of the project team to communicate effectively is crucial at various stages of project execution, influencing the complexity and duration of the task.

Since successful communication hinges on delivering information correctly, at the right time, and with the intended impact, possessing the necessary communication skills allows project teams to communicate more effectively (Njeri & Were, 2019). Efficient communication involves achieving the intended goal of the information, such as explaining potential delays to the client. The communication skills of the project team significantly impact the communication needs of the project. The plan communications process is closely tied to the enterprise environmental factors of the organization (Ochenge, 2018).

Furthermore, Alqahtani, Chinyio, and Oloke (2019) conclude that a competent project team requires high levels of collaboration, reliability, transparency, timely and efficient communication, and ethical conduct. These qualities significantly contribute to the success of the project implementation process. Shair (2018) asserts that effective project teams function better when everyone understands their duties. Sufyan, Said, and Khaled (2020) claim that a project's success is heavily influenced by the team's ability to build strong, reliable relationships, establish and agree upon specific goals, and effectively handle internal issues.

Ghani and Ismail (2017) highlight task-specific competence and familiarity with project development methods as crucial skills for a team to successfully complete a project. Kanyangi & Okello (2018) find that project team members with diverse social connections are better able to

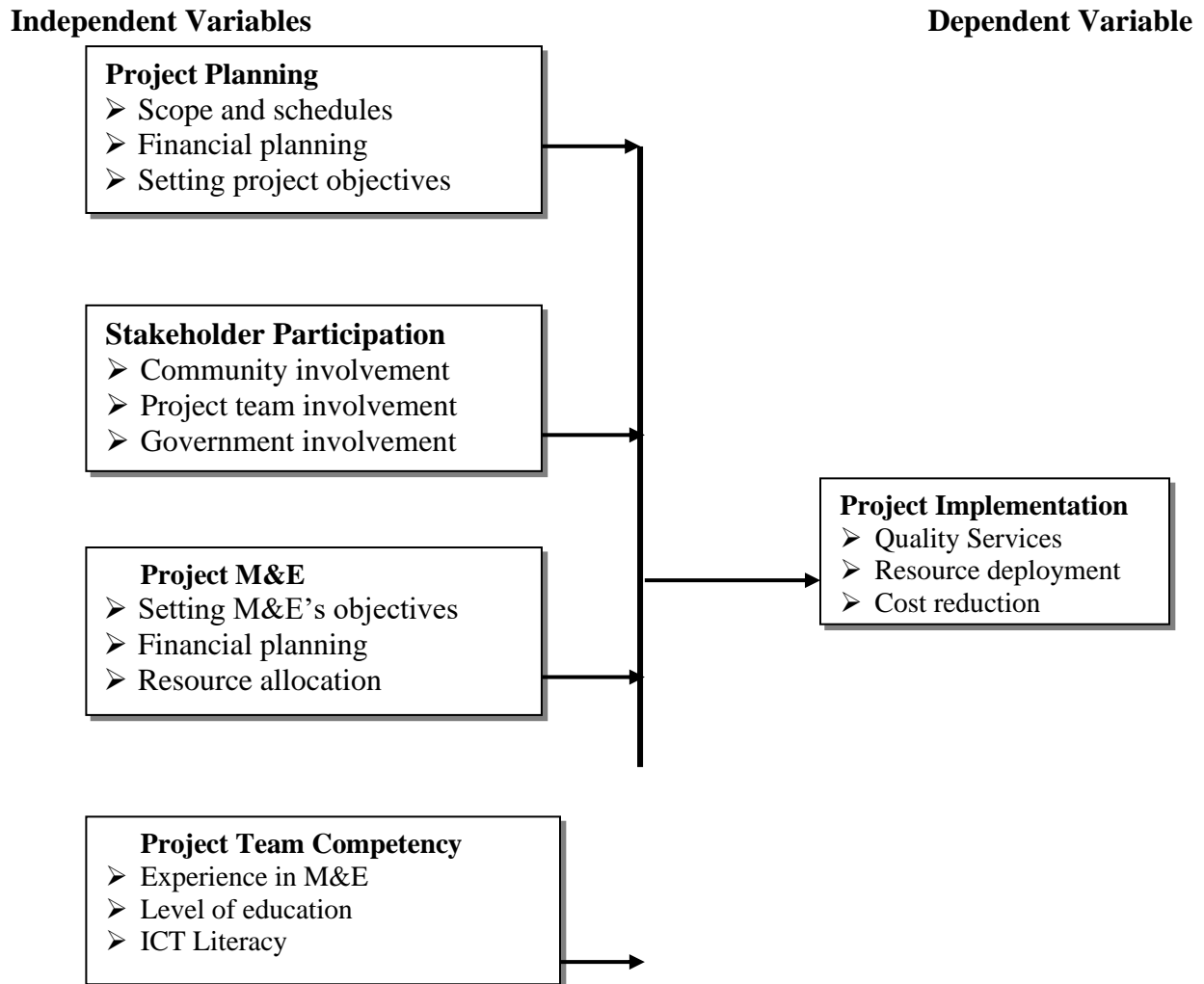
share information, fostering knowledge sharing and effective project execution. Jatarona, Yusof, and Saar (2019) suggest that a team's learning orientation during project execution is enhanced by fostering an atmosphere that encourages open communication about failures and mistakes. Gorgens, Nkwazi, and Govindaraj (2018) propose that a competent project team is more likely to have a successful implementation process due to its ability to manage unclear requirements and address emerging issues.

Kuwaiti construction industry, Alshammari, Yahya, and Haron (2019) find that the formal competency development of the team's hard and soft skills significantly influences the successful completion of complex projects. Akinyi and Kisimbii (2020) identify critical success factors for the deployment of monitoring and evaluation systems in Kenyan county government initiatives. Technical team officers' participation in project identification, planning, monitoring, and evaluation positively impacts project execution. According to Estrella (2017), a project's effective completion relies on the project team having the required project management abilities, encompassing comprehension and application, trust, self-efficacy, communication, teamwork, decision-making, honesty, and integrity.

2.6 Conceptual Framework

The framework shown in the figure below shows how implementation of community-based water projects (depended variable) is influenced by a number of independent variables such as project planning, stakeholders' engagement, monitoring and evaluation, project team competency among others. The following conceptualization of the idea has been put forth.

Figure 2.1 Conceptual Framework



Source: Author's Conceptualization (2023)

2.7 Knowledge Gap

References to several literary works that address theory, research, and practices have been included. Many research studies have examined how project management approaches affect the way community-based water projects are carried out. The majority of existing theories about how project management practices affect the implementation of community-based development projects in developed countries are set within the framework of developed economies, which

means that they fail to sufficiently account for the unique social, political, and economic contexts as well as the firm-specific features of emerging markets that are unique to developing countries.

These theories have been criticized, and many academics have supported this claim.

Table 2.2: Summary of Gaps in Knowledge

Author (Year)	Title of Study	Findings	Research Gap	Focus of Current Study
Njiru, S. G. (2018).	Procedures for Project Planning and Project Execution in Manufacturing Firms in Nairobi City County	It has been shown that project planning tools are crucial in improving capacity management and should be utilized in project execution.	It has been demonstrated that there are more possibilities of efficiency and effectiveness throughout the project implementation process when technical and functional specifications are well defined during project planning.	The current study established that project management practices influences implementation of community-based water projects in Bomet County .
Fonbeyin, H. A. (2020).	Exploring the influence of surveillance and assessment initiatives, alongside evaluating the effectiveness of programs aimed at rehabilitating shanty settlements in Sub-Saharan Africa.	It has been shown that when technical and functional specifications are clearly stated during project planning, there are more opportunities for efficiency and effectiveness throughout the project execution process.	It has been shown that when technical and functional specifications are clearly stated during project planning, there are more opportunities for efficiency and effectiveness throughout the project execution process.	The current study established that project management practices influences implementation of community-based water projects in Bomet County
Kissi, E., Agyekum, K., & Andam, E. T. (2019).	How do project tracking and assessment methodologies impact the success criteria of building projects in Ghana?	Before a project starts, it is vital to consider project planning as it is a crucial component of any planned construction project.	The study concentrated on Ghanaian building project success factors.	The current study established that project management practices influences implementation of community-based water projects in Bomet County

Matu et al.,2019	Engaging partners is crucial throughout the initial phases of a project to guarantee the efficient implementation of urban road transport infrastructure projects.	Established a robust connection between incorporating project stakeholders in the development and implementation of urban road infrastructure. Development projects in Kenya	The analysis focused mostly on infrastructure projects related to urban road transport.	The current study established that project management practices influences implementation of community-based water projects in Bomet County .
Boru, J.(2018).	The determinants of community ownership of water projects in Kenya: a case study of the central division of Isiolo County	When stakeholders, particularly beneficiaries, get involved in community-level initiatives, capacity is increased, putting beneficiaries in a better position to choose and carry out projects.	The study investigated the determinants of community ownership of water projects in Kenya, with a specific focus on the central part of Isiolo County.	The current study established that project management practices influences implementation of community-based water projects in Bomet County
Kobusingye , B. (2017).	Impact of stakeholders' participation on project results in Rwanda	The execution of project results was positively impacted by community involvement in resource mobilization and allocation.	The study's primary emphasis was Rwanda's Water, Sanitation, and Hygiene (Wash) Project.	The current study established that project management practices influences implementation of community-based water projects in Bomet County
Kimiti, F. M., &Moronge, M. (2018).	The effect of project management techniques on the implementation of projects by county governments in Kenya		The study concentrated on how county administrations in Nakuru County implemented their programs.	The current study established that project management practices influences implementation of community-based water projects in Bomet County
Nambiro, F. N. (2018).	Effects of M&E on the Implementation of Constituency Development Fund Projects in Naivasha Sub-County	Using M&E practices while implementing projects is one of the most important things a project can have throughout its existence.	The study looked at how M&E affected the way constituency development fund projects were carried out in Nakuru County.	The current study established that project management practices influences implementation of community-based water projects in Bomet County

Jafeth, J. (2018).	The influence of surveillance and evaluation protocols on the implementation of development initiatives in Yemen	M&E refines a project's planning and execution by determining the steps necessary to get the desired results.	The study concentrated on M&E procedures related to the execution of development projects in Yemen.	The current study established that project management practices influences implementation of community-based water projects in Bomet County
Zdonek, I., Podgórska, M., & Hysa, B. (2017).	The competence of individuals comprising the project team in remote work settings	Deliverables including the project plan, policies, communication matrix, and feedback play a major role in fostering effective governance and the successful execution of projects.	The study concentrated on project team members' proficiency in remote working circumstances.	The current study established that project management practices influences implementation of community-based water projects in Bomet County
Dinis et al (2020).	Using virtual reality and laser scanning to enhance project communication in the building, engineering, and architecture sectors	Good project teams give organizations possibilities by assembling a broad collection of individuals to collaborate, think creatively, and solve tactical difficulties. This allows the teams to create new, innovative, and efficient ways to execute projects.	The construction business was the study's primary emphasis.	The current study established that project management practices influences implementation of community-based water projects in Bomet County
Hedieh S. M, Saulius R, & Edmundas K. Z., (2021).	What knowledge is necessary for project managers to be successful in in-person interactions?	Project teams that possess the necessary communication skills are in a better position to interact with management and one another effectively.	What the project team needs to know to succeed in face-to-face communication was the main emphasis of the study.	The current study established that project management practices influences implementation of community-based water projects in Bomet County

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section elucidates the methodological approach employed in conducting the project's study. It delineates a sequential set of steps essential for the comprehensive execution of the investigation. Within this section, details pertaining to the target population, sample size and methodology, data collection procedures, and data analysis techniques are presented. The chapter serves as a guide for implementing the research study's objectives.

3.2 Study Design

The study employed the descriptive survey technique to collect data from the target population. According to Creswell and Creswell (2017), outlining the variables is most effectively accomplished through a descriptive survey technique. Descriptive research methods were employed to evaluate the impact of project management practices on community-based water initiatives in Bomet County.

To gain a comprehensive understanding of the influence of project management approaches in terms of where, what, how, and when, participants were asked to provide detailed descriptions. The primary aim of a descriptive research study is to investigate occurrences at a specific location and time. Furthermore, a descriptive design strategy, coupled with a mixed research technique, may be employed to explore the cause-and-effect relationship between study variables. This approach is successful in defining the what, how, and where of a phenomenon, allowing for a thorough examination of scenarios to address issues related to the study.

3.3 Study Population

The study concentrated on a group of 132 individuals actively involved in executing the Mogombet Water Supply Project. These participants were drawn from different departments within Bomet

County and included community leaders. Specifically, the target group encompassed 6 project managers, 10 project officers, 4 project engineers, 12 Steering Committee members, 52 Monitoring and Evaluation (M&E) personnel, and 48 community leaders.

Table 3.1 Target Population

Population Category	Target Population	Percentage (%)
Project managers	6	5%
Project officers	10	7%
Project Engineers	4	4%
Steering Committee	12	9%
M&E personnel	52	39%
Community leaders	48	36%
Total	132	100%

Source: Field Study (2023)

3.4 Sample size and Sampling Procedure

An example is a subset of the entire population that is selected for the purpose of analysis and deriving conclusions about it. A sampling technique, on the other hand, entails the procedure by which respondents are chosen to comprise the sample (Kothari & Garg, 2014). In this research, stratified random sampling was implemented to represent the sample in a genuine manner. The research was characterized by a 95% credibility level and a margin of error of 5 percent. The investigator plans to employ Yamane's (1967) formula. This assisted the investigator in determining the appropriate sample size. The sample size consisted of 99 respondents, as determined by the Yamane (1967) formula:

$$n = N / (1 + N(e^2))$$

n: Sample size

N = Total population

e = Error (Set at 5%)

The sample size was determined as follows:

$$n = \frac{132}{1 + 132(0.05^2)}$$

= 99

Sample Size = 99 respondents

3.5 Data Collection Instruments

This research utilized a combination of primary and secondary data sources. One crucial step in gathering primary data involves formulating questionnaires that comprise both closed-ended and open-ended questions. Respondents' agreement or disagreement with statements or survey questions was gauged using a 5-point Likert scale. As suggested by Orodho (2014), respondents feel more comfortable completing surveys in their familiar environment. Furthermore, by assuring respondents that sensitive information, such as their identity, was required, the likelihood of fear or victimization decreases, promoting the provision of more trustworthy information.

To ensure comprehensive and pertinent information about the study's subject is acquired, desk research complemented the questionnaire approach. Orodho (2014) emphasizes the privacy of surveys, especially when anonymity is maintained, facilitating data collection without concerns about exposure or victimization. Kothari and Garg (2015) add that surveys offer a straightforward means of reaching less accessible respondents and maintain objectivity.

The questionnaire, chosen as the primary data collection tool, aligns with the assumption of the target audience's literacy and ability to comprehend and respond to the questions. Each questionnaire was be tailored to address specific study goals comprehensively. Crafted with clarity and conciseness in mind, the surveys aim to collect data on the predefined areas of interest outlined in the objective section.

For secondary data, document analysis was employed. The review encompasses various publications, including journals, official government policy papers, and relevant textbooks.

3.6 Validity test of the instruments used in study

Validity of the instruments was done through a pilot test verification. Participants in the pilot study included individuals directly affected by the Mogombet Water Supply Project in Bomet County, as well as members of the project team from the county administration offices responsible for project implementation. According to Kombo et al., 2015, it is advisable to include a pilot group that makes up 1-10% of the overall sample size, based on their suggestions. Therefore, a 5% fraction of the sample size was employed for this investigation.

The objective of the pilot test is to optimize the questionnaire and guarantee that participants in the primary research encounter no difficulty in responding to the inquiries. It is crucial to emphasize that the data obtained from the pilot test wouldn't be incorporated into the primary study.

3.6.1 Accuracy of the instruments

The credibility and precision of explanations, conclusions, interpretations, or any form of account are crucial (Kumar, 2017). To validate the content of data collection tools, the researcher seeks guidance and expert advice from the supervisor. Assessing the questionnaire's representativeness involves consulting with the academic supervisor and other university professors to guarantee alignment with the study's objectives. Subsequent to acquiring expert feedback, the researcher made necessary adjustments.

3.6.2 Reliability of the Research Instruments

Ensuring the consistent performance of a research instrument under identical conditions is crucial for establishing its reliability. A dependable research tool is characterized by precision, stability, predictability, and consistency. Instrument dependability refers to the consistency and reliability of scores or responses when measured or assessed multiple times. Prior to employing a research tool, it is crucial for a researcher to verify its suitability. Mugenda (2013) defines an instrument as dependable if it consistently measures the same variable across time and delivers comparable findings, even in the presence of random mistakes. This requires the creation of a research tool specifically intended to consistently produce precise and comparable results within the same group of part.

The index alpha, representing the average correlation between variables regardless of their order, stands out as the primary indicator of internal dependability. The application of Similar-Forms Reliability helps establish the instrument's consistency. To assess the survey instrument's reliability, a Cronbach's alpha coefficient was computed using SPSS version 24. This method determines the connection between mean values of measurable variables. According to Cronbach (2010), a research instrument is considered reliable if its Cronbach's alpha value is 0.70 or higher. It is the responsibility of the investigator to ensure that the research equipment is configured to deliver repeatable, dependable, and consistent results. In the context of quantitative research, dependability remains a critical consideration, and the coefficient of Cronbach's alpha serves as a key indicator of internal consistency. A correlation coefficient [r] of 0.70 is deemed sufficient evidence to demonstrate the dependability of the research tools, as carefully determined through rigorous evaluation.

3.7 Data Collection Procedure

A research associate played a crucial role in supporting the researcher by facilitating the distribution and collection of surveys. Before dispatching questionnaires to randomly selected participants through the research assistant, the researcher sent an introductory letter, validated by the university, to obtain the respondents' consent for participation in the study. To encourage voluntary engagement and ensure the provision of accurate, reliable, and unbiased information, respondents remained anonymous as their names were not linked to the surveys. During the in-person delivery of surveys, respondents had the opportunity to seek clarification on any questions they find unclear.

Respondents received the questionnaires, allowing them sufficient time for completion, and the surveys were collected at the scheduled time. With a "drop and pick up later" approach, respondents had a five-day window to complete the surveys before collection.

Following the dispatch of surveys, the researcher contacted respondents to confirm receipt, underscore the significance of their participation, and identify individuals requiring assistance in completing the questionnaires. This streamlined process aims to expedite the collection of precise and relevant data, ultimately enhancing the overall response rate.

3.8 Data Analysis Techniques

The accuracy and readability of the data underwent a thorough review before applying regression modeling and descriptive statistics. Utilizing SPSS Version 21, a statistical tool for social sciences both descriptive and inferential analyses were conducted on the quantitative data. Descriptive statistics, employing narratives, aided in comprehending variable data. Key components of descriptive statistics include means, frequencies, percentages, and standard deviations. The research employed regression analysis and Pearson correlation to assess variable relationships.

According to Mugenda (2013), descriptive statistics permit the precise reflection of scores or measures through the use of indices or statistics.

The completed questionnaires were scrutinized for accuracy and coherence. Descriptive statistics was pivotal in evaluating quantitative data due to their capacity for providing a narrative interpretation. As per Sekaran and Bougie (2015), descriptive statistics summarize demographic factors, facilitating the determination of mean, standard deviation, and percentages, which reveal the degree of agreement or disagreement. Following the advice of Mash and Ogunbanjo (2014), findings from quantitative data analysis were tabulated and visually presented to offer readers a clear depiction of the study's pattern and the researcher's interpretation expectations.

Presenting data in this manner, as suggested, can assist other researchers struggling with more intricate data presentation methods. The study may gain insights into the research topic by incorporating qualitative analysis instead of conjecturing explanations.

CHAPTER FOUR: DISCUSSIONS AND RESULTS PRESENTATION

4.1 Introduction

This section involves discussions and presentation of the results by employing use of tables, which facilitate comprehension. Both the qualitative and quantitative data analysis methods have been used.

4.2 Analysis of Response Rate

Of the 99 questionnaires distributed to respondents, 86 (87%) were returned. However, 2 (2%) or 13 (13%) of these returned questionnaires were found to be incorrectly filled out. Consequently, only 84 (85%) of the distributed questionnaires were considered valid for data compilation. These 84 (85%) questionnaires formed the basis of the study's summary, reflecting the information gathered and analyzed.

Table 4.1 Response Rate

Questionnaires	Frequency	Percentage (%)
duly filled up and submitted	84	85%
Deficiently executed and promptly returned	15	15%
Total	114	100%

Source: Field Study (2023)

Out of 99 respondents, 84 completed the survey, yielding an 85% response rate. As to Kothari (2014), a response rate of 50%, 60%, or 70% is considered adequate for achieving the study's objectives. Therefore, the response rate was declared satisfactory and suitable for the analysis of the data. The response rate is the primary factor used to assess the validity of the inquiry, as it measures the proportion of the final information set that includes all of the sample participants.

4.3 Demographic Information of the Respondents.

The study inquired about the general demographic information of the participants. Included in

this were the respondents' age, duration of service with the target company, department within the company, and level of education acquired. The investigation's objectives were taken into consideration while discussing the results. The researchers used this as a guide to determine how similar the responses were to the gender features.

4.3.1 Distribution of Respondents by Age

In order to determine the relative rank of each participant and obtain a broad comprehension of their experiences related to their position, the researcher aimed to establish the age of the participants.

Table 4.2: Respondents Age

Age	Frequency	Percentage (%)
18-25	6	7%
26-30	16	19%
31-35	24	29%
36-40	16	19%
41-50	12	14%
over 50	10	12%
Total	84	100%

Source: Field Study (2023)

The survey findings indicated that a substantial proportion of respondents, up to 29%, belonged to the age bracket of 31 to 35. Additionally, a noteworthy percentage (19%) encompassed individuals aged between 26 and 30, as well as those aged between 36 and 40. Furthermore, 12% of the respondents were above the age of 51. Considering the predominant age group in the survey was composed of older individuals, it is evident that they possessed a deep understanding of the research's significance, coupled with a wealth of life experience.

4.3.2 Distribution of Respondents by their Level of Education

The researcher asked the respondents to declare their degree of education in order to evaluate their ability to complete the questionnaires and ascertain whether they are aware of their responsibilities.

Table 4.3 Education Level

Education Level	Frequency	Percentage (%)
University	50	60%
College	26	31%
Secondary	6	7%
Primary	2	2%
Others	0	0%
Total	84	100%

Source: Field Survey (2023)

The information in Table 4.3 demonstrates that 60% of the survey participants completed their education at the university level, while a significant portion, specifically 31%, concluded their studies at the college level. This suggests that a majority of respondents are well-informed and capable of responding to the survey questions easily. Moreover, during the data collection process, the focus was on reaching out to project authorities who possess knowledge and experience to provide essential information regarding project management protocols and the execution of community-based water projects in Bomet County.

4.3.3 Period of Employment

In order to determine whether the project management skills of the participants and the execution of neighborhood-based water projects in the area are correlated, the researcher asked the participants or the leaders themselves how long they had worked or lived in Bomet County. This was the most crucial element since it established the value of the respondent's data on project management techniques and community water project execution at the local level. The participants were asked to specify how long they had been active in the implementation of the community water project in Bomet County. An overview of the analysis done on the results is given in the following matrix:

Table 4.4: Employment

Employment Period	Frequency	Percentage (%)
Below 2 Years	14	17%
2 – 5 Years	38	45%
6 – 10 Years	20	24%
Above 10 Years	12	14%
Total	84	100%

Source: Field Survey (2023)

Based on the data presented in Table 4.4, it is observed that 17% of the participants had less than two years of experience in project implementation activities. Among those actively involved in project implementation, 24% had tenure of six to ten years, while 45% had been engaged for two to five years. A noteworthy 25% of the respondents possessed over ten years of experience in project implementation. Consequently, it can be inferred that a substantial portion of the surveyed individuals had been engaged in project implementation activities for either two to five years or more than ten years. This suggests a significant level of knowledge and expertise among the respondents in the relevant subject matter. This is substantiated by the fact that the majority of them have been actively participating in project implementation activities for two to five years.

4.3.4 Project Planning and Implementation of Community Water Projects

The researchers conducted a study to look at the impact of project planning on the Mogombet Water Supply Project in Bomet County in an effort to educate the implementing agencies on the value of project planning in the implementation of community water projects. Table 4.6 presents a summary of the data.

Table 4.5: Project Planning and Implementation of Community Water Projects

Response	Mean	Std. Dev
A4. Project planning facilitates the efficient monitoring of project advancement.	3.80	.654
B4. The project planning process facilitates implementation-phase decision making	3.83	.454
C4. Project planning contribute to effective allocation of benefits associated with the project	3.66	.832
D4. Project planning contributes towards resolving disputes during project execution	3.84	.636
E4. Management discusses output of the project frequently based on project planning	3.69	.943
Overall Score	3.76	.704

Source: Field Study (2023)

The table above (Table 4.5) presents a study aimed at evaluating the impact of project planning on the Mogombet Water Supply Project in Bomet County. The outcomes for Item A4 suggest that its objective was to assess whether project planning ensures effective progress monitoring. Respondents' attitudes were distributed as follows: 24% expressed a moderate attitude, 43% agreed, 5% disagreed, and 28% strongly agreed. The mean score was 3.80, with a standard deviation of 0.654, indicating a generally favorable consensus.

Turning to Item B4, the focus was on understanding the extent to which the project planning process influences decision-making during project execution. Results showed that 24% strongly agreed, 52% agreed, 19% had a moderate attitude, and 5% disagreed. The mean score was 3.83, with a standard deviation of 0.454, reflecting a predominant agreement among participants.

Examining Item C4, the goal was to investigate how project planning affected the equitable distribution of project benefits. The responses were as follows: 10% disagreed, 48% agreed, 14% were neutral, and 28% strongly agreed. The mean score was 3.66, with a standard deviation of 0.832, indicating a prevailing agreement.

In the case of Item D4, the inquiry focused on whether project planning contributes to conflict resolution during project execution. Results showed 50% agreed, 14% strongly agreed, 10%

disagreed, and 19% had no view. The mean score was 3.84, with a standard deviation of 0.636, indicating a substantial agreement.

The analysis of Item E4 in Table 4.5 reveals that management's attention to project deliverables concerning project planning frequency is pivotal. Respondents' stances were distributed as follows: 19% were undecided, 36% agreed, 33% strongly agreed, and 12% disagreed. The average score of 3.69, supported by a standard deviation of 0.943, suggests a diverse range of opinions.

These findings align with Njiru's (2018) hypothesis that employing a project planning tool promotes consistency, potentially leading to a higher percentage of projects completed on schedule. A significant proportion of respondents concurred with this perspective. Overall, survey participants indicated that project management approaches significantly influenced the Mogombet Water Supply Project in Bomet County.

4.3.5 Stakeholders' Engagement and Implementation of Community Based Water Projects

The study's objective was to ascertain how stakeholder participation impacted Bomet County's Mogombet Water Supply Project's implementation. The findings of the investigations were condensed in the subsequent table and figure.

Table 4.6: Engaging stakeholders and implementing community-based water initiatives

Feedback	Mean	Std. Dev
A4. Feedbacks from stakeholders improve the implementation of the project.	3.67	.979
B4. Engagement of stakeholders reflects the community needs	3.74	.855
C4. Stakeholders' engagement allows project managers to strengthen project implementation process.	3.58	.885
D4. Stakeholders engagement contributes towards taking of quality decisions	2.96	.948
E4. Stakeholders' engagement leads to a greater understanding of the needs of the local population.	3.77	.843
Overall Score	3.54	.902

Source: Field Study (2023)

The analysis provided in Table 4.6 aimed to examine the influence of stakeholder participation on the execution of the Mogombet Water Supply Project in Bomet County. Examining Item A4, the focus was on gathering evidence supporting the notion that involving stakeholders enhances project execution. Results revealed that 36% strongly agreed, 45% agreed, 12% held a neutral attitude, and 7% disagreed. The standard deviation was 0.979, and the mean score was 3.67, indicating general agreement among respondents.

Turning to Item B4, the objective was to evaluate how well stakeholder engagement addresses community needs. Five percent disagreed, 24% agreed, and 28% strongly agreed, with a standard deviation of 0.855 and an average score of 3.74, indicating overall consensus.

Item C4 aimed to determine if stakeholder involvement enables project managers to enhance the project implementation process. Nineteen percent expressed a moderate view, 12% disagreed, 33% strongly agreed, and 36% agreed. The standard deviation was 0.885, and the mean score was 3.58, signifying general agreement.

The results of Item D4, which investigated the influence of stakeholder participation on decision-making, revealed that 14% of respondents strongly agreed, 57% agreed, 19% had a neutral stance, and 10% disagreed. The data had a standard deviation of 0.948 and a mean score of 2.96, indicating a strong consensus.

Examining Item E4, the goal was to determine whether involving stakeholders leads to a deeper understanding of the community's objectives. Ten percent disagreed, 48% agreed, 14% had a neutral view, and 10% strongly agreed. The standard deviation was 0.843, and the average score was 3.77. These results align with Namusonge's (2017) research, supporting the idea that involving community stakeholders in a project enhances efficiency. In conclusion, the analysis indicates active involvement of Bomet County stakeholders in the Mogombet Water Supply Project.

4.3.6 M&E and Implementation of Community Based Water Projects

The goal of the study was to determine how M&E affected the Mogombet Water Supply Project's execution in Bomet County. The following table and graphic provide a summary of the analysis of the findings:

Table 4.7: Implementation of M&E in Communal Based Water initiatives

Response	Mean	Std. Dev
A4. M&E planning contributes to organizational learning and knowledge sharing	3.64	.875
B4. The project information is obtained in an orderly and sequential manner through M&E as the project progresses	3.54	.905
C4. Constantly monitored project implementation activities greatly enhances the progress of projects	3.25	.944
D4. Monitoring and evaluation sharpens the planning and implementation of a project	3.41	.992
E4. Deliverables such as policies communication matrix greatly contributes towards good governance and successful project implementation process	3.58	.885
Overall Score	3.49	.920

Source: Field Study (2023)

In Table 4.7, an analysis was conducted to determine the impact of Monitoring and Evaluation (M&E) on the Mogombet Water Supply Project in Bomet County. Item A4 aimed to investigate whether M&E planning promotes organizational learning and knowledge exchange. Of the 8 respondents (10%), 28 (33%) strongly concurred, and 32 (38%) agreed, while 16 (19%) held a neutral stance. The average score of 3.64, accompanied with a standard deviation of 0.875, suggests a consensus among the participants. These findings align with Adan (2019), who observed that M&E planning encourages reflection, sharing experiences, and lessons learned, fostering organizational learning.

Moving to Item B4, which assessed the systematic collection of project information through M&E, 48% agreed, 24% held a neutral stance, and 2% disagreed. The mean score was 3.54, with a standard deviation of 0.905, suggesting agreement among respondents.

Regarding Item C4, which examines the impact of close observation on project progress, 38% of respondents strongly agreed, 33% agreed, and 29% remained neutral. The average score was 3.25, with a standard deviation of 0.944, suggesting a general consensus.

Item D4 aimed to determine if M&E enhances project planning and execution. Here, 38% concurred wholeheartedly, 43% agreed, 12% were ambivalent, and 7% disagreed. The average score, with a standard deviation of 0.92, pointed towards agreement.

When analyzing Item E4, which evaluated the influence of deliverables on governance and project execution, it was found that 14% strongly agreed, 57% agreed, 19% were neutral, and 10% disagreed. The average score of 3.58, accompanied by a standard deviation of 0.885, indicated a general agreement in support of the impact of monitoring and evaluation on the project's execution.

To summarize, the findings from Table 4.7 demonstrate a general consensus among participants on the beneficial impact of monitoring and evaluation (M&E) on the Mogombet Water Supply Project in Bomet County. These findings align with previous research, emphasizing the significance of monitoring and evaluation (M&E) in organizational learning, data gathering, project expedience, and overall project strategizing and implementation.

4.3.7 Project Team Competence and Implementation of Communal Based Water Initiatives

The researchers aimed to evaluate the influence of project team competence on the execution of the Mogombet Water Supply Project in Bomet County. Their objective was to offer advice to the implementing agency regarding the significance of project team competence in community water projects. The results obtained from the analysis are succinctly presented in table 4.8.

Table 4.8: Project Team Competence and Implementation of Communal Based Water**Initiatives**

Response	Mean	Std. Dev
A4. Project team competence is an effective tool for enhancing the quality of project planning	3.68	.865
B4. The ability of the project team to perform well is a useful tool for project managers to evaluate how well their projects are accomplishing their goals.	3.55	.913
C4. To make sure the necessary skills are learned to oversee project implementation activities, a project training needs analysis is conducted.	3.24	.943
D4. Project team competence enhances the systematic process of data collection on specified indicators on project progress	3.42	.982
E4. Project team competence is critical in providing information that is credible and useful during project implementation	3.57	.884
Total Score	3.49	.920

Source: Field Survey (2023)

The assessment of the potential influence of project team competence on the implementation of the Mogombet Water Supply Project in Bomet County is outlined in Table 4.8. The results indicate that Item A4 was designed to evaluate the potential of the project team's expertise in improving the project planning process. Out of the entire group of participants, 28% indicated their agreement, 48% remained neutral, and 10% stated disagreement. The mean score was 3.68, with a standard deviation of 0.865. The data overwhelmingly indicates agreement among the responders.

Examining Table 4.8, Item B4 sought to determine if project managers could gauge the extent to which projects achieved their planned objectives with the support of the project team's competence. Among participants, 57% agreed, 19% took a neutral stance, and only 5% disagreed. The standard deviation was 0.91, and the average score was 3.55. Once again, the majority of respondents expressed agreement with the findings.

The outcomes of Item C4, investigating whether project training addresses the necessary skills for supervising project implementation, are displayed in Table 4.8. Respondents' opinions varied, with

14% in disagreement, 57% in agreement, 19% neutral, and 10% adopting a neutral position. The average score was 3.24, and the standard deviation was 0.943. Despite some variation, a significant majority of respondents agreed with the statement.

In Table 4.8, the findings for Item D4 indicated an attempt to establish whether the project team's competence enhances the systematic process of gathering data on selected indicators of project success. Responses included 30% agreement, 30% strong concurrence, 19% neutrality, and 12% disagreement. The mean was 3.42, and the standard deviation was 0.982. The statistics suggest a general agreement among participants.

Addressing Item E4, the table aimed to determine if the project team's competence is crucial for providing accurate and useful information throughout the project's execution. Respondents' views varied, with 50% in disagreement, 5% strongly agreeing, and 24% adopting a neutral stance. The standard deviation was 0.884, and the mean score was 3.57. These results align with a study by Hedieh and Mohammad (2020), indicating that effective communication of a project's vision is led by project teams with superior communication skills—an essential factor for project success. The majority of respondents concurred with the study's conclusions, affirming the influence of project team competence on the Mogombet Water Supply Project's execution in Bomet County.

4.4 Regression Analysis

Determining the connection between project management techniques and the Mogombet Water Supply Project's execution was the study's other goal. Regression analysis was done to determine this association, and the data were fitted using a linear regression. The outcome is as follows:

Table 4.9 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
(Constant)	3.472	.478		7.259	.000	2.489	4.455					
Project planning	-.273	.122	-.319	2.235	.034	-.524	-.022	.179	-.401	-.221	.481	2.077
Stakeholders' engagement	.545	.093	.817	5.866	.000	.354	.735	.657	.755	.581	.504	1.982
Project M&E	-.256	.090	-.467	2.863	.008	-.441	-.072	.080	-.490	-.283	.369	2.713
Project team competence	-.346	.101	-.514	3.427	.002	-.553	-.138	.069	-.558	-.339	.435	2.297

a. Dependent Variable: implementation of Mogombet Water Supply Project

Resulting model

The equation is $Y = 3.472 - 0.273X_1 + 0.545X_2 - 0.256X_3 - 0.346X_4$.

From the results above, P values of all variables (Project planning = 0.034, Stakeholders' engagement = 0.000, Project monitoring and evaluation = 0.008, & Project team competence = 0.002) are less than 5% making them statistically significant. This means that project planning, project M&E, stakeholders' engagement and project team competence have a significant influence on implementation of Mogombet Water Supply Project.

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.863 ^a	.745	.696	.25871	.745	15.218	4	82	.000

a. Variables that can be used to make predictions: (Constant), Project planning, Project monitoring and evaluation, Stakeholders' engagement, and Project team competence.

As shown in the data above, the correlation coefficient (R) is 0.863. This finding suggests that the execution of community water initiatives is significantly and favorably correlated with project management effectiveness. R Square, or the coefficient of determination, is 74.5 percent. This indicates that the quality of project management practices accounts for 74.5% of the difference in sustainability attained by community water projects.

Table 4.11: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	5.093	4	1.019	15.218	.000 ^b
Residual	1.740	82	.067		
Total	6.833	86			

- a. The dependent variable which is FP.
- b. A constant represented by Project planning, Monitoring and Evaluation, and Stakeholders'

Participation and project team competency

This table's result indicates that the research model is both feasible and fit at the 0.05 significance level. The computed value of F is 15.218 and the critical value is 1.019. This is clear from the P value, which is less than 5% at 0.000. This suggests that the way community-based water initiatives are implemented is impacted by project management techniques.

CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Overview

This part presents a concise overview of the research findings, the conclusion drawn from those findings, and the recommendations based on the arguments put out in the study. The chapter commences by providing a comprehensive summary of the findings, a definitive statement, a suggestion for future actions, and proposals for further investigation in areas that were not addressed by the researcher.

5.2 Summary of the Findings

The goal of this study was to find out how project management techniques and the execution of community water projects in Bomet County relate to one another.

5.2.1 Project Planning and Implementation of Community Water Projects

The study's outcomes explore the relationship between project planning and accurate project progress monitoring. Among the responses, 24% were indifferent, 43% agreed, 28% strongly agreed, and 5% disagreed. The standard deviation, with a mean score of 3.80, was .654. The findings suggest a general inclination towards agreement among respondents.

According to survey data analysis, 44% of participants perceive project planning as aiding decision-making during implementation. Specifically, 20% strongly agreed, 4% disagreed, and 6% held a neutral stance. The mean score was 3.83, with a standard deviation of .454, indicating a prevailing agreement among respondents.

In order to evaluate the extent to which project planning enables the effective allocation of project benefits, participants were categorized into four distinct groups. 10% expressed disagreement,

48% expressed agreement, 14% had a neutral stance, and 28% strongly expressed agreement. The average score was 3.66, with a standard deviation of 0.832, indicating a strong consensus. Responses about the relevance of project planning in settling conflicts during project execution were diverse. 14% of respondents expressed strong agreement, 57% expressed agreement, 19% had a neutral perspective, and 10% expressed disagreement. The average score was 3.84, with a standard deviation of 0.636, suggesting a strong consensus among the participants.

Regarding the frequency with which management communicates project outcomes based on planning, 12% of respondents strongly disagreed, 33% agreed, and 36% highly agreed. The mean score was 3.69, with a standard deviation of 0.943. The findings indicate a wide variety of viewpoints among the participants.

5.2.2 Stakeholders' Engagement and Implementation of Community Based Water Projects

The study investigated the influence of stakeholder participation on the execution of the Mogombet Water Supply Project in Bomet County. The findings indicated that 7% of respondents expressed disagreement, 12% held a neutral perspective, 36% strongly endorsed, and 45% endorsed the notion that stakeholder input improves project implementation. The average score was 3.67, with a standard deviation of 0.979, suggesting a consensus among the participants.

In relation to stakeholder participation fitting with community needs, 28% of respondents expressed strong agreement, 43% expressed agreement, 24% had a moderate opinion, and 5% expressed disagreement. The mean score was 3.74, with a standard deviation of 0.855, indicating a high level of consensus among participants.

Participants were queried regarding their conviction in the beneficial impact of including stakeholders on the work of project managers. The findings indicated that 33% of participants expressed strong agreement, 36% expressed agreement, 19% had a neutral perspective, and 12%

expressed disagreement. The average score obtained was 3.58, with a standard deviation of 0.885. The results suggested a prevailing consensus among the participants.

In terms of stakeholder engagement contributing to informed choices, 10% disagreed, 57% agreed, 19% had a neutral attitude, and 14% strongly agreed. The average score was 2.96, with a standard deviation of 0.948, suggesting a general inclination towards agreement.

Regarding the awareness of local community needs, 48% agreed, 14% had a neutral opinion, and 10% disagreed, while 28% strongly agreed. The average score was 3.77, with a standard deviation of 0.843, indicating a prevalent agreement among the surveyed participants.

5.2.3 M&E and Implementation of Community Based Water Projects

The study aimed to assess the impact of Monitoring and Evaluation (M&E) on the Mogombet Water Supply Project in Bomet County. When questioned about the role of M&E planning in fostering organizational learning and information exchange, respondents expressed their opinions as follows: 28 (33%) strongly agreed, 32 (38%) agreed, 16 (19%) were neutral, and 8 (10%) disagreed. The mean score was 3.64, with a standard deviation of 0.875, indicating a general consensus among the majority of participants.

An examination of whether project information is systematically gathered through M&E during project progression showed that 20% strongly agreed, 40% agreed, 26% were neutral, and 2% disagreed. The mean score was 3.54, with a standard deviation of 0.905, suggesting agreement among the majority. Regarding the impact of tightly monitored project implementation activities on project development speed, the study found that 32 (38%) greatly agreed, 28 (33%) agreed, and 24 (29%) had a neutral stance. The mean score was 3.25, with a standard deviation of 0.944, indicating a tendency towards agreement among the respondents.

When asked about the contribution of M&E to project planning and execution, findings showed that 32 (38%) strongly agreed, 36 (43%) agreed, 10 (12%) were neutral, and 6 (7%) disagreed. The mean score was 3.41, with a standard deviation of 0.992, suggesting a general agreement among the majority of participants. In the analysis of deliverables' potential to support good governance and successful project implementation, such as the policies communication matrix, responses were as follows: 12 (14%) strongly agreed, 48 (57%) agreed, 16 (19%) were neutral, and 8 (10%) disagreed.

5.2.4 Project Team Competence and Implementation of Community Based Water Projects

The objective of the study was to evaluate the influence of Monitoring and Evaluation (M&E) on the Mogombet Water Supply Project in Bomet County. The respondents were asked about the impact of monitoring and evaluation (M&E) planning on organizational learning and information exchange. The obtained replies are as follows: 28 individuals, constituting 33% of the total, strongly agreed. Additionally, 32 individuals, accounting for 38%, agreed. Furthermore, 16 individuals, making up 19%, were neutral, while 8 individuals, representing 10%, disagreed. The average score was 3.64, with a measure of how much the scores varied from the average being 0.875. Most of the participants seemed to be in consensus.

Regarding the systematic gathering of project information through M&E, the findings indicated that 20% strongly agreed, 40% agreed, 26% were neutral, and 2% disagreed. The mean score was 3.54, with a standard deviation of 0.905. Once again, the majority of respondents seemed to agree based on the results. Examining the correlation between tightly monitored project activities and accelerated project development, the study found that 38% greatly agreed, 33% agreed, and 29% were neutral. The mean score was 3.25, with a standard deviation of 0.944. The majority of respondents appeared to agree, as suggested by the findings.

In terms of whether M&E enhances project planning and execution, the survey revealed that 38% strongly agreed, 43% agreed, 12% were neutral, and 7% disagreed. The mean score, along with a standard deviation of 0.992, was 3.41. Once again, the majority of respondents seemed to agree based on the findings. An analysis of the potential of deliverables, such as the policies communication matrix, to contribute significantly to good governance and successful project implementation showed that 14% strongly agreed, 57% agreed, 19% were neutral, and 10% disagreed.

5.3 Summary

5.3.1 Project Planning and Implementation of Community Water Projects

Based on the findings, the researcher can conclude that project planning has a significant impact on the implementation of the Mogombet Water Supply Project in Bomet County. It should therefore be understood that project planning ensures effective tracking of progress of the projects and that project planning process support decision making during project implementation. These clearly highlight the fact that project planning contributes to effective allocation of benefits associated with the project.

5.3.2 Stakeholders' Engagement and Implementation of Community Based Water Projects

The researcher also concludes that stakeholders' engagement influences the implementation of Mogombet Water Supply Project being implemented in Bomet County. Consequently, it is imperative to comprehend that the involvement of stakeholders in project implementation is critical for translating the intended programs and objectives into practical, well-organized tasks and activities that achieve the project's goals. Stakeholder engagement is particularly crucial during

this stage of implementation due to the fact that beneficiaries are the ones who put into practice everything that was accomplished during the planning phase and because the execution of new projects is a cumulative process.

5.3.3 M&E and Implementation of Community Water Projects

The researcher can thus draw the conclusion that project M&E has an impact on the Mogombet Water Supply Project's implementation in Bomet County in light of the findings. Therefore, it should be recognized that the current business climate is quite uncertain; various external influences, unanticipated occurrences, growing strain, fluctuating boundaries, and unpredictable resource flows can all affect projects that are being implemented. These make it quite evident that if initiatives are put into action without corrective measures taken via monitoring and evaluation to guarantee that they are managed correctly and successfully, there is a significant probability of project failure.

5.3.4 Project Team Competence and Implementation of Community Based Water Projects

Taking into account the results, the researcher ultimately comes to the conclusion that project team competency affects how the Mogombet Water Supply Project is carried out in Bomet County. Consequently, it should be recognized that project team proficiency in M&E is a useful instrument for raising the caliber of project management and planning, both of which favorably impact the process of a project's successful execution. Consequently, project planners and managers may evaluate the degree to which projects have met the goals indicated in the project papers with the aid of project team competency in M&E.

5.4 Recommendations

Giving direction to the organization in charge of carrying out the project was the main goal of the study on how project management techniques affected the Mogombet Water Supply Project in Bomet County. The significance of taking a proactive stance in implementing project management techniques throughout the course of the project life cycle would be emphasized by this advice. The Mogombet Water Supply Project in Bomet County was implemented more successfully, according to the researcher, when project management concepts were used. However, in order for the implementation of project management practices to truly have a positive impact, the investigation's conclusion led to the following recommendations being made:

i) The project manager needs to put specific organizational structures and conditions in place in order to actualize the project plan and, as a result, reap the benefits of the endeavor that are anticipated. Furthermore, the project manager must ensure that initiatives are implemented successfully and take corrective action to assure that they are managed properly and effectively. It is particularly important to take into account the vulnerability of projects to external pressures, unforeseen events, rising strain, changing restrictions, and unexpected resource flows, given the highly volatile and unpredictable nature of the present economic environment. These variables strongly indicate that there is a significant likelihood of project failure if the project execution approach is not adhered to accurately. Moreover, as this improves the effectiveness and long-term viability of the project, it is crucial for the project manager to clearly establish the direction of the project and allocate specific responsibilities.

ii) It is essential to inform stakeholders about the project's advantages in order to elicit their excitement and engagement throughout the implementation stages, particularly from those in the local community. The community need to be involved from the outset of the project. Reliability

requires relevant organizations to monitor and assess projects at various phases of development on a regular basis. The opportunity for participation should be provided to all stakeholders, including the local community, at each step of the project cycle. This is due to the fact that including the community, who stand to gain from the project, has a favorable impact on its execution. Participation from the local community should be ongoing throughout the project life cycle, rather than occurring at discrete moments. The fundamental idea behind this is that each individual member has a special job that they may do at certain points in time.

Project managers must understand that a project cannot succeed until change is made. Therefore, it is essential to take into account the particular circumstances surrounding the implementation of the water project and ensure that the project teams have the requisite expertise and experience to execute the project with success. The project manager must give change management high attention since it is crucial to the project's successful completion. This entails managing people and financial resources. Incorporating project planning specialists into the project operations planning process is another way that project managers may guarantee that modifications to the project specifications are efficiently handled. This is crucial to improve project success and long-term profitability.

5.5 Suggestions for Further Study

The investigation focused exclusively on the influence of project management strategies on the execution of the Mogombet Water Supply Project in Bomet County, given its limited funding and scope. However, it did not encompass an examination of other community water projects within the same county. Therefore, additional research is imperative to gain a more comprehensive understanding of how project management approaches affect project execution across various community water projects in Bomet County.

Furthermore, it is essential to replicate the study in counties other than Bomet to assess the extent to which project management methods were employed in the implementation of community water projects and their impact on project execution. This comparative analysis established a framework for data comparison, enabling the derivation of reliable conclusions based on specific facts.

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APPENDICES

I. INTRODUCTION DOCUMENT

Dear participants, I am currently pursuing a Master of Arts degree in project management and planning at the University of Nairobi. My research focuses on the Mogombe Water Supply Project, specifically examining how project management practices impact the implementation of community-based water projects in Bomet County. You have been chosen as one of the individuals to participate in this study. Please be assured that any information you provide in the questionnaire will be kept confidential and used solely for academic purposes. Your identity will not be revealed in the report or questionnaire. All personal data will be treated with the utmost privacy and anonymity, and it will not be mentioned in the study. Your participation in the survey is highly encouraged, and we greatly appreciate your honest and comprehensive responses. Your cooperation and prompt response are sincerely valued.

Thank you in advance.

Yours sincerely, Chepkirui Kosgey

SECTION B: THE INFLUENCE OF PROJECT PLANNING ON IMPLEMENTATION OF COMMUNITY BASED WATER PROJECTS

6. a) Do you believe that project planning has an impact on the execution of community-based water projects?

Yes [] No []

b) The subsequent paragraphs discuss the influence of project planning on the execution of community-based water projects. What is your level of agreement with each of these assertions about the implementation of the Mogombet Water Supply Project in Bomet County?

Employ a numerical scale ranging from 1 to 5 as shown below:

Where is it located? The value 1 represents the response "Strongly Agree", the value 2 represents "Agree", and the value 3 represents "Neutral". The number 4 represents a state of dispute, while the number 5 signifies a serious level of disagreement.

Project Planning and Implementation of Community Based Water Projects	1	2	3	4	5
Project planning facilitates the efficient monitoring of project progress.					
The project planning process aids in facilitating decision-making throughout the project execution phase.					
Project planning facilitates the efficient distribution of the advantages connected with the project.					
Project planning contributes towards resolving disputes during project execution					
Management discusses output of the project frequently based on project planning					

c) Briefly, summarize your opinion on the influence of project planning in respect to implementation of the Mogombet Water Supply Project.

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**SECTIONC: STAKEHOLDERS’ ENGAGEMENT AND IMPLEMENTATION OF
 COMMUNITY BASED WATER PROJECTS**

7. a) Do you agree that the participation of stakeholders affects the implementation of community-based water projects?

Yes [] No []

b) The following remarks relate to the influence of stakeholders' engagement on the implementation of community-based water initiatives. To what degree do you concur with each of them about the implementation of the Mogombet Water Supply Project in Bomet County?

Employ a numerical scale ranging from 1 to 5 as shown below:

The numerical scale used is as follows: 1 represents a strong agreement, 2 represents agreement, and 3 represents a neutral stance. 4 corresponds to a level of disagreement, whereas 5 corresponds to a strong level of disagreement.

Stakeholders’ Engagement and Implementation of Community Based Water Projects	1	2	3	4	5
Soliciting project input from stakeholders enhances the execution of the project.					
Involving stakeholders is crucial for addressing community needs and fostering public interest in project implementation.					
Stakeholder participation during the project planning stage offers advantages that enable project managers to enhance the project execution process.					
The participation of many stakeholders in project planning activities and project execution assists to the making of high-quality choices.					
Engaging stakeholders results in a deeper comprehension of the requirements of the local community and a heightened recognition of the areas that require enhancement.					

c) In my view, stakeholders' participation plays a crucial role in the successful execution of the Mogombet Water Supply Project.

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**SECTION D: MONITORING & EVALUATION AND IMPLEMENTATION OF
COMMUNITY BASED WATER PROJECTS**

8. From my perspective, the involvement of stakeholders is essential for the effective implementation of the Mogombet Water Supply Project.

YES [] NO []

b) The below assertions pertain to the impact of monitoring and evaluation (M&E) on the execution of community-based water projects. Please specify your level of agreement on the implementation of the Mogombet Water Supply Project in Bomet County.

Employ a numerical scale that spans from 1 to 5 below;

The numerical scale used is as follows: 1 represents a strong agreement, 2 represents agreement, and 3 represents neutrality. 4 corresponds to a state of disagreement, whereas 5 corresponds to a state of strong disagreement.

M&E and Implementation of Community Based Water Projects	1	2	3	4	5
M&E planning enhances organizational learning and knowledge sharing by systematically reviewing and disseminating experiences and crucial lessons that are essential for effective implementation.					
The project information is systematically and sequentially acquired through monitoring and evaluation (M&E) as the project advances.					
Regularly overseeing project implementation activities significantly improves project progress, since there is a direct correlation between inadequate project implementation and insufficient adoption of monitoring and evaluation (M&E) activities.					
Monitoring and evaluation enhance the effectiveness of project planning and implementation by identifying the specific actions required to achieve the desired goals.					
Deliverables such as the project plan, policies, communication matrix, and feedback play a significant role in promoting good governance and ensuring the effective implementation of a project. This is because stakeholders depend on the information generated by the monitoring and evaluation (M&E) process to assess project accountability and make informed decisions.					

c) In my view, the impact of project monitoring and evaluation on the implementation of the Mogombet Water Supply Project may be summarized as follows:

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SECTION E: PROJECT TEAM COMPETENCE AND IMPLEMENTATION OF COMMUNITY BASED WATER PROJECTS

9. a) Do you believe that the competency of a project team has an impact on the successful execution of community-based water projects, according to your own perspective?

Yes [] No []

b) The following statements relate to the influence of project team expertise on the implementation of community-based water initiatives. What is your level of agreement with each person on the implementation of the Mogombet Water Supply Project in Bomet County? Utilize a numerical scale ranging from 1 to 5 provided below; The numerical scale used is as follows: 1 represents a strong agreement, 2 represents agreement, and 3 represents neutrality. 4 corresponds to a state of disagreement, whereas 5 represents a state of strong disagreement.

Project Team Competence and Implementation of Community Based Water Projects	1	2	3	4	5
The proficiency of the project team in monitoring and evaluation (M&E) is a powerful instrument for improving the standard of project planning and management, therefore significantly contributing to the successful execution of the project.					
The proficiency of the project team in monitoring and evaluation (M&E) serves as a valuable tool for project planners and managers to evaluate the degree to which the projects have accomplished the objectives outlined in the project documentation.					
The purpose of doing a project training needs analysis is to guarantee that the necessary skills are obtained in order to effectively manage project implementation activities.					
The proficiency of the project team in monitoring and evaluation (M&E) improves the organized procedure of gathering data on certain indicators. This					

is done to give the project manager and key stakeholders an idea of the level of progress and the effective utilization of allotted money.					
The proficiency of the project team in monitoring and evaluation is crucial in delivering reliable and valuable information. This allows for the integration of lessons learned into the decision-making process of both beneficiaries and donors.					

c) In regards to the implementation of the Mogombet Water Supply Project, I believe that the competency of the project team has a significant impact.

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THANK YOU FOR YOUR TIME AND CO-OPERATION