

**FACTORS INFLUENCING EFFECTIVENESS OF DONOR FUNDED  
PROJECTS IN IMPROVING SANITATION IN INFORMAL  
SETTLEMENTS: A CASE OF FRESH LIFE TOILET PROJECT IN  
KIAMBIU SLUM**

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**A Research Project Report Submitted in Partial Fulfilment of the  
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**DECLARATION**

This research project is my original work and has not been presented for a degree in any other University

Signature..... Date.....

Mary Wangari Mwangi

L50/88489/2016

This research project has been submitted for examination with my approval as University Supervisor

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## **DEDICATION**

I would like to dedicate this work to my precious daughter Audrey Wanjiru and my nephew Jason Kipyetor that they may embrace education to be important in their lives and to the future generation.

## **ACKNOWLEDGEMENT**

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## **ABBREVIATIONS AND ACRONYMS**

**CBO:** Community Based Organization

**M& E:** Monitoring and Evaluation

**MDG:** Millennium Development Goals

**NGO:** Non-Governmental Organization

**UN:** United Nations

**WHO:** World Health Organization

## ABSTRACT

In the quest to improve sanitation in the informal settlements project stakeholders should ensure that, the donor-funded projects are well, managed to meet the beneficiary needs hence ensuring project sustainability. The study aims to investigate the factors influencing the effectiveness of donor-funded projects in improving sanitation in the informal settlement a case study of Kiambiu slum, under Kamukunji Constituency, Nairobi County, Kenya. The objectives of the study were: To examine the influence of stakeholders' participation in the effectiveness of donor-funded projects in improvement of sanitation in the informal settlements of Kiambiu slum, to examine the impact of management competencies on the effectiveness of donor-funded projects in improvement of sanitation in the informal settlements of Kiambiu slum, to examine the effects of monitoring and evaluation in promoting the effectiveness of donor-funded projects in improvement of sanitation in the informal settlements of Kiambiu slum, The study used three theories namely: stakeholders theory, collective action theory and development communication theory. The study explored the use of descriptive research design. Quantitative data that was collected through sample questionnaires in measuring the effects of the independent variables, (Stakeholders' participation, management competencies and Monitoring and Evaluation) on the dependent variable (Effectiveness of donor-funded projects), the reliability and validity tests were used to validate the questionnaire. The target population for this, study is 144 individuals comprising of the project managers, the workers/staff, community leaders and the end users of the fresh life toilets. Raw data was collected using questionnaires then coded to useful information that was analyzed. The study employed descriptive statistical techniques such as regression analysis to establish the correlation among the independent variables and dependent variable. The study found out that, stakeholders participation is an important factor influencing the effectiveness of donor-funded projects, participation in decision-making, funding involvement and project sustainability were key. Management competencies was also an important influencing the effectiveness of donor funded projects in the improvement of sanitation in Kiambiu Slum with knowledge, skills, experience and training playing a major role in determining the management competencies. Monitoring and evaluation was found to be an important factor affecting the effectiveness of donor funded projects in improving sanitation in the informal settlements of Kiambiu slum poor monitoring and evaluation was observed to be a limiting factor to the effectiveness and that there should be need for consistency in monitoring and evaluation of the synergy toilets project. Economic intervention was observed to affect the effectiveness of donor-funded projects in areas touching on the availability of donor funds. The study recommends that competent, skilled staff should be employed; monitoring and evaluation should be constantly done by the monitoring and evaluation officers and that there should be more stakeholders' participation in the implementation and sustainability of the donor funded projects.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

Nokes & Sean (2017) stated that projects are organized activities with a specific timeline on when it starts and ends with aims of realizing specific goals with constraints on time, scope and resources. Most of the projects need their operations to be well governed throughout the whole process to make sure that there is a continuous flow of inputs and thereafter the desired outputs will be achieved, which may be economic or social gain. Blueprints to the realization of most projects can sometimes be fruitful, whilst sustaining them may be encountered with challenges. Ika, Diallo & Thuillier (2012) opined that projects remain the tools of choice for policy makers in international development. Donors have contributed immensely in the social development process in all sections of the world by having a direct or indirect funding for goods and services at prices that are less than they would be charged in the normal open markets which are known as donor funding.

Most of the donor-funded projects are sponsored by, external organizations through international aid and funding (Mujungu, 2015). In places where the state funds are inadequate, or political situations are worse and where there is a possibility of natural calamities arising from both foreseeable and unforeseeable environmental conditions the donor are always very keen. However, there are challenges related to donor support, which include- a country's incapability to use donor funds effectively due to the bad infrastructure around the country, the unpredictability of donor support from time to time, and the need for the complex monitoring and evaluating. To enhance the harmonization of the funding requirement donors and the countries receiving the help have collaborated to overcome some of the above stated challenges.

Makori & Wanyoike (2015) opined that there is a rapid call for outcomes from the donor-funded projects especially in the contemporary time; therefore, benefiting countries should see donor support/aid as a means of business strategy instead of seeing them as free donations of grants and aim at succeeding in these projects. Thus, various strategies at country's level are put in place through the donor agencies to improve their

effectiveness in the realization of tangible developmental that are capable of eliminating poverty. Afande (2013) states that, there is a fresh push for a more result-based policy from aid opponents and civil society that saw the implementation of the Paris Declaration on aid efficiency in the year 2015. The enactment of the Paris agenda is compelling both donors and recipients to look more analytically at the tangible results of development efforts.

The aim of the study is to examine the factors that influence the effectiveness of donor-funded projects in improvement of sanitation in the informal settlements with a special focus on Fresh Life Toilet Project, in Kiambiu Slum, Nairobi.

### **1.1.1 Effectiveness of Donor Funded Projects**

Ngacho (2013) defines effectiveness as the length to which the project's intentions are, realized, or are likely to be, attained and seeks to control the factors that influence accomplishment or non-achievement of the objectives. Ofunya (2013) reported that the effectiveness of donor aid remains a top priority for the international development community. Gaturu & Muturi (2014) states that in the developing countries donor funding and the foreign aid has been the most dominant strategy for lessening poverty.

The effectiveness of a project can be, achieved by empowering the benefiting community of what value the project will add to them, including the stakeholders in the project identification and implementation and by having the participation of the community opinion leaders in making decisions that are beneficial to the community. Afande (2013) suggests that donor funded projects should be managed properly to ensure that they achieve tangible development results.

Afande (2013) states that the breakthrough of donor-funded projects is evaluated by the technical and managerial strength of the human resources of the enactment agencies and hence a fitting supportive infrastructure is a necessity. To, Ekanayakage & Halwatura (2013) beneficiary input is a crucial factor for donor-funded projects since the eventual product belongs to the community. Therefore, many donors are always insisting that the beneficiary participation should be very critical and important for a project to succeed.

### **1.1.2 Donor Funding and improvement of sanitation in Informal Settlements**

According to UN-Habitat (2015), formal settlements are habitat areas where a well-planned system exists that is constant and codified. Huang Lu (2017) pointed out that informal settlements are places where the residents lack access to security of tenure regarding the land or housing. The area is completely cut-off from basic needs such as infrastructural amenities and the housing may not agree with present planning and building regulations.

Slums do not have formal supply of necessary infrastructure and services and are recurrently unprotected from expulsion, illness and violence. Haroun & Adam (2015) states that donors have the mandates of assisting and improving the living conditions of the native residents through direct involvement or providing funding to enhance the budget set aside for various sectors by the government. The donor community have had big worries especially where their contributions are not directed towards the specific projects but instead they are used in other projects.

In Africa, more than 65% of the population lacks access to improved sanitation facilities that separates them from human wastes (WHO, 2008). There is an increase growth in urbanization leading to rise in the urban population and an increase in the size and number of informal settlements in Africa. It is estimated that almost 60% of the city's population lives in these areas, where they access less quality of urban services such as good sanitation (Tsindaet *al.*, 2013).

Recently in Indonesia, the World Bank group created a programmatic approach to support scheme that helps the government towards the realization of the Millennium Development objectives, by mainstreaming and scaling-up of a nationwide community-driven strategy which begun in year 2007. The project have seen the population having access to better sanitation and improving the living standards of 1,700 communities. This achievement made the government to employ the method nationwide, with help from the World Bank Group. The government rolled out a project for Water Supply and Sanitation for the communities with low wages. This project has been able to reach almost 7,000 villages and directly providing better water supply and reliable sanitation facilities to more than 5Million people in Indonesia.

### **1.1.3 Donor Funding and improvement of sanitation in Kenya**

Some countries did not achieve MDGs for improving the access to water and sanitation and Kenya is among the countries. Almost 70% of Kenyans have no access to proper sanitation, which raises a major concern in the area of sanitation. 30 million Kenyans are still in the use of unsafe sanitation methods like rudimentary types of latrines and a number close to six million are defecating in the open. Access to enhanced sanitation in Kenya changed only by 5% between 1990 and 2015 which is a very critical situation that need to be readdressed (Kitonyi, 2010)

More than a half of the Nairobi population lives in informal settlements and they are currently using water from non-formal water services who collects water from unlawful connections into the utility network. Sanitation in these slums is habitually grim, with a serious deficiency of pit toilets and virtually no flush toilets. It is, estimated that in the Kenya population a percentage of 34% or even more are living in these kind of settlements (UN-Habitat, 2013). To avoid the increase in this numbers there must be serious action from the relevant stakeholders. As of now the number of people moving into those kind of settlements in Kenya is increasing at a rate of 5%, which is the highest in the world and it will possibly double up in coming years if there will be no quick measures being taken to curb these challenges (UNDP, 2017). (Umande Trust, 2017) shows that most of these settlements are located in Nairobi county where people living conditions are very inhumane and pathetic

There are several informal settlements in Kenya with challenges in sanitation issues, and inadequate access to water. Proper sanitation is the main problem facing informal settlement dwellers with 42% of people living there having no access to the toilets at all hence open defecation and “flying toilets” - plastic bags containing human excreta is the ordeal of the day (Otsuki, 2013). Kiambiu informal settlement is one of such settlement in Kamukunji Sub-county, Nairobi.

World Bank in Kenya has set various projects especially in the coastal regions that try to help some the people living in the low-income areas by providing them with value-added water supply and sanitation services. The water services Trust fund (WSTF) founded in



2002 has channeled at least USD 18.4 Million to help in the improvement of sanitation in the developing countries with Kenya being one of the beneficiaries through German development bank and Bill and Melinda gates foundation. According to Charles & Michael Owor(2017) scarce institutional capacity, inadequate sector financing and insufficient data are major barriers to poor sanitation.

#### **1.1.4 Kiambiu Informal Settlements**

In Kiambiu slum the, Fresh Life Toilets project was introduced by synergy. Synergy's approach was to address the entire sanitation value chain by, building high quality branded toilets "Fresh life Toilets" which are, franchised to the community micro entrepreneurs. They are cost effective and have hand-washing facilities (Zimmerman, 2012). Central processing facility has way of converting the toilets waste into organic fertilizers which is used by the farmers, thus Synergy Company has employed staffs to collect the toilets waste. This model makes access to improved sanitation facilities in slums to increase while also enhancing a safety measures to treat human waste. Zimmerman (2012) opines that the organization is made of three categories Commercial: Pay-per-use toilets operated by native tycoons, Domestic: Toilets in residential areas, providing the residents with secure twenty-four-hour entree to clean sanitation and community Associations: Toilets in schools, houses of worship, and hospitals to touch the most susceptible areas.

Mugo (2016) states that to make sure that there is a great improvement in the sanitation there is a big decision to be made by the community group, which is to give more attention on clearing up the garbage in their surrounding areas. Such group caught the attention and support of a leading NGO, Majina Ufanisi, which initiated research options for drainage, water supply and sanitation improvements. Due, to the increased need for sanitation improvement in the area, there were organized gatherings where residents pointed out improved water and sanitation as their main concern to which quite a number of donors and partners provided support and made available funding to the CBO to give the local builders to construct modern ablution blocks with showers and water kiosk. Squatting toilets have been constructed having a concrete channel that serves several toilets and the excreta is stored into some waste tanks. The CBO gave the tasks to some

of the staff to run and make sure that the facilities are clean and ensure proper maintenance (Mugo, 2006).

According to Zimmerman (2012), the newly constructed ablution blocks are able to help one-third of Kiambiu's residents, and in the future, more block are expected to be built in Kiambiu. The city's water utility has officially joined this partnership and a formal Memorandum of Understanding, has been, signed by the partners. The utility has upgraded parts of Kiambiu's pipe work and installed meters to determine the water supply to each ablution block, and signed a contract with the CBO permitting it to sell the water through kiosks. The discounted bulk water tariff enhances the CBO to sell water to residents at a lesser tariff than non-formal water sellers, while the formalization of the water supply enables the CBO to offer sustainable water, toilet and shower amenities.

In Kiambiu slum there is a committee set aside made up of stakeholders selected from diverse members such ashen local leaders, community groups, the physically challenged, widows, orphans, youths, humanitarian groups and government officials. This committee is, charged with the duties of development and planning the community projects, that includes planning, formulation and review of the integrated plans. The committee is, also charged with the mandate of taking necessary steps to resolve any disputes or differences in relation to the project formulation within the area. The government has not set aside funds to such sanitation infrastructures thus, the fresh life toilet blocks are mainly donor funded. Even with the introduction of synergy toilets in the area, sanitation problems are still emerging as a key issue facing the local inhabitants in the informal settlements.

## **1.2 Statement of the Problem**

Urbanization has played large array of negative impacts to informal settlements ranging from social issues to environmental ones such as pollution of land, water and poor sanitation (Kitonyi, 2010). In Kiambiu slum, like most slum "flying Toilets "which is human waste in polythene bags was common before the introduction of fresh life toilets which are safe and hygienic (Gold Apple, 2015). The absence of adequate sanitation has a serious impact on health and social development, especially for children (UNICEF, 2008). Poor sanitation has led to increased diseases among the urban poor. As good as the

fresh water toilet projects may be, it has strides of challenges in terms of maintenance, satisfaction and realization of Donor's objectives for the informal settlement.

Kuria &Wanyoike (2016) opined that lack of active participation of stakeholders' engagements towards planning, monitoring and evaluations of donor projects have resulted to poor execution of many projects. While lack of management competencies have resulted in project failures due to lack of a project manager not having the skills, knowledge and experience that is required to run a project effectively. (Neuhauser, 2007)

Although, studies have been done to identify some of the factors that affects donors' projects execution, little were done in sanitary projects which are of great important to the realization of the Global Sustainable Development Goals; which advocate for good health, wellbeing, provision of clean water and sanitation respectively (United Nations, 2015).Prior to these issues the study, therefore aims to, investigate the factors influencing the effectiveness of donor-funded projects in improving sanitation in informal settlements, adopting a case study of the Fresh Life Toilet Project in Kiambiu Slum, Nairobi.

### **1.3 Purpose of the Study**

The study is aimed to investigate the factors influencing the effectiveness of donor-funded projects in improving sanitation in informal settlements: A case of Fresh Life Toilet Project in Kiambiu Slum, Nairobi.

### **1.4 Objectives of the Study**

The objective of the study were to:

- i. To determine the influence of stakeholders' participation towards the effectiveness of donor-funded projects in improvement of sanitation in the informal settlements of Kiambiu
- ii. To determine the influence of management competencies on the effectiveness of Donor-funded projects in improvement of sanitation in the informal settlements of Kiambiu
- iii. To determine the effects of monitoring and evaluation in promoting the effectiveness of donor-funded projects in improvement of sanitation in the informal settlements of Kiambiu

## **1.5 Research Questions**

Below were research questions which were answered throughout the study:

- i. How do stakeholders influence the effectiveness of donor-funded projects in the improvement of sanitation in the informal settlements of Kiambiu?
- ii. How does management competence influence the effectiveness of donor-funded projects in the improvement of sanitation in the informal settlements of Kiambiu?
- iii. How does monitoring and evaluation affect the effectiveness of donor-funded projects in improvement of sanitation in the informal settlements of Kiambiu?

## **1.6 Research Hypotheses**

The study was guided by the following research hypothesis:

H<sub>0</sub>: Stakeholders' participation has no significant influence on the effectiveness of donor-funded projects in improvement of sanitation in the informal settlements of Kiambiu slum

H<sub>1</sub>: Stakeholders participation significantly influences the effectiveness of donor-funded projects in improvement of sanitation in the informal settlements of Kiambiu slum

H<sub>0</sub>: Management competency has no significant influence on the effectiveness of donor-funded projects in improvement of sanitation in the informal settlements of Kiambiu

H<sub>2</sub>: Management competency significantly influence the effectiveness of donor-funded projects in improvement of sanitation in the informal settlements of Kiambiu

H<sub>0</sub>: Monitoring and Evaluation has no significant influence on the effectiveness of donor-funded projects in improvement of sanitation in the informal settlements of Kiambiu

H<sub>3</sub>: Monitoring and Evaluation significantly influence the effectiveness of donor-funded projects in improvement of sanitation in the informal settlements of Kiambiu

## **1.7 Significance of Study**

The results of this study were expected to be useful to the donor community in understanding their role in the donor funding process and project management. The findings also highlighted the prominent aspects that sway the effectiveness of donor-funded projects in the improvement of sanitation and as such, donors were able to, vividly understand what factors to put emphasis on as well as what challenges, need to be

addressed. Donors greatly benefited from this research since it enabled them to point out the aspects/elements that affect various projects currently running in the country and thus ensure effective planning before their initiation. The benefactors of several donor-funded projects also found the outcomes of this study very helpful as it pointed out the significant role stakeholders that took part in forming effective donor funded projects in Kenya.

The Government also found the results of the study helpful by understanding some of the causes of ineffective utilization of donor funds and management of donor-funded project, and thus, undertook a policy review and formulate policies that addressed challenges and gaps that hamper ineffectiveness of donor-funded projects. As a nation, the Government would for example need rigorous M & E system to track implementation of donor-funded projects to achieve the social pillar of Kenya's Vision 2030. It was, hoped that the study would highlight to policy makers, the contributions and benefits that an efficient monitoring and evaluation system would help deliver.

The study made a substantial influence to the growing body of research on effective implementation of donor-funded projects. The end results of this research was a good source of reference and provided useful information to students who may advance in researching the same topic. This study would have academic importance because of the new insights it would contribute to the universe of knowledge in the emerging discourse on the effectiveness of donor-funded projects in promoting development in emerging countries. The study sought to contribute to knowledge generation in terms of project planning and management, systems development and implementation.

### **1.8 Limitations**

The study was faced with issues of security hence movement was hindered in certain areas of slum settlements that were considered hotspots for crime related incidence. The study was faced with the issues of illiteracy since most of the inhabitants within Kiambiu slum were not well educated. It was anticipated that some of the respondents shied away from giving honest and clear information bearing in mind the subject of toilets. However, the researcher used persuasion as well as ensuring the respondents were comfortable sharing this kind of information.

The researcher used descriptive survey, where respondents were likely to feel they were providing sensitive and critical information, which might expose their organization's weaknesses. The respondents were assured of handling the information with utmost confidentiality.

### **1.9 Delimitation of the Study**

Donor supported projects are widespread across the country, in both rural and urban settings and in many slum dwellings and poor neighborhoods. The scope of this study was however limited to Kiambiu Slum and focused on Fresh Life Toilet Project. The study limited itself to investigate the aspects touching the effectiveness of donor-funded projects in improvement of sanitation in the informal settlements. The contextual scope was Fresh Life Toilet Project in Kiambiu Slum of Kamukunji Sub-county, Nairobi. Kiambiu slum is located about 4 kilometers west of Nairobi city center, bordering the Moi Air Base, Eastleigh. The study used a case study of approach to evaluate the 'Fresh Life Toilets'. The population which is under investigation for this study comprised of project managers, organization staff, community leaders and the end users working in Fresh Life Toilets in Kiambiu slum. The study was conducted in a period of three weeks.

### **1.10 Assumption of the Study**

It was assumed that factors that influence the effectiveness of donor-funded projects in the improvement of sanitation in informal settlements were independent and not correlated. Secondly, the respondents of the survey answered the questionnaires truthfully. The researcher assumed that the respondents were truthful, cooperative, factual (objectivity) and reliable in relinquishing data during interviews, data collections in the field. The respondents would be present to answer the research instruments within the expected timeline. Finally, it was assumed that there would be no grim changes in the strata that composed the target population, which would affect the effectiveness of the study sample. Such changes would include increment or decrease in the target population as well as distribution in the various categories under consideration.

### **1.11 Definition of Significant Terms used in the Study**

**Donor Funded Projects:** These are projects that depends on an external financial supply, that is for a successful project implementation sponsors provide funds to pay for consumable materials, workforce, equipment, overhead costs, and other items required for the study;

**Monitoring and Evaluation-** A methodical process of gathering, analyzing and using information to trail a project progress toward reaching its goals and guiding management choices.

**Stakeholders Participation:** Involvement of all members into a similar understanding and involvement in the decision-making process of that particular project

**Informal Settlements-**A crowded area with poor, unplanned housing, infrastructure and sanitation

**Sanitation-**Provision of facilities and services for the safe disposal of human urine and faeces

### **1.12 Organization of the Study**

This research pursued to investigate the features that impact the value of donor-funded projects in improving sanitation in the informal settlements: A case of Fresh Life Toilet Project in Kiambiu Slum, Nairobi. The study included three chapters. Chapter one consisted of the introduction, background of the study, problem statement, purpose of the study, objectives, significance, justification and the limitations & delimitations of the research study. The next chapter (chapter two) reviewed relevant literature by other researchers and illustrated a theoretical framework of the features that affects the effectiveness of donor-funded projects in improving sanitation in the informal settlements. The literature was reviewed in line with the study objectives as well as general and empirical literature. Chapter three mainly considered research methodology adopted to enable achievement of the study objectives of the study. Primarily, the research design used, target population of interest to the study, sampling procedures and sample size, data collection methods and instruments, pretesting, ethical considerations and data analysis plans. The next chapter is on data presentation, analysis and interpretation. Descriptive analysis was used in analyzing and representing the results from the information collected.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter looks at appropriate literature that are in line with the aims and objectives of the study. The chapter explores literature relating to the factors influencing the effectiveness of donor-funded projects in improving sanitation in informal settlements: A case of Fresh Life Toilet Project in Kiambiu slum. The chapter further prompted in detail the hypothetical and conceptual framework that encapsulated the entire study then continues to identify gaps in literature and current state of art of the study. The submissions and thoughts of various authors on influence of stakeholders' participation, management competencies and monitoring and evaluation in the effectiveness of donor funded projects in informal settlements of Kiambiu slum. The other sections cover, theoretical framework and conceptual framework.

#### **2.2 Stakeholders' Participation and Effectiveness of Donor Funded Projects**

In broad sense, stakeholder consists of single or groups who have assured concern in a project (Fleming, 2009). Laurence Davinson (2017) opined that stakeholder engagement is a practice that involves activate participation of the key members of the project. More so, he stated that, the stakeholder requirements, expectations, perceptions, personal agendas and concerns does influence the project and shapes what success looks like, and hence affect the outcomes. He identified stakeholder engagement as a vital requirement for any project realization.

Boon, et al. (2013) further states that, development projects designed and realized by all project stakeholders does ensure project objectives are met. One of the main reasons as to why project fails is due the insufficient involvement of stakeholders in the process to ensure fully participation of the active stakeholder's in planning, monitoring and evaluation of the projects.

Stakeholder's contribution should ensure that the project activities are based upon native knowledge, values and norms that are more significant to local people, (Karl, 2000). The residents should be well familiarized with the issues affecting them and hence there are in better position to decide to whether the projects have positive or negative contributions



towards their well-being Oakley et al (1998) opined that for improvement efforts to have tangible alterations in people's lives they must put into account local values. The involvement of stakeholders at the bottom levels in project monitoring can also assist in detecting the hitches before they grow into major sources of conflict and wastefulness (Rudqvist & Woodford-Berger, 1996). Karl (2000) opined that, local people's judgments of what success is made of does create a more understanding of what can be achieved.

Stakeholders' participation flourish empowerment and social capital formation, which are useful in curbing poverty. World Bank (2008) found out that through empowering people there is a great reduction in poverty since it creates the freedom of choice and action for one to make his or her own decisions in life. Powerlessness has been, pointed out by the low income as one of the diverse levels of paucity (Narayan, 2000). Participation assist in building up the capacity of people to generate and influence development at diverse level, increasing their access and influence over resource control and institutions (Karl, 2000). Karl (2000) also pointed out that participation assist in building social capital, encouraging networks and smoothing better management of risks by households through reciprocal self-help, information sharing and strengthening local institutions. World Bank (2001) further stated that participation of primary stakeholders strengthens the poor's voice in the society.

Having support from the community opinion leaders is a major importance. The leaders are capable of mobilizing the residents towards an idea or even pushing away the idea. This will call for proper understanding of the cultural values and customs of the community to prevent negative responses (Mulwa, 2008). Over the years, it has been noted that top-down approaches to development does not work. A study by Nyaguthii & Oyugi (2013), showed that there is need for community involvement during project identification, implementation, evaluation and monitoring stages. Sustainability of a project cannot attain good results without stakeholder participation and funding.

### **2.3 Management Competencies and Effectiveness of Donor Funded Projects**

A manager capability looks at the acquaintance, expertise, and individual behaviors that the project manager possesses with a goal of delivering a project that will attain intended objectives (PMI 2007).

Being competent enables an individuals to weigh the situation intelligently in order to come up with a decision to whether there is need for execution of an action or not. (Roque and Marly, 2013).A Project Manager is taken as one of the people who plays a big role in pushing a project to fruitful accomplishment and therefore there is need to have the needed skills, knowledge and experience (PMI 2007)

### **2.3.1 Skills Competency Dimensions**

The skill competency deals with the social and emotional capabilities of the managers in conducting themselves and their relations with their juniors. Skills competence are gauged through, self-awareness, emotional resilience, influence, inspiration and interpersonal sensitivity (Geoghegan and Dulewiz, 2008)According to Torpman(2004) a project manager should have the emotional resilience of performing under pressure and balancing the different tasks and situations and retaining a focus on he/she is expected to do.

A project manager needs to have interpersonal sensitivity, which is be achieved by making sure that they know the needs and wants of the people who are involved when coming up with ideas to the problems. The managers should be open minded to explore any upcoming possible solutions and always contemplate inputs form other members to solve the problems (Mehta, 2011).

### **2.3.2 Knowledge competency Dimension**

According to Hussin and Hamid (2006), a project manager should be in a position to do critical analysis and Judgment by identifying how the proposal flows, and recognizes the benefits and drawbacks of ideas. The project manager need to actualize the vision of the organization and have the capability of predicting issues that might shake the vision (Raiden, et. al., 2004).

### **2.3.3Experience competency dimension**

A project manager should have adequate experience in managing tasks as well as the staff workers. Experience can be, gauged by having leadership qualities such as; resource management, effective communication, people empowerment and staff development (Muller and Turner, 2010). A project manager should always ensure effective resource

management is done with the ability to designing advance of time and be efficient in coordinating resources, and by setting clear purposes. Staff work should be, regularly monitored to ensure proper alignment with the specific roles. (Farooq, et. al., 2008).

The management of information is very crucial to the achievement of projects. It is made to be more crucial due to the many stakeholders on the team. The exchange of information among the team is an important vehicle for managing prospects and providing limpidity regarding the health of a project. Communication must be planned properly, centered on timely information and offered in a mode that can be, easily understood by the audience (Muller and Turner, 2010).

Project managers should be capable of encouraging people working within the organization to tackle the challenging tasks that are generally perplexing for them and come up with advanced and individual ideas .There should be trust from the managers that the staffs have the potential and capabilities of solving complex tasks (Raiden, et. al., 2004). The project managers need to capitalize in time and determination in coming up with their staff aptitudes by coaching them and making sure that the required support is offered and they are able to develop themselves (Jiang, 2014).

#### **2.4 Monitoring and Evaluation and Effectiveness of Donor Funded Projects**

According to Bartle (2017), defines Monitoring and Evaluation (M&E) as a continuous function that provides management and other stakeholders with valuable feedback on progress, deviations and their courses, and therefore affords the opportunity for necessary correctional interventions that enhance achievement of set objectives. Monitoring and Evaluation employs suitable criteria such as benchmarking against suitable standards or previous performance of similar projects (Wayne, 2012). Many donor agencies are adopting results-oriented management approaches aimed at changing the way NGOs conducts their business operations, with performance (achieving results) as the central orientation (Mackay, 2017). These results-focused approaches and systems typically encompass M&E in project design and implementation.

M&E has therefore, become a crucial tool to enhance managerial planning, tracking progress towards project goals, influencing policy and practices and achieving the hitherto elusive sustainability of projects (Mrosek, *et al*, 2016). M&E is, seen as avital

component, in the conversion of project management to be efficient and responsive to target groups. The unceasing and intervallic evaluation of the project in making sure that the inputs, work schedules, target output and other required actions continue according to project plan is known as, project monitoring. (Kyaloe *et al.*, 2012) Evaluation attempts to determine the worth or significance of an intervention, strategy or policy. Evaluation findings should be transparent and be able to influence decision-making by the project managers through the lessons drawn in the past. Systemic and frequent gathering information from the projects, succor the project staff to discover by experience and advance on best practices, and give more room to accountability both externally and internally of the resource's investment.

The asses of a phase of a project or even the entire project upon its completion is referred to as project evaluation (Rossi, Lipsey, & Freeman, 2014). Project phase evaluation determines if the needs of the community have been met and on the competence of the project team and the use of the resources. Project evaluation also study the, effectiveness of the interventions, and the impacts being, realized or anticipated from the project. Local people and other stakeholders select jointly how to gauge the outputs and what schedules should be, taken once this information has been gathered and analyzed. (Gitonga, 2012).

The effectiveness and sustainability of actively involving monitoring and evaluation methods needs that it be, embedded towards corrective action by all the stakeholders 'involved. Monitoring and evaluation are very crucial in the sustainability of a project and thus it should be, carried out in all the project levels (Gitonga, 2013). Indicators must be, established early enough in the baseline survey report before the project begins and used in monitoring activities to ensure that actions are, carried out more effectively as expected.

Monitoring and Evaluation include giving the beneficiaries the chance to decide on the criteria of success. Evaluation should be, adopted as a management tool or policy that needs to be used to, identify any deficiencies and develop an action plan for sustainability. According, to Gitonga (2012)it is clear that many youth-projects in Kangema district in Muranga County were assessed only twice a year and 23% have not, been evaluated at all. He concluded that monitoring, and evaluation are imperative in the

sustainability of a project and thus the frequency of monitoring and evaluation should be, frequently undertaken in all the project stages. Karanja (2013) states that, monitoring helps management to point out, and assess major issues and determine the success of a project by introducing corrective measures on time.

## **2.5 Economic Factors and Effectiveness of Donor Funded Projects**

Aspects such as the exchange rate fluctuations, interest rates and inflation determine the economy. The obtain ability of financial capitals is an aspect that is importance for the projects to be completed. The funding of a project comprises of the planning of necessary funds to cater for the development and procedural charges throughout the project execution period. The arrangement and form of financing will be, affected by the nature of the project. For some projects utmost of the funding comes from the central government sources whereas in other cases, the project is self-generating with the money being used to repay the borrowed loans and also cater for the maintenance and operation costs. Financing problems have remained to be the main contributor to delayed project completion (Leurs, 2005).

## **2.6 Theoretical Framework**

Theoretical framework is lay down organized edifice that can support the background theoretical framework of the study. According to Defee (2010), opined that theory is a comprehensible group of verified propositions mainly referred to as true and which can be used as philosophies of explanation and prediction for class of phenomena (Kothari, 2004). The chapter will review various theories and models. The study will be, informed by three theories; the collective action and institutional theory, the stakeholders' theory and the development communication theory.

### **2.6.1 Collective Action and Institutional Theory**

Mancur Olson was the first to publish collective action theory that explained what causes continuity of projects and ventures (Anesi, 2009). The theory opines that a project that meets a common need will instinctively bring people together leading to project sustainability (Mazibuko, 2007). The theory however, was limited because sustainability is much more complex than a project just meeting a common need. Institutional theory

was developed by, Nelson Phillips, who asserts that institutionalization, which is the process of institution formation, is the backbone to sustainable development (Schneiberg& Soule, 2005)

Institutions are the building blocks of any society that shape human interaction as well as provide structure to everyday life. The Institutions is, a collection of specific behaviors and support structures that simplify or make possible the accomplishment of a task. Institutions make it possible for desirable set of actions to be, realized more frequently, and with normality, these actions take root as values (Green, Li & Nohria, 2009). Participants usually cease doing things because there are rules that call them to, but because it is the norm (Scott, 1991).

Edward & Hulme (1992) summarized the theory “One clear conclusion is that institution building is the critical task facing all Non-Governmental Organizations in their search for sustainable development”. Thus, the stability of institutions strongly relies on a lot on their fit with culture and values of their subjects as well as the benefits that it presents to the people (Schneiberg & Soule, 2005).

### **2.6.2 Stakeholder Theory**

The theory holds that organizations should consider the concerns of individuals and groups that can affect or be affected by the organization activities (Gibson 2000). Bourne (2009) explains that stakeholders can be within the organization or even from outside. They include customers, employees, stockholders, suppliers, contractors, non-profit community organizations, government, and the local community among many others.

The rationale behind the stakeholder’s theory is that, organizations that involve their entire stakeholders to the end have sustainability and good performance (Freeman, 1994). Hill & Jones (2012) state that stakeholder theory can be applied to buy in the community trust in a project. Danny (2014) opines that, depending on how the community interests are, identified and analyzed, decisions can be, made by a firm to assist the community in determining what is good for them. Trust is a fundamental aspect of the moral treatment of community within the organization stakeholder relationship. The community trusts the

organization to give back benefits or protections from anti-vices (Kilpatrick, 2005). Stakeholders' theory is, used in this study to demonstrate the influence of stakeholder participation on successful completion of water supply and sanitation projects.

In determining the problems and local desires of a particular community then there must be involvement of active stakeholders in the projects. According to Harvey and Reed (2007), the involvement of project beneficiaries is of great crux a sit boosts the sense of belonging between the members. To achieve the community involvement in the projects there must be collaboration of project benefactors and the implementing agencies (Khwaja, 2004). The actual value of involvement arises from mobilizing the whole community instead of engaging people on a separate basis, which leads to more efficiency. In this research, stakeholder participation at all levels is very critical to achieve project sustainability.

### **2.6.3 Theory of Development Communication**

Communication plays a big role in the process of motivating people and making them more confident. Development communication can be defined as, the usage of communication to enable social development (International Finance Corporation, 2007). According to Steele (2008), development communication is concerned with coming up with social consciousness, personal accountability towards beneficiaries, one's community and one's country. Buchholz (2013) implies development communication as respect for the human person, his intelligence and his right to self-determination. Developmental communication helps organization to participate in the community projects as a stakeholder in educative and awareness issues and enhances one to establish a conducive working environment for assessing dangers and chances that inspires information interactions to arise to positive social change done with sustainable development (Clarkson, 2005).

Finlay (2006) also pointed out that communication for social change and community participation has assisted many organizations with community-based projects to succeed even in the phase of hostility if the techniques are well used. The theory of development communication is an important area for this study since it seeks to demonstrate the extent to which project communication influences successful completion of projects.

## 2.7 Conceptual Framework

Mugenda & Mugenda (2012) have stated conceptual framework as, a hypothesized model recognizing the ideas under the study and their associations. As per this study, the independent variables are the stakeholder's participation, management competencies, monitoring and evaluation though the dependent variable which is effectiveness of donor-funded projects.

### Independent Variables

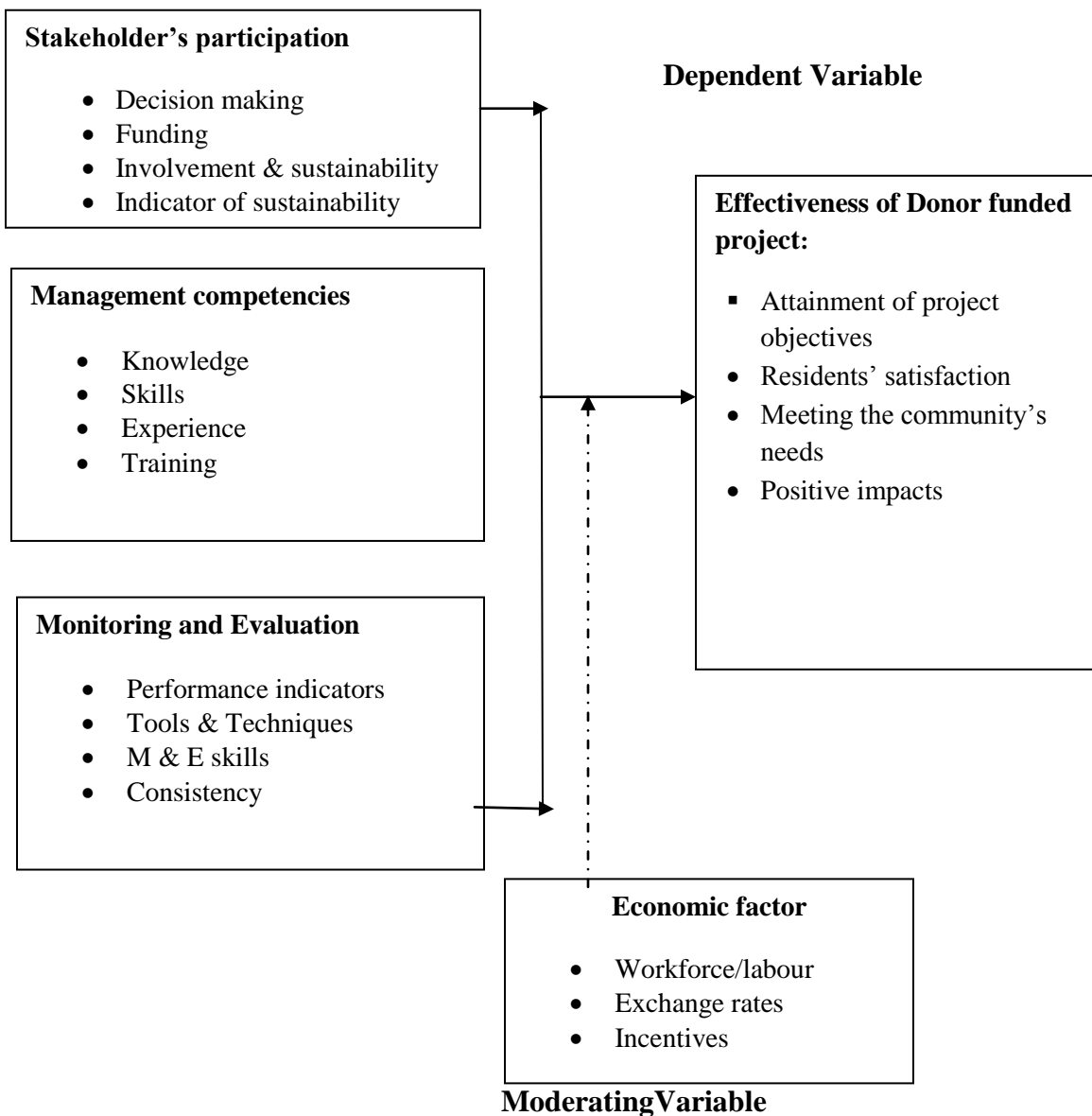


Figure 2.1: Conceptual Framework



## 2.8 Knowledge Gap

The following section interrogates in depth the gap that informs the study and thus the objectives discussed above

**Table 2.1 Summary of Knowledge Gap**

Variable	Author	Study Title	Finding	Knowledge Gap
Stakeholders participation	A Mbevi (2016)	Influence of community Participation on Performance	Involvement of the members of the community contributed immensely towards development of projects enactment in development projects	The impact of stakeholders' involvement on donor-funded projects with emphasis on the level of decision making, utilization and of funds and sustainability of the project
Management Competencies	Miller &Turner (2010)	Essential Skills of Management	Essential management competencies for a project success will depend on project manager influence, motivation and conscientiousness	The importance of having the needed skills, knowledge and experience as important management competence for the success of a project.
Monitoring and Evaluation	Benard Phiri (2015)	Influence of Monitoring and Evaluation System	Monitoring and evaluation as a management function has influence on project performance	The influence of monitoring and evaluation on donor funded projects with considerations on the consistency, effects of poor monitoring and evaluation skills, and the need for enhancing the skills with the project managers

## 2.9 Summary of Literature

This chapter looked at the literature review by other scholars relating to this study. The literature reviewed relates to the study objectives and the general and empirical literature

on the influence of stakeholders' participation, management competencies, monitoring and evaluation on improvement of sanitation in the informal settlements. The chapter also presented the theoretical framework on the collective action and institutional theories, the stakeholders' theory and the development communication theory. The next chapter discusses the research methodology outlining the research design, population of the study, data collection method and data analysis.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter considered the various approaches and the methodologies that were employed to attain the objectives of the study. This comprised of; research design, target population, sampling procedure, research instruments, data collection techniques, and data analysis.

#### 3.2 Research Design

The study was conducted using a descriptive survey design. This was because the study was seeking to collect quantitative data through use of appropriate research questions that are meant to capture the quantitative information.

#### 3.3 Target Population

Mugenda & Mugenda (2012) defines target population as the element of a real or hypothetical set of populaces, events or objects the researcher hopes to take a comprehensive view of the results of the research.

The population of this study under observation was the managers, the staff, community leaders' board and toilet users as shown in Table 3.1

**Table 3.1: Target Population**

<b>Category</b>	<b>Population</b>	<b>Percent</b>
Managers	10	7.0
Staff(workers)	22	15.2
Community Leaders	24	16.7
Toilet users	88	61.1
<b>Total</b>	<b>144</b>	<b>100.0</b>

#### 3.4 Sample and Sampling Frame

Sampling technique is the state of arts, of selecting a sub-group from residents or items to partake in the study; it is the procedure of choosing several individuals for a study in a

mode that the individuals selected represent the large group of the total population. The study utilized stratified simple random sampling and purposive sampling techniques in the selection of study samples. Pegging the total population of Fresh Life Toilet Project in Kiambiu Slum to 144, Slovin’s formula adopted calculating the sample size (*n*) having a population size (*N*) and a margin of error (*e*). It is calculated as  $n = N / (1+Ne^2)$ . Tejada & Punzalan (2012) argued that in several research studies relating surveys, the Slovin’s formula can best be used to come up with the sample size. The formula was adopted to arrive at the sample size of 106. In this regard, the sample size represented the managers, the staff, community leaders and toilet users as the units of observation.

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

Where n=number of samples

N=total population (N=144)

e =margin of error (e=5% thus; 5 /100 = 0.05)

$$n=144/(1+144 \times 0.0025)$$

$$n= 144/(1+0.36)$$

$$n = 144/1.36$$

$$n = 105.88 \text{ Approx. } 106$$

**Table 3.2: Sample Size**

Category	Population	Percent	Sample
Managers	10	7.0	7
Staff(workers)	22	15.2	16
Community Leaders	24	16.7	18
Toilet Users	88	61.1	65
<b>Total</b>	<b>144</b>	<b>100</b>	<b>106</b>

### 3.5 Research Instruments

In order to accomplish the purposes of this study, there was need to adopt certain data collection instruments. Mugenda & Mugenda (2012) stated that a researcher must identify instruments to be used in the research process. The most predominately used instruments are: questionnaires, interview schedules, observational forms and standardized tests. This study utilized primary data collection techniques. For primary

data, the researcher made use of questionnaires as the data collection instrument. The questionnaires were closed ended questions.

The questionnaire made use of Likert scale ranging from 1 to 5, these are ordinal scales that measured perceptions, feelings or notion of respondents to certain views. The questionnaires were divided in various sections, answering questions specific to the different objectives of the study. Section one gave background information of the respondents while section two covered all the factors influencing the effectiveness of donor funded projects in improving sanitation in informal settlements of Kiambiu

The researcher administered the questionnaires in person to the respondents' place of work and to the end users of Kiambiu settlement area and then picked them up once they were filled up. To reduce the time and resources used in conducting the research, structured questions were used. Once the questionnaires were returned from the field, they were cleaned and coded using the necessary statistical analyzing tools such as Statistical Package for Social Scientists (SPSS)

### **3.5.1 Pilot Study of Research Instruments**

Cooper & Schindler (2011) indicates that a pilot study is done to spot any weaknesses, in design and instrumentation as well as to provide substitution data for selection of a likelihood sample. Connelly (2008) stated that, a pilot study sample size should be 10% of the sample anticipated for the main research study. The pilot study therefore, used 10 respondents who were going to be drawn from other donor-funded projects in Kiambiu Slums, Nairobi. Any sensitive unclear or prejudiced items were acknowledged. Testing the items before makes the process more effective. In case of any problems, the researcher then has a chance to develop control measures. The pilot study is conducted to determine if the questions are measuring what is expected.

### **3.5.2 Validity of Research Instrument**

Content validity which was employed in the study was the measure of the extent to which data obtained from a particular instrument represents a specific domain or content of a concept. Mugenda & Mugenda (2012) states that professionals can be, used in assessing the validity of measure. To inaugurate the legitimacy of the research instrument used for

this study, the criterion validity approach was adopted to see the extent to which the respondents scored on a measure as correlate with other variables of the study. This enhanced adjustment of the instrument thereby allowing legitimacy. More so, the study ascertained the responses and non-responses per question to decide any expected technical challenges with regard to the questions asked.

### **3.5.3 Reliability of the Research instrument**

Mugenda & Mugenda (2012) views reliability as an extent to which a research instrument produces steady results or data after recurring trials. A researcher should consider the sources of error likely to be present in the study while choosing to measure reliability. Testing was conducted to a pre-chosen sample to make sure that the research was reliable. The pre-test exercise was conducted in agreement of both the researcher and the respondents.

Mugenda & Mugenda (2012) reported that the accurateness of the data obtained greatly depends on the data collection instrument in terms of validity and reliability. These instruments are reviewed based on the pre-test experience. To test for Internal consistency, the Cronbach's Alpha (how closely related a set of items are as a group) was used. When the Reliability is having a threshold of 0.7 it is accepted. That is, values above 0.75 shows existence of reliability whereas values under 0.75 signify lack of reliability of the research instrument. The pilot study was carried among the 10 respondents purposively chosen from donor-funded projects in Kiambiu and reliability tested using a Cronbach's Alpha. The respondents were informed that the research is meant for academic devotions only and, that it has no intention of using the, information for personal gains. The respondents did not need to indicate their names since participation in the study was on voluntary basis.

### **3.6 Data collection procedure**

Before proceeding to the field to collect data, letters of permission from the University of Nairobi, introductory letter and a research permit from National Commission for Science, Technology and Innovation (NACOSTI) were obtained. The letters were presented to the respondent before handing them the questionnaires. After the respondents filled out the questionnaires, the researcher was able to pick them and later analyze the data using

SPSS then presented in figures and tables. Findings were used to draw conclusions from the study and recommendations given.

### **3.7 Data Analysis techniques**

Quantitative data was used in the study. The collected data was filtered, sorted and cleaned in line with the research objectives. Data was then coded, entered and examined using statistical software such as SPSS (Statistical Packages for Social Scientists) Version 20. The choice of the software was made due to its efficiency in analysis, flexibility, and accuracy leading to dependable conclusions.

The data was analyzed and interpreted using descriptive statistics like: means, standard deviation, frequencies and percentages. Inferential statistics were used such as Regression analysis and coefficient of variation correlation. The analyzed data was then presented in form of tables.

#### **3.7.1 Regression Analysis**

The dependent variable for this study was regressed against three (3) variables that influence the effectiveness of donor-funded projects, namely; stakeholders' participation, management competencies, monitoring and evaluation. The research model was derived from, the theoretical framework of theories via; collective action and institutional theories, the stakeholders' theory and the development communication theory. The relationship among the variables are, depicted as below;

$$Y_i = \alpha_0 + \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 X_3 + \varepsilon_i$$

Where:  $Y_i$  = Effectiveness of Donor Funded Projects (EDFP)

$\alpha_0$  = Constant (Coefficient of intercepts)

$X_1$  = Stakeholders' Participation (SP)

$X_2$  = Management Competencies (MC)

$X_3$  = Monitoring and Evaluation (ME)

$\alpha_1, \dots, \alpha_3$  = regression coefficient of three (3) variables

Inferential statistics such as, (ANOVA) were used to determine the implication of the whole model at 5% level of significance. The regression analysis was employed in determining if the independent variables proposed influenced the effectiveness of donor-funded projects towards the improvement of sanitation in the informal settlements of Kiambiu Slum. Conclusions were then drawn from the findings and recommendations made.



### 3.8 Operational Definition of Variables

Table 3.3: Operational Definition of Variables

Research Objectives	Types of variable	Indicators	Measurement of Scale	Methodology	Type of analysis
1. To examine importance stakeholders participation in influencing the effectiveness of donor funded projects in improving sanitation in the informal settlements of Kiambu	<p><b><u>Independent variable</u></b> Stakeholders' participation</p> <p><b><u>Dependent variable</u></b> Effectiveness of donor-funded projects</p>	<ul style="list-style-type: none"> <li>• Decision making</li> <li>• Involvement &amp; sustainability</li> <li>• Funding</li> </ul>	Ordinal	Descriptive Survey	Descriptive statistics (mean, standard deviation), Inferential statistics(Regression Analysis, coefficient of variation, correlation, ANOVA)
2. To examine the effects of monitoring and evaluation on the effectiveness of donor funded projects in improving sanitation in the informal settlements of Kiambu	<p><b><u>Independent variable</u></b> Monitoring and Evaluation</p> <p><b><u>Dependent variable</u></b> Effectiveness of donor-funded projects</p>	<ul style="list-style-type: none"> <li>• Performance indicators</li> <li>• Tools &amp; Techniques</li> <li>• M &amp; E skills</li> <li>• Consistency</li> </ul>	Ordinal	Descriptive Survey	Descriptive statistics (mean, standard deviation), Inferential statistics(Regression Analysis, coefficient of variation, correlation, ANOVA)

<p>3. Moderating Variable (Economic factor)</p>	<p><b><u>Independent variable</u></b> Economic factor</p> <p><b><u>Dependent variable</u></b> Effectiveness of donor-funded projects</p>	<ul style="list-style-type: none"> <li>• Workforce/labor</li> <li>• Exchange rates</li> <li>• Incentives</li> </ul>	<p>Ordinal</p>	<p>Descriptive Survey</p>	<p>Descriptive statistics (mean, standard deviation), Inferential statistics(Regression Analysis, coefficient of variation, correlation, ANOVA)</p>
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### **3.9 Ethical Considerations**

In order to account for objectivity and transparency in sourcing data for this research, ethical considerations were put in place. The guidelines were used to provide useful guides for the researcher to style individual ethical judgements and decisions that adhere to the principles of research (Social Research Association., 2003). Some of the basic principles of research are well-versed consent, privacy, justice, autonomy, confidentiality and admiration for persons. A breach may result to loss of employment, degrading reputation, civil or even criminal offences (Singer, 2008). The researcher therefore, sought authorization from District County Commissioner for Kamukunji Constituency to conduct research. During data collection, the researchers first introduced themselves and their objective, sought consent and time from the participant to get information for academic purposes only. No names were required when administering the questionnaire; this ensured confidentiality and anonymity. The researcher thus; sought to uphold high levels of integrity and professionalism during the entire process and all the respondents treated with dignity and respect.

## CHAPTER FOUR

### DATA ANALYSIS,PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter discusses the empirical findings and results of the application of the variables using various techniques mentioned in the previous chapter. The research study used various statistical tools for data analysis of the variables that influence the effectiveness of donor funded projects. These statistical analysis tools included Cronbach's alpha, regression analysis, Pearson correlation, t-test and ANOVA.

#### 4.2 Questionnaire Return rate

From the data collected, out of the 106-questionnaire administered 94 were fully completed and returned, which represents 88.7% response rate. This response rate was considered satisfactory to make reasonable conclusion for the study. According to Soludo (2010) a response rate of 50% is satisfactory, while a response rate above 70% is very good. Therefore, based on the assertions, the response rate for this study was good.

**Table 4.1: Distribution of Questionnaire**

Response Rate	Frequency	Percentage
<b>Return</b>	94	88.7%
<b>Not Return</b>	12	11.3%
<b>Total</b>	106	100.0%

**Table 4.2: Reliability Test of Constructs**

	Cronbach's Alpha	Remarks
Factors of Influence		
Stakeholders' Participation	0.883	Reliable
Management Competencies	0.735	Reliable
Monitoring and Evaluation	0.912	Reliable
Economic variable	0.709	Reliable

### 4.3 Reliability Analysis and Content validity

In this study, Cronbach's Alpha was used to ensure the reliability of the instrument used. The findings indicated that Stakeholders' participation had a coefficient of 0.883 (88.3%), Management of Competencies of 0.735 (73.5%), Monitoring and Evaluation 0.912 (91.2%), and Economic variable of 0.709 (70.9). All constructs depicted that the Cronbach's alpha values were above the recommended value of 0.70 (70%). Therefore, the study is reliable (Unmanly & Bernastin, 2004)

### 4.4 Demographic Data

The research study sought to establish the demographic data of the respondents through the analysis of demographic data gotten from the respondents. These data include, the gender, age (years), marital status, education, position and experience of the respondents. The study targeted 106 samples in order to establish the factors influencing the effectiveness of donor-funded projects. Out of which 94 questionnaires were returned.

**Table 4.3: Gender Distribution**

Gender	Freq.	Percentage	Descriptive Statistics	
			Mean	Std. Deviation
<b>Male</b>	48	51.1	1.49	0.503
<b>Female</b>	46	48.9		
<b>Total</b>	<b>94</b>	<b>100</b>		

#### 4.4.1 Gender Distribution

The descriptive statistics of the study shown that 48 (51.1%) of the respondents were men and 46 (48.9%) are women with mean and standard deviation of 1.49 and 0.503 respectively. This finding concurred with the findings of (Mulira, Namatovu & Dawa, 2010) which states that there is a general belief that men dwell more in city slums due to their nature of businesses and are more risk takers than women across a wide variety of settings

**Table 4.4: Age of Respondent**

Age(Years)	Freq.	Percentage	Descriptive statistics	
			Mean	Std. Deviation
20-24	5	5.3	5.01	1.992
25-29	8	8.5		
30-34	10	10.6		
35-39	9	9.6		
40-44	16	17		
45-49	22	23.4		
50-54	11	11.7		
55 & above	10	10.6		
Missing obs.	3	3.2		
<b>Total</b>	<b>94</b>	<b>100</b>		

**4.4.2 Age of the Respondent**

Out of the 94-sample surveyed 5 (5.3%) of the respondent were between 20 – 24 years of age, 8 (8.5%) of the respondents were between 25 - 29 years of age,, 10 (10.6%) of the respondent were between 30 - 34 years of age, 9 (9.6%) were within the age range of 35 – 39 years, 16 (17.0%) are within the age range of 40 – 44 years, 22 (23.4%) were within the age range of 45 – 49 years, 11 (11.7%) are within the age of 50 -54 years, while 10 (10.6%) were within, the age range of 55 years and above. This finding is also in consonants with the works of Brown (2010) who maintained that the natural ages that correlated to slum settlers are late forties

**Table 4.5 Married Status of Respondent**

Marital status	Frequency	Percent	Descriptive statistics	
			Mean	Std. Deviation
Single	26	27.7	2.37	1.142
Married	21	22.3		
Separated	29	30.9		
Divorced	9	9.6		
Others	4	4.3		
Missing obs.	5	5.3		
Total	94	100		

**4.4.3 Marital Status of Respondents**

The result of this study shows 26 (27.7%) of the respondent were single, 21 (22.3%) were married, 29 (30.9%) were separated, 9 (9.6%) were divorced and 4 (4.3%) were others, as indicated in table 4.5.

**Table 4.6: Educational Qualification**

Highest level of Education	Frequency	Percent	Descriptive statistics	
			Mean	Std. Deviation
Primary certificate	37	39.4	1.89	0.924
Secondary certificate	34	36.2		
College certificate/diploma	13	13.8		
University degree	7	7.4		
Missing obs.	3	96.8		
Total	94	100		

#### 4.4.4 Educational Qualification

The study indicated that 37 (39.4%) of the respondents have obtained their primary certificate, 34 (36.2%) of the respondents have secondary school certificate, 13 (13.8%) have college certificate/diploma while 7 (7.4%) have university degree.

#### 4.4.5 Occupation

The descriptive statistics of the study revealed that casual laborers, were 16, community leaders were 5, drivers were 8, hairdressers were 3, hawkers were 3, housewives were 4, motorist were 4, gardeners were 4, tailors were 3 and traders were 4.

**Table 4.7 Respondents Occupation**

Occupation	Frequency	Percent
Casual Labourers	16	29.6
Community Leaders	5	9.3
Drivers	8	14.8
Hair dressers	3	5.5
Hawkers	3	5.5
House wives	4	7.4
Motorists	4	7.4
Gardeners	4	7.4
Tailors	3	5.5
Traders	4	7.4
Total	54	100



## 4.5 Descriptive Statistics of Factors Effecting Donor Funded Projects

**Table 4.8 Stakeholders Participation**

	<b>Mean</b>	<b>Std. Deviation</b>	<b>CV %</b>
Involvement of all key members in strategic planning, & decision making is crucial at all project stages	4.29	0.81	18.0%
Regular meetings are very important between the project drivers and the end users	4.33	0.758	17.5%
Proper communication channels between the workers and managers, are crucial to achieving project success	3.88	0.816	21.0%
The stakeholders feel a sense of responsibility on the performance of the projects	3.79	0.978	25.8%
The views of the community leaders in project implementation and sustainability are highly considered	3.57	1.034	28/9%
Beneficiaries of the project have been fully involved in all stages of the project initiative	2.93	1.363	46.5%
Feedback of the project progress is very important for the donor agents	4.10	0.995	24.2%
As Synergy Staff, we have been empowered to manage the usage of fresh toilet project	3.72	1.192	32.0%
<b>Average score</b>	<b>3.83</b>	<b>0.993</b>	

The coefficient of variation was high at 46.5% on the question on to whether the beneficiaries of the project were fully involved in all the project stages while the lowest Coefficient of variation was at 17.5% touching on the issue as to whether regular meetings are important between the project drivers and end users

### 4.5.1 Descriptive statistics on Stakeholders Participation

On the scale of 1 – 5, for stakeholders’ participation, regular meetings are very important between the project drivers and the end users having the highest average value of 4.33 while feedback on to whether beneficiaries of the project are fully involved in all the stages of the project had the lowest average value of 2.93

**Table 4.9 Management Competencies**

<b>Management Competencies</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>CV%</b>
Management experience is an important factor for project performance	3.88	0.879	22.6%
Retention of highly qualified staff enables proper execution of plans in obtaining high performance	3.93	0.925	23.5%
Team's expertise has a big influence on performance of projects	3.81	0.982	25.7%
Accountability and management of funds are necessary for the successful project completion	4.22	0.704	16.6%
Staff motivation by the management leads to enhanced project performance	3.84	0.987	25.7%
I have confidence in the management competencies of the staff workers	3.26	1.247	38.2%
Proper planning has great benefit on project performance	4.00	0.835	20.8%
Effective communication is very critical to project performance	3.45	1.049	30.4%
<b>Average</b>	<b>3.80</b>	<b>0.951</b>	

The coefficient of variation analysed the variation/ spread of responses from the participants; the comment on to whether people had confidence in the management competencies of the staff worker was highest at (38.2%) while the comment on to whether accountability and management of funds are necessary for the success of project completion had the lowest coefficient of variation at (16.6%)

#### **4.5.2 Descriptive statistics on Management Competencies**

Using the scale of 1 – 5, for management competencies, the issue on to whether accountability and management of funds are necessary for the successful project completion have the highest average value of 4.22 The issue touching on whether there was confidence in the management competencies of the staff workers had the lowest

average value of 3.26 which means that the respondents had neutral confidence towards the management competencies.

**Table 4.10 :Monitoring and Evaluation**

<b>Monitoring and Evaluation</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>CV %</b>
Monitoring and Evaluation is a major aspect of project success	3.86	0.833	21.6%
Poor monitoring and evaluation skill do affect project performance	3.98	0.860	21.6%
Equipping the staff to undertake training in monitoring and evaluation is very important for project sustainability	3.76	0.947	25.2%
Managers should have adequate experience and knowledge in monitoring and evaluation	4.16	0.674	16.2%
Availability of Monitoring and Evaluation Officer at all time for project supervision and implementation is critical	3.84	0.857	22.3%
Frequent routine check before and after project completion is very important	3.53	1.035	29.3%
Donors emphasis on the qualifications and experiences of the monitoring and evaluation officers in handling the project is important	3.96	0.824	20.8%
Training of monitoring and evaluation officers is crucial prior to undertaking the project	3.31	1.243	37.5%
<b>Average</b>	<b>3.80</b>	<b>0.909</b>	

The question touching on whether managers should have adequate experience and knowledge in monitoring and evaluation had the lowest coefficient of variation at (16.2%) while the question on whether training of monitoring and evaluation officers is crucial prior to undertaking the project had the highest coefficient of variation of (37.5%) which meant that most of the respondents were not in agreement regarding the issue

#### **4.5.3 Descriptive statistics on Monitoring and Evaluation**

Considering the scale of 1 – 5, for monitoring and evaluation, the sub-variable touching on whether managers should have adequate experience and knowledge in monitoring and evaluation had the highest average value of 4.16, while the sub-variable on whether

training of monitoring officers is crucial prior to undertaking the project had the lowest average value of 3.31.

**Table 4.11: Economic variable**

<b>Economic variable</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>CV %</b>
Donor-projects successes open new business opportunities, create jobs, and market for host communities	3.82	0.977	25.57%
There are high charges incurred in assessing fresh toilet projects by host communities	3.64	0.863	23.70%
There is existence of lack of funds, resources and manpower to implement donor-funded projects	3.74	1.066	28.50%
Poor exchange rates due to inflation and political instability within the country, hinders project success	3.50	1.03	29.42%
<b>Average</b>	<b>3.68</b>	<b>0.984</b>	

#### **4.5.4 Descriptive statistics on economic variable**

The coefficient of variation was highest at (29.42%) where the issue of whether poor exchanges rates due to inflation and political instability within the country hinders project success while the coefficient of variation was lowest at (23.70%) which was touching on to whether there are high charges incurred in assessing fresh toilet projects by host communities.

**Table 4.12: Effectiveness of Donor Funded project**

<b>Effectiveness of Donor Funded Project</b>	<b>Mean</b>	<b>Std. Deviation CV</b>	
The toilet facilities meet the customer needs	2.75	1.159	42.0%
The Sanergy staff collect waste on daily basis in the slum	3.00	0.989	32.96%
The Sanergy staff have the right competencies for their respective tasks	3.25	0.926	28.49%
The toilets are located at reasonable distances and are easily accessible at all times	2.85	1.227	43.05%
The amount charged per use is affordable and sustainable	2.55	1.186	46.50%
The toilet design is appropriate for use by everyone	3.00	0.899	29.96%
The fresh life toilets have been adopted by everyone in the community	2.51	1.085	43.22%
<b>Average Score</b>	<b>2.84</b>	<b>1.067</b>	

#### **4.5.5 Descriptive analysis on effectiveness of donor funded projects**

The coefficient of variation was highest at (46.50%) on the question touching on to whether the amount charged per toilet use is affordable and sustainable for the toilet users which indicates there was large spread of response from the participants while the coefficient of variation was lowest at (28.49%) which touched on the issue to whether the sanergy staff had the right competencies for their respective tasks which showed there was more concentration with thinner spread.

#### **4.6 Pearson Correction coefficient test**

From the Pearson correlation matrix table, stakeholders' participation had a positive correlation coefficient of 0.788 and a  $p$ -value of 0.032 which is significant at the 5% level of significant. Management competencies had a strong positive correlation coefficient of 0.808 and a  $p$ -value of 0.000, which is significant at the 1% level of significance. Monitoring and evaluation had a strong positive correlation coefficient of 0.844 and a  $p$ -value of 0.000, which is significant at the 1% level of significance. Economic variable had a positive correlation coefficient of 0.694 and a  $p$ -value of 0.011, which is significant at the 5% level of significance.

**Table 4.13: Correlation coefficient Matrix**

		Stakeholders' participation	Management competencies	Monitoring and Evaluation	Economic variables	Effectiveness of Donor funded project
Stakeholders' Participation	Pearson Correlation	1	.675*	.715*	.518	.788*
	Sig(2 tailed)		.042	.046	.482	.032
	N	8	8	8	4	7
Management Competencies	Pearson Correlation	.675*	1	0.989**	0.882**	.808**
	Sig(2 tailed)	.042		0.000	0.000	.000
	N	8	8	8	4	7
Monitoring and Evaluation	Pearson Correlation	.715*	.989**	1	.888**	.844**
	Sig(2 tailed)	.046	.000		.000	.000
	N	8	8	8	4	7
Economic Variable	Pearson Correlation	.518	.882**	.888**	1	.694*
	Sig(2 tailed)	.482	.000	.000		.011
	N	4	4	4	4	4
Effectiveness of Donor funded Project	Pearson Correlation	.788*	.808**	.844**	.694*	1
	Sig(2 tailed)	.032	.000	.000	.011	
	N	7	7	7	4	7

\*Correlation is significant at the 0.05 level (2-tailed)

\*\*Correlation is significant at the 0.01 level (2-tailed)

#### 4.7 Linear Regression Analysis

In linear regression, the relationships between the independent variable (stakeholders' participation, management competencies, monitoring and evaluation and economic variable) and dependent variable (effectiveness of donor-funded project) are modeled using linear regression whose unknown model parameters are estimated from the data. Such models are called linear models. The correlation coefficient (R) and the coefficient of determination ( $R^2$ ) shows the degree observation-f relationship between factors that affects the effectiveness of donor-funded project.

##### 4.7.1 Regression Model of Effectiveness of Donor Funded projects

The research study sought to find out the influence of factors that affects the effectiveness of donor-funded project. Specifically, the study focused on fresh toilet project in the informal settlements of Kiambiu.

The research work sought to investigate the factors that influence the effectiveness of donor-funded projects in improving sanitation in informal settlements. The summary for the variables of study are in table 4.18. The linear regression results on table 4.18 indicates that  $R = 0.837$  and  $R^2 = 0.700$ . This is an indication that there is a strong linear relationship between the factors the predictor variables (stakeholders' participation, management competencies, monitoring and evaluation and economic variable) on effectiveness of donor funded projects among the informal settlements of Kiambiu.

**Table 4.14: Model Summary**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std Error of the Estimate
1	0.837 <sup>a</sup>	0.700	0.625	1.14578

*Predictors: (Constant), Stakeholders' participation, management competencies, monitoring and evaluation, economic variable*

**Table 4.15: ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.249	1	12.249	9.330	0.038 <sup>b</sup>
Residual	5.251	4	1.313		
<b>Total</b>	<b>17.500</b>	<b>5</b>			

a. *Dependent Variable: Effectiveness of Donor funded project*

b. *Predictor (Constant): (Constant), Stakeholders' participation, management competencies, monitoring and evaluation, economic variable*

Table 4.19, shows the result of ANOVA test which reveal that the predictor variables (stakeholders' participation, management competencies, monitoring and evaluation, economic variable) have significant effect on the effectiveness of donor funded projects in informal settlement of Kiambiu. Since p-value is actual 0.038 which is less than 5% level of significance. This is shown by linear regression

model  $Y_i = \beta_0 + \beta_1x_1 + \dots + \beta_4x_4$ , where  $x_i$  is the predictor variables and the p-value = 0.038 indicating that the model was significant

**Table 4.16: Coefficients**

Model	Coefficients	Standardized		
		Std Error	Beta	Sig.
1. (Constant)	0.82	0.994	0.824	0.456
Stakeholders' participation	1.226	0.01	3.055	0.016
Management competencies	1.082	0.014	3.456	0.022
Monitoring and evaluation	1.986	0.08	6.41	0.000
Economic variable	0.432	0.061	1.02	0.673

a. *Dependent Variable: Effectiveness of Donor funded project*

b. *Predictor (Constant): (Constant), Stakeholders' participation, management competencies, monitoring and evaluation, economic variable*

The regression coefficient table 4.20 shows the regression model between the independent variables (Constant, Stakeholders' participation, management competencies, monitoring and evaluation, economic variable) and the dependent variable effectiveness of donor-funded project which was given as  $Y_i = 0.82 + 1.23x_1 + 1.08x_2 + 1.99x_3 + 0.432x_4$  which indicate that there was a positive and significant relationship between the independent variables (Constant, Stakeholders' participation, management competencies, monitoring and evaluation, economic variable) and the dependent variable (effectiveness of donor funded project) in the informal settlements of Kiambiu.



A unit change in stakeholders participation, will positively influence the effectiveness of donor-funded projects by (1.23), a unit change in management competencies will positively influence the effectiveness of donor funded projects by (1.08), a unit change in the monitoring and evaluation, will positively influence the effectiveness of donor funded projects by (1.99), a unit change in economic intervention will only influence the effectiveness of donor funded projects by (0.432).

From the above it can be noted that monitoring and evaluation had the highest influence of 1.99 on the factors affecting the effectiveness of donor-funded projects followed by stakeholders' participation at 1.23 and then management competencies at 1.08 with the lowest being economic intervention at 0.432

**CHAPTER FIVE**  
**SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND**  
**RECOMMENDATIONS**

**5.1 Introduction**

This chapter presents a summary of the findings, discussions and conclusions on the research as analyzed in chapter four and recommendations made for further research. The findings and discussions were guided by the study objectives to evaluate whether the data validates the research questions.

**5.2 Summary of Findings and Discussion**

The summary of the findings of this study were presented based on the specific research objective of the study. The study established that Stakeholders' participation influenced the effectiveness of donor-funded project in informal settlement of Kiambiu. The findings were supported by Pearson correlation test-statistic value of 0.788 with a probability value of 0.032. From the coefficient of regression for stakeholders' participation, a unit change in stakeholders' participation increased the effectiveness of donor-funded project in informal settlement of Kiambiu by 1.23. This finding was in line with the theoretical postulation that donor funded projects activities tends to be realized when there are active stakeholders' participation. The study established that management competences had significant influence on the effectiveness of donor-funded project. This was demonstrated by the Pearson coefficient correlation test value of 0.808 with its probability value of 0.000. The standard coefficient of linear regression for management competencies showed that a unit increase in management competencies increased effectiveness of donor-funded project in Kiambiu slum by 1.08. The study also established that active monitoring and evaluation improved the effectiveness of donor-funded project in informal settlement of Kiambiu. This was confirmed by Pearson coefficient of correlation test statistic value of 0.844 having significant *p*-value of 0.000. The standard coefficient of regression for monitoring and evaluation showed that a unit increase in monitoring and evaluation positively influenced the effectiveness of donor-funded project in Kiambiu by 1.99. Theoretically, this result is rationale as to active monitoring and evaluation activities influence the effectiveness of donor-funded projects.

The study established that economic intervening variable influenced effectiveness of donor funded toilet projects in the informal settlement of Kiambiu. The finding was supported by Pearson correlation coefficient test of 0.694 with a  $p$ -value of 0.011. Table 4.20 shows that a unit increase in the economic intervening variables, holding other factors constant is liable to increase the effectiveness of donor-funded projects by 0.432. This finding is reasonable in sense that the economic intervening variables such as inflation and exchange rates tends to influence the effectiveness of donor-funded projects.

### **5.3 Conclusion**

Based on the above findings, the following conclusions are arrived for this study. Since stakeholders' participation does influence the effectiveness of donor funded project in informal settlement of Kiambiu slum the donor entities should ensure that all stakeholders play their parts to ensure project sustainability. The end beneficiaries of the project should not be left out in the decision making process since their feedback is very critical for project progress.

Management competencies improves the effectiveness of donor-funded project in Kiambiu slum. Therefore, it is very important that the project managers ensure that they hire the right people who have the qualified skills and competencies to run with the project and work within the set timelines and avoid project delay and lack of quality work. The study established that monitoring and evaluation plays a key role in improving the effectiveness of donor funded project in Kiambiu informal settlement hence for continuous usage of the fresh toilet project in Kiambiu, the managerial team and Community leaders must try to work hand in hand in order to maintain frequent routine checks, have workshops and training session to educate the community on proper usage of the toilets which will ensure efficiency of operations and continuous survival of the project in Kiambiu informal settlement.

This study established that economic intervening variables influence effectiveness of fresh toilet projects in the informal settlement of Kiambiu. Therefore the donors should ensure that funding of the project is done during the period where the country inflation rate is at its lowest.

#### **5.4 Recommendations of the study**

Based on findings of the study and the conclusions of this study the following recommendations are made: The study recommends that organizations such as Sanergy charged with the responsibility of managing the fresh toilet project in Kiambiu informal settlement should sensitize the community about their activities on regular basis. This can be done through advertisement in the new media such so radio, television stations and newspapers and magazines. All these can help improve the effectiveness of donor-funded projects and further enhance attainment of the goals of Sanergy businesses. Since management competencies improves the effectiveness of donor funded project business in Kiambiu slum the qualified and competent staff should be employed to ensure project sustainability. The study established that monitoring and evaluation improves effectiveness of donor funded project in Kiambiu and therefore the sanergy organization should ensure continuous monitoring and evaluation is regularly done to ensure that the project work is aligned towards the project objectives.

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## APPENDICES

### TRANSMITTAL LETTER

Mary Wangari Mwangi,  
P.O. BOX 70936-00400,  
Nairobi.  
Cell: 0721270753.  
Nairobi, Kenya.

#### **To the Respondents,**

I am a postgraduate student pursuing Project Planning and Management at the University of Nairobi. The purpose of this questionnaire is to collect information on factors influencing the effectiveness of donor funded projects in improving sanitation in the informal settlements of Kiambiu slum. You have been chosen as a respondent in this study and I therefore request you to spare some time to answer questions in an honest and accurate manner.

The information collected will be handled with confidentiality; your identity will be kept anonymous because you are not required to reveal your name both during and after the interview. Your participation is voluntary and should there be a question that you do not wish to answer, kindly let me know and we you will provide as well as your time. Thank you for your cooperation.

Yours sincerely,

Mary Wangari Mwangi.

## APPENDIX II:QUESTIONNAIRES

This questionnaires, aimed at investigating the factors touching the effectiveness of donor-funded projects in improving sanitation in informal settlements: A case study of Fresh life Toilet projects in Kiambiu Slum, Nairobi. This questionnaire is, designed to collect data that will help to achieve the objectives of this study. I would be most grateful if you would kindly participate in this study by responding to all the questions in this questionnaire as candidly and precisely as possible. Your honesty and cooperation in responding to these questions will be highly appreciated. All information provided will be, treated with utmost confidentiality.

Please fill in the required information in the spaces provided. Or tick (√) where necessary.

### (FOR ALL RESPONDENTS)

#### Section A; Bio Data

1. Indicate your gender: Male [  ] Female [  ]
2. Age bracket: 20-24 [  ] 25- 29 [  ] 30-34 [  ] 35-39 [  ]  
40-44 [  ] 45-49 [  ] 50-55 [  ] 55 and above [  ]
3. Indicate your marital status: Single [  ] Married [  ] Separated [  ]  
Divorced [  ] Others [  ]
4. Highest level of education: Primary certificate [  ] Secondary certificate [  ]  
College certificate/diploma [  ] University degree [  ] Post  
Graduate degree [  ]
5. What is your position? -----
6. Project Supervision experience (Stake holder's Officials & M&E officers only) :  
1month – 5 years [  ] 6-10 years [  ] 11-15 years [  ] 16-20 years [  ] 20  
years and above [  ]

**Section B: Stakeholders’ Participation**

7. Kindly, respond to the following statements on the number of factors influencing Stakeholders’ participation and indicate your comments using the scale of:

**Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5**

No		1	2	3	4	5
1.	Involvement of all key members in strategic planning, & decision making is crucial at all project stages					
2.	Regular meetings is very important between the project drivers and the end users					
3.	Proper communication channels between the workers and managers, are crucial to achieving project success					
4.	The stakeholders feels a sense of responsibility on the performance of the projects					
5.	The views of the community leaders in project implementation and sustainability are highly considered					
6.	Beneficiaries of the project have been fully been involved in all stages of the project initiative					
7.	Feedback of the project progress is very important for the donor agents					
8.	As synergy staff we have Regular consultation between the end users and project managers has been very evident in project implementation					

**Section C: Management competencies**

8. Below are a number of factors influencing performance of fresh life toilet projects?

Indicate your position using the scale of

**Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5.**

No.		1	2	3	4	5
1.	Management experience is an important factor for project performance					
2.	Retention of highly qualified staff enables proper execution of plans in obtaining high performance					
3.	Team's expertise has a big influence on performance of projects					
4.	Accountability and management of funds are necessary for the successful project completion					
5.	Staff motivation by the management leads to enhanced project performance					
6.	I have confidence in the management competencies of the staff workers					
7.	Proper planning has great benefit on project performance					
8.	Effective communication is very critical to project performance					

**Section D: Monitoring and Evaluation**

9. Below are statements on Monitoring and Evaluation and its influence on performance on of county Government projects

Kindly indicate the extent to which you agree with them:

**1= Strongly Disagree, 2=Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.**

No.		1	2	3	4	5
1.	Monitoring and Evaluation is a major aspect of project success					
2.	Poor monitoring and evaluation skill does affect project performance					
3.	Equipping the staff to undertake training in monitoring and evaluation is very important for project sustainability					
4.	Managers should have adequate experience and knowledge in monitoring and evaluation					
5.	Availability of Monitoring and Evaluation Officer at all time for project supervision and implementation is critical					
6.	Frequent routine checking before and after project completion is very important					
7.	Donors emphasis on the qualifications and experiences of the monitoring and evaluation officers in handling the project is important Training of monitoring and evaluation officers is crucial prior to undertaking the project					
8.	Training of monitoring and evaluation officers is crucial prior to undertaking the project					

**Section E: Economic factor (Effects of the Moderating factor)**

10. The following are some statements on the influence of Moderating variable on the implementation of Donor funded projects. Please indicate the level of your agreement with each statement.

**1 = Strongly Disagree, 2= Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree**

No.		1	2	3	4	5
1.	Donor-projects successes open new business opportunities, create jobs, and market for host communities					
2.	There are high charges and levy incurred in assessing Donor-funded projects by host communities					
3.	There is existence of lack of funds, resources and work force to implement donor-funded projects.					
4.	Poor exchange rates due to inflation and political instability within the country, hinders project success					

**Section E: Effectiveness of donor-funded projects**

To what extent do you agree or disagree with the following statements

**1 = Strongly Disagree, 2= Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree**

No.		1	2	3	4	5
1.	The toilet facilities meets the customer needs					
2.	The sanergy staff collect waste on daily basis in the slum					
3.	The Sanergy staff have the right competencies for their respective tasks					

4.	The toilet are located at reasonable distances and are easily accessible at all times					
5.	The amount charged per use is affordable and sustainable					
6.	The toilet design is appropriate for use by everyone					
7.	The fresh life toilets have been adopted by everyone in the community					

\*\*\*\*\* *Thank you for your cooperation* \*\*\*\*\*

**APPENDIX III: AUTHORIZATION LETTER FROM THE UNIVERSITY OF  
NAIROBI**



**UNIVERSITY OF NAIROBI**  
**OPEN, DISTANCE AND e-LEARNING CAMPUS**  
**SCHOOL OF OPEN AND DISTANCE LEARNING**  
**DEPARTMENT OF OPEN LEARNING**  
**NAIROBI LEARNING CAMPUS**

Your Ref:  
Our Ref:  
Telephone: 318262 Ext. 120

Main Campus  
Gandhi Wing, Ground Floor  
P.O. Box 30197  
N A I R O B I

REF: UON/ODEL/NLC/29/439

8<sup>th</sup> November, 2018


TO WHOM IT MAY CONCERN

**RE: MARY WANGARI MWANGI - REG NO: L50/88489/2016**

This is to confirm that the above named is a student at the University of Nairobi, Open Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning pursuing Masters of Art in Project Planning and Management.

She is proceeding for research entitled "Factors Influencing the Effectiveness of Donor Funded Projects in Improving Sanitation in Informal Settlements: A Case of Fresh Life Project in Kiambu Slum."

Any assistance given to her will be highly appreciated.

  
**CAREN AWILLY**  
**CENTRE ORGANIZER**  
**NAIROBI LEARNING CENTRE**



**APPENDIX IV: RESEARCH PERMIT**

**THIS IS TO CERTIFY THAT:  
MISS. MARY WANGARI MWANGI  
of UNIVERSITY OF NAIROBI, 70936-400  
Nairobi, has been permitted to conduct  
research in Nairobi County**

**Permit No : NACOSTI/P/18/95216/26945  
Date Of Issue : 6th December,2018  
Fee Recieved :Ksh 1000**

**on the topic: FACTORS INFLUENCING  
THE EFFECTIVENESS OF DONOR FUNDED  
PROJECTS IN IMPROVING SANITATION IN  
INFORMAL SETTLEMENTS A CASE STUDY  
OF FRESH LIFE TOILET PROJECT IN  
KIAMBIU**

**for the period ending:  
6th December,2019**



*Mary Wangari Mwangi*  
.....  
**Applicant's  
Signature**

*G. K. K. K.*  
.....  
**Director General  
National Commission for Science,  
Technology & Innovation**

## **THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013**

**The Grant of Research Licenses is guided by the Science,  
Technology and Innovation (Research Licensing) Regulations, 2014.**

### **CONDITIONS**

1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before commencement of the research.
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
5. The License does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licensed research project.
7. The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.

**National Commission for Science, Technology and innovation**  
P.O. Box 30623 - 00100, Nairobi, Kenya  
TEL: 020 400 7000, 0713 788787, 0735 404245  
Email: dg@nacosti.go.ke, registry@nacosti.go.ke  
Website: www.nacosti.go.ke



**REPUBLIC OF KENYA**



**National Commission for Science,  
Technology and Innovation**

**RESEARCH LICENSE**

**Serial No.A 22236**

**CONDITIONS: see back page**

## APPENDIX V: AUTHORIZATION LETTER FROM NACOSTI



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,  
2241349, 3310571, 2219420  
Fax: +254-20-318245, 318249  
Email: dg@nacosti.go.ke  
Website: www.nacosti.go.ke  
When replying please quote

NACOSTI, Upper Kabete  
Off Waiyaki Way  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No. **NACOSTI/P/18/95216/26945**

Date: **6<sup>th</sup> December, 2018**

Mary Wangari Mwangi  
University of Nairobi  
P.O Box 30197-00100  
**NAIROBI.**

#### **RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“Factors influencing the effectiveness of donor funded projects in improving sanitation in informal settlements a case study of fresh life toilet project in Kiambiu,”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **6<sup>th</sup> December, 2019**.

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

**GODFREY P. KALERWA MSc., MBA, MKIM**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Nairobi County.

The County Director of Education  
Nairobi County.

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified

**APPENDIX VI: PHOTO**



**APPENDIX VII: PHOTO**

