

**INFLUENCE OF COMMUNITY PARTICIPATION ON PERFORMANCE OF DONOR  
FUNDED PROJECTS: A CASE OF KIWASH SANITATION PROJECT IN  
MAKUENI COUNTY, KENYA**


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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENT FOR THE AWARD OF MASTERS OF ARTS DEGREE IN PROJECT  
PLANNING AND MANAGEMENT, UNIVERSITY OF NAIROBI**

**2022**

## DECLARATION

This research project is my own work and has never been presented for examination in any University or any other institution of higher learning.

  
.....

...20-07-2022.....

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



20/07/2022

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## **DEDICATION**

This research is dedicated to my beloved parent Sawelia Wanjiru, my Husband Denis Muthiga Ngugi and my lovely daughters Ashley, Shirleen and Esther for their prayers, love and provision of moral support in transforming my dream a reality.

## **ACKNOWLEDGMENT**

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## **LIST OF ABBREVIATIONS & ACRONYMS**

<b>CBO</b>	Community Based Organization
<b>DAI</b>	Development Alternatives Incorporated
<b>DFP</b>	Donor Funded Project
<b>IFI</b>	International Financial Institution
<b>KIWASH</b>	Kenya Integrated Water, Sanitation and Hygiene
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MDG</b>	Millennium Development Goals
<b>NGOs</b>	Non-Governmental Organizations
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNEP</b>	United Nations Environmental Programme
<b>USAID</b>	United States Agency for International Development
<b>WHO</b>	World Health Organization

## ABSTRACT

Successful Donor Funded Projects are those that are sustainable over a longer period of time once the funds have been used up. This brings to perspective the performance of Donor Funded projects which calls for particular skillfulness and knowledge like decision making, project accountability, project monitoring and evaluation as well as capacity building. There has been a general acceptance that community participation is integral to the performance of donor funded projects. However, the various aspects of community participation that guarantee project successful project implementation are not clear. This research therefore aimed at analyzing the influence of community participation on performance of donor funded projects in a case of Kiwash sanitation project in Makueni County. Objectives are: To investigate the extent to which decision making influences the performance of donor funded project in improving Kiwash sanitation project in Makueni County, To establish how project accountability influences performance of donor funded projects in improving Kiwash sanitation project in Makueni County, To investigate the extent to which project M&E influences the performance of donor funded project in improving Kiwash sanitation project in Makueni County and To investigate the extent to which capacity building influences the performance of donor funded projects in improving Kiwash sanitation project in Makueni County. The study adopted a mixed method research design on a target population comprising Kiwash project officers, Sub-county health and sanitation departmental heads and Community leaders in Makueni County who were 80 in total. In order to select samples from the population, the study utilized Krejcie and Morgan (1970) to determine the sample size from a known population. From the target population, the sample generated included 5 sub-county health and sanitation departmental heads, 56 Kiwash project officers and 5 county Community leaders. The study employed probability sampling in selecting the study participants. Specifically, in probability sampling, this research utilized proportionate random sampling to select the Kiwash project officers, Community leaders and sub-county health and sanitation departmental heads who participated in the study. Questionnaires was employed as the key data collection tool in this research. Data gathered was analyzed both quantitatively and qualitatively. Statistical analysis was made possible by utilizing SPSS and summarized descriptively using frequency, percentages and tables. Additionally, Chi-square tests was utilized in unveiling existing associations between variables and test the hypotheses. In qualitative analysis, open-ended questions from the questionnaire was transcribed and qualitatively analyzed in a thematic approach before merging them with quantitative data findings. Findings from this study shall offer insight on which specific parameters indicate that a Donor Funded Project is performing as expected.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

By definition Donor Funded Projects (DFPs) are projects that complement the government's efforts in contributing to development. As Aflaki and Pedraza-Martinez (2016), asserts, small budgets fund these projects and are at certain periods conceived in an unsystematic procedure especially during emergencies. Funding of such projects comes from various bodies that may include United Nations (UN) Agencies and International Financial Institutions (IFIs) that provide grants through Community Based Organizations (CBOs), the government or Non-governmental organizations (NGOs). However, the determination of viability in a project funded by donors is dependent on a financial strategy (Viegas Filipe, Otsuki & Monstadt, 2021). It is for this reason that most funding bodies consider demand the participation of the local people in a project's implementation as an assurance of its viability (Zahari & Azmi, 2019). Wellens and Jegers (2017) further confirms that differences existing between donors and beneficiaries in terms of accountability in DFPs implementation can be attained via the involvement of local communities. From a historical perspective, scarcity and the fact that many states in developing countries have not fully met their social responsibilities, has generated a condition in which donor funded projects have added value to development within communities. As a result, many citizens now view donor funded projects as a substitute solution to providing a community's needs. In the post-independence period, most services were provided by governments and donor funding was minimal. Following the post-independence period where neo-liberal policies were adopted by the developed nations, many countries became indebted to the West. This demanded a minimalist role in delivering social services to their populace which led to a rise in donor funding of developmental projects.

Philosophically, the fundamental aim of any community ownership program is fostering confidence and self-reliance that is to be accomplished through the expansion of developmental projects, operational systems for assessment by the local people and administrative renewal (Cavaye & Ross, 2019). The major motive behind community participation in projects funded by donors is its sustainability. However, community involvement varies on the basis of the project

context. Theoretically, community involvement has been highlighted as an important element in ensuring that donor funded projects are not only producing the best results but are sustainable (Muniu, Gakuu & Rambo, 2018). In practice community participation on donor funded projects must empower the local individuals and organizations in accountability in the implementation of these projects. Further, the community must nominate members within the community who may participate in the implementation. This highlights the benefits derived from engaging users in projects sponsored by donors. A community development approach to projects sponsored by donors is about implementing the values and principles of community participation throughout the implementation process (Zizka, McGunagle, & Clark, 2021). These aspects include: design, delivery, monitoring, evaluation and learning, and sustainability of the projects as well as the organizations funded.

From the historical, philosophical and theoretical perspectives, the performance of DFPs as a result of community participation is noted. However, determining performance is complex and varies on the basis of the nature of the project. One element that can determine performance is the infrastructural capacity of the region in which the donor funded project is being implemented. Coincidentally, the kind of infrastructure that is associated with a project contributes to its lucrativeness to investors (Weber, Staub-Bisang & Alfen, 2016; Zou, Shen, Zhang, & Lee, 2022). They further postulate that infrastructure that has low quality often times pushes organizations away from a location while infrastructure with good quality attract investment. Either way, infrastructure determines the performance of projects sponsored by donors. Yamin and Sim (2016) also attest to this viewpoint. In their research, among the challenges affecting project implementation, they note limited infrastructure to be among them. However, Samara, *et. al* (2022) note that DFPs are a tool for many governments and International bodies to engage in development. There have been collaborations between donors and recipient countries to harmonize funding requirements in countering the challenges associated DFPs. The most popular initiative is performance-based funding in improving the efficiency of DFPs.

Monitoring and evaluation as a community participation can also be measure the performance of DFPs. Kamau and Mohamed (2015) state that it is an imperative action if sustainability of a

project is to be realized. Further, it adds value to efficiency since it involves application of corrective measures where there is a discrepancy in the implementation process. In Latin America and Asia for instance, monitoring and evaluation has established that there has been decreasing levels of poverty in the last forty years as a result of donor funded projects (Eberhard, Gratwick, Morella & Antmann, 2016). However, donor funded projects in Sub Saharan Africa has recorded a dismal performance (Eberhard, Gratwick, Morella & Antmann, 2016). There are a number of donor organizations such as world Food Program, Red Cross, United Nations, World Vision and Farm Africa who have donated vital needs in various communities thereby strengthening them (Libanda, 2021). Majungu (2015) posit that in Uganda the effect of DFPs has been witnessed in the social as well as economic welfare of the poor individuals in rural area because there has been improved food production and household incomes.

Community participation' influence on performance of DFPs (Musyoki, et al, 2021). The study examined the contribution of community participation in the performance of DFPs. The project inputs' sufficiency, the accessibility of community group creation, capacity building, and the level of acceptability, knowledge, and resource allocation should all be improved. Community engagement in developmental projects must also be taught to the community. Effective communication must be encouraged throughout the project management cycle, as should a clear division of roles for all parties involved in water conservation. It is also recommended that community members or beneficiaries receive consistent training in order to empower and expand their awareness of project sustainability or programme maintenance.

In another research on engaging users' influence on donor funded projects in southern France; Späth and Scolobig (2017) analyzed the viewpoints of stakeholders to experts within a project. The experts were found to be lacking since they did not reflect on some concerns that the project had to address. Interestingly, the community did not encounter some other problems mentioned by the experts and that there can be a difference in terms of urgency and needs as anticipated by the experts and the local individuals or organizations. Consequently, project implementation becomes difficult. Another case associated with community participation in Pea River watershed management in Alabama, authorities in charge focused solely on flood control (Deitch, et al 2021). Interaction with the community there after revealed that there were more pressing issues

than flood control. They included supply of water, quality of water, erosion, fish and wildlife as well as recreation. Due to the discrepancy, public participation was conducted after which views from the local people were incorporated into the project's management plan.

Community participation' influence on donor funded projects can be exemplified in Tanzania where there are very good examples of programs in which joint Monitoring and Evaluation with involvement of the community had a very positive impact (Daud, 2019). Information was obtained through community participation thus providing a bureaucratic reorientation. From this information, the implementation of the projects focused more effectively on the real conditions at the village level through a systematic M & E system. In addition, dramatic change has been seen in local people's mutual and individual behavior the moment they were aware with some precision and in reasonable way over times and across the scope the manner in which projects fulfill the needs. Whenever there was material shortage and vested interest to be handled, it proved to be more flexible especially when community and project officials possessed important information for M & E collected in a way that gave the entire community confidence in it.

In Kenya, there have been considerable studies done on the WASH projects and their performance. According to UNCEF (2022) 59% of Kenyans have access to clean water. Most of them are served by water schemes managed by the community of which most had been initiated self-help groups through donor funded projects. From this study, there was evidence of community participation' influence on the performance of donor funded water projects as it was concluded that most of the water projects were inactive since the Government of Kenya gave little regard to rehabilitating existing non-functional water projects. WHO (2022) indicates that 2.2 billion individuals globally have no access to clean and unpolluted drinking water. In Europe, the figures of people who lack clean water is One hundred and twenty million. In the developing world, most nations are affected, more specifically people living in rural areas. In the Asia-Pacific region, 27 out of 49 countries are insecure in terms of water accessibility rendering them prone to a water crisis (Asian Development Bank, 2020). This is based on the fact that 60% of the population in these regions does not access piped water. Africa is confirmed to be the second driest continent in a research by Naik (2017). This is attributed to the fact most of its inhabitants are rural dwellers whose access to water is the rains which also sustains their agricultural

activities. From the study, it was indicated that the population with 24% accessibility to clean water in Sub-Saharan Africa (African Development Bank, 2021)

Kenya, according to Mulwa and Fangninou, (2021), experiences water scarcity. Precisely, the country's fresh water sources that are renewable are 647m<sup>3</sup> per capita, while the UN standards demand a country to have 1,000m<sup>3</sup> at a minimum. Nearly 80% of the Kenya is arid or semi-arid with unreliable rainfall patterns. Further, the Water Act of 2016 observes that every citizen has the right to access water. This is also stated in constitution in the Fourth Schedule of the 2010 Kenyan constitution. Elsewhere, Strategic Development Goal (SDG) Number 6 targets that by the year 2030, all global citizens should be provided with clean water and sanitation. The implication is that the need to meet these rights in Kenya, initiatives for implementation of WASH projects must be pushed. This study therefore looked at the influence of community participation (CP) on performance of donor funded projects in the context of sanitation projects in Makueni County.

The Kenya Integrated Water, Sanitation and Hygiene (KIWASH) is a USAID program instigated by DAI with the objective of enhancing the health status and livelihoods of Kenyan citizens among 9 counties via development and management of sustainable water, hygiene and sanitation services. The aim of Kiwash is to speed up improvement and sustainability of water, sanitation services among nine targeted counties and bolster complementary aspects of hygiene.

## **1.2 Problem Statement**

Although donor funded projects are increasing, poverty levels continue are not reducing (Nyoro, 2019). There is a lot of funding coming from the developed nations but the developing nations have not revealed any progresses as far as poverty assessment levels are concerned (Liu & Xu, 2016). Despite these donors funded projects having their performance indicators, they show no significant improvement. There are those who argue economic policies' role in determining how effective foreign aid contributes to attaining a project's objectives in recipient countries. The reason donor funded projects fail to meet the set a target is due to: Administrative and logistical problems, poor stakeholder participation as well as costs and delays funds releasing during



implementation (Banobi & Jung, 2019; Thaddee, Prudence & Valens, 2020). As part of improving performance of DFPs, this study shall utilize community participation.

The Kenyan government via the Ministry of Water and Irrigation has effected legislation to with regards to governance of water resources. However, it is the sole responsibility of the Ministry to formulate policies and coordinate the management of water and resources in Kenya (Carpenter, Baldwin and Cole 2017). Interestingly, it is the duty of the Water Resource Authority (WRA) to regulate water resources (Carpenter *et. al*, 2017). Additionally, issuance of licenses to extract water from various resources is the responsibility of the Water Service Regulatory Board. Despite these levels of bureaucracy, poor operations and application have created shortages of water in both rural and urban areas. This study hence aims to fill the gap by probing the association between community participation and performance of DFPs by answering the question: What influence does community participation have on donor funded projects in Makueni County with particular reference to the KIWASH sanitation projects? The evidence obtained from this study might provide an alternative to implementation of these projects and precisely how their performance can be altered and assessed to guarantee an improvement in living standards.

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

The purpose of this study was to examine the influence of community participation on performance of donor funded projects: A case of Kiwash sanitation project in Makueni County.

### **1.4 Research Objectives**

These include:

1. To investigate the extent to which decision making influences the performance of donor funded project in improving Kiwash sanitation project in Makueni County.
2. To establish how project accountability influence the performance of donor funded projects in improving Kiwash sanitation project in Makueni County.
3. To investigate the extent to which project monitoring and evaluation influences the performance of donor funded project in improving Kiwash sanitation project in Makueni County.

4. To investigate the extent to which capacity building influences the performance of donor funded projects in improving Kiwash sanitation project in Makueni County.

### **1.5 Research Questions**

1. To what extent does decision making influence the performance of donor funded project in improving Kiwash sanitation project in Makueni County?
2. How does project accountability influence the performance of donor funded project in improving Kiwash sanitation project in Makueni County?
3. How does project monitoring and evaluation influence the performance of donor funded project in improving Kiwash sanitation project in Makueni County?
4. What is the extent to which capacity building influences the performance of donor funded project in improving Kiwash sanitation in Makueni County?

### **1.6 Hypothesis**

There is no significant relationship between decision making and performance of DFPs in Kiwash sanitation project Makueni County.

**H0:** There is no significant relationship between project accountability and performance of DFPs in Kiwash sanitation project Makueni County.

**H0:** There is no significant relationship between project monitoring and evaluation and performances of DFPs in Kiwash sanitation project Makueni County.

**H0:** There is no significant relationship between capacity building and performance of DFPs in Kiwash sanitation project Makueni County

### **1.7 Significance of the Study**

The study shall be of value to the both foreign and Government agencies that deal with DFPs in Kenya. Specifically, the aspects of decision making, project accountability, project monitoring and evaluation as well as capacity building within community participation that can improve on the Kiwash sanitation projects' performance in Makueni County shall come out. Further, an analysis of these aspects of community participation and how they are utilized in Makueni County offers insight into what needs to be done to ensure that projects funded by donors are

satisfactory in terms of performance. Additionally, the research may be important to the donors as it indicates the elements that are lacking in terms of community participation and can have influence on the performance of various DFPs initiated in Makueni County. This may enable them plan effectively before carrying out projects.

The study is also significant as it may benefit the communities since they shall gather insight on their roles as pertains decision making, project accountability, project M&E and also capacity building for the purpose of bolstering performance of projects sponsored by donors in Makueni County. The study may also be significant as it shall build on the previous work done on decision making, project accountability, project monitoring and evaluation as well as capacity building through community participation which mainly focused on government funded projects while overlooking those funded by donors. This may go further to benefit major stakeholders such as NGOS, CBOS, donor agencies and donor beneficiaries in identifying gaps existing in decision making, project accountability, project M &E as well as capacity building in trying to address challenges towards the implementation of these aspects of community participation. Lastly, another significance of the study is its benefit to the academia field in relation to studies conducted in addressing the gaps in literature with specific reference to decision making, project accountability, project monitoring and evaluation as well as capacity building as aspects of community participation in Makueni County and manner in which they can influence the performance of DFPs.

### **1.8 Assumptions of the Study**

This research was undertaken on assumptions that:

1. The respondents have the right information that the researcher intends to find out.
2. All sampled out respondents are willing to respond to research questions objectively.
3. The researcher assumed that there was no significant change that influences the variables upon completion of the study.

### **1.9 Limitations of the Study**

While conducting this research, the researcher shall face some challenges that can hamper successful realization of the expected outcome. First, the study is limited by the fact that

Makueni County is an expansive region with a sample size that may be spread out. This would affect their accessibility and to counter this challenge there were visits on different days to the various locations.

The study also anticipates lack of corporation among the respondents due to fear of being exposed which can have serious repercussions for them such as job loss. To overcome this limitation, the study intentions shall be explained to the respondents and its importance in relation to community participation and its influence on performance of DFPs in Makueni County.

### **1.10 Delimitations of the Study**

This research seeks to find out the influence of CP on performance of donor funded projects in a case of Kiwash sanitation project in Makueni County. Specifically, it investigated: The extent to which aspects of community participation which are decision making project accountability, project MnE and capacity building influences donor funded project's ability in improving sanitation in Kiwash sanitation project in Makueni County.

This research was done in the county of Makueni. This County is 8,000 km<sup>2</sup> constituting of arid and semi-arid lands reaching east and south towards the Coast. The county borders the county of Machakos to the north, is bordered to the west by the county of Kajiado, south by the county of Taita-Taveta and east by the County of Kitui County. Tsavo National Park is found within the south of the county. It has a population of around one million people. The reason for choosing Makueni County is based on the fact that slightly more than half of its constituents use improved water facilities, as the others (44 %) practice open defecation with unclean water and sanitation. Further, the major centers in Makueni County do not have sewerage facilities, and in times of water shortages, the condition worsens. The study focused on sanitation projects in Makueni County. The study involved staff of Kiwash sanitation project and the community beneficiaries.

### **1.11 Definition of Key Terms Used in the study**

**Performance:** entails the evaluation of success in a project with regards to conformance to pre-determined specifications. The current study measures donor funded projects' performance based on community participation's influence.

**Community Participation:** A process of empowering the local individuals and organizations in accountability in the implementation of projects sponsored by donors. Specifically, it fosters ownership through confidence and self-reliance that is to be accomplished through the expansion of operational systems for assessment by the local people.

**Decision Making:** Decision making in community participation on donor funded projects involves individual or group involvement in the identification, scheming and application of a project.

**Project Accountability:** As a community participation action in performance of donor funded projects, accountability reflects on the responsibility for various actions undertaken in implementing the project. Specifically, it refers to activities involved in commencing, organization, implementing, monitoring, regulating and completion of a project.

**Monitoring and Evaluation:** Monitoring is the systematic and continuous process that allows critical observation of events related to project implementation and to track a, thereby enabling people to check the progress of a project. Evaluation refers to constant checks on the progress of a project in relation to achievement of its goals and objectives. Evaluation might be applied at various stages of a project such as before the project is initiated, in the middle or end of the project.

**Capacity Building:** Capacity building refers to the process by which members from the localities improve on their various capabilities to handle a project. Specifically, the functions include: solving problems, defining and achieving project objectives and enhancing performance of the projects.

## **1.12 Organization of the Study**

The research comprises of five chapters. First one is the introduction which provides a background, problem statement, purpose of the study, objectives and questions, hypotheses and significance of research. Chapter two is the literature review and conceptual frame work in relation of participation of users and how it influences donor funded projects. Chapter three constitutes the methodologies adopted in the study which covers introduction, research design, research population, sampling, collection of data and analysis techniques, research ethics, operationalization of variables, time schedule and budget of the study. Chapter four presents and interprets the research findings. Specifically, data was later tabulated and figures also drawn. Lastly, chapter five consists of a summary of findings, discussions, conclusions and recommendations too. It also includes suggestions for further research and contributions made to the knowledge body.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter looks at the studies already done on the aspects of community participation in decision making, project accountability, project monitoring and evaluation and capacity building and their influence on the performance of donor funded projects: A case of Kiwash project in Makueni County. The other section covers the conceptual framework and the theoretical framework

#### **2.2 Community Participation and Decision Making**

Decision making in community participation on donor funded projects involves individual or group involvement in the identification, scheming and application of a project. The performance of water projects globally has been of great concern since most of them come with few benefits and very few are sustainable once implemented (Ferronato and Torreta, 2019). Efforts remain countless in addressing the water problem, the inefficiency of governments in service provision and the lack of project sustainability. Precisely, there has been a rush to adopt community participation in project implementation without looking into its variables (Mutegi, 2015) Decision making in community participation is critical to gauging the performance of development projects. According to Gayathri (2020) decisions range from vital ones to those that are routine in nature. In terms of management under which donor funded projects fall under, there are three principal decisions which include: operating, strategic and administrative. Decisions that are strategic are meant for a longer term in nature involving matters such as levels of output, valuing and stock levels. They are programmed and managers make them in solving repetitive and routine problems. On the other hand, administrative decisions arise from the incompatible demands of strategic and operational hitches. Essentially, these are decisions that bring about normalcy in a structure. A perfect example is establishing a line of project monitoring and evaluation to avoid misrepresentation. Therefore, the centralization of decision-making refers to authority being concentrated at the topmost level of a structure.

Stakeholders play crucial roles in strategic decision-making, and their participation on boards would help the organization achieve its two key goals, which were to reach the poor in order to become financially sustainable and to boost its competitiveness in the market (Hirmer et al., 2021; Sudi, et al, 2016). Jones and Wicks (2018) argue that stakeholders have inherent values, and that developing relationships with them can help a business develop trust. Once stakeholders gain confidence in the company, they can divulge a lot of information that could improve how well it serves them. In essence, the success and survival of any organization depends on its ability to make decisions which are strategic. Additionally, the decision-making process, depicted by one particular rationality or a combination of rationality, political trait, and intuition, is improved by the presence of trusted stakeholders (Lengnick-Hall & Beck, (2016). As a result, better strategic decision outcomes, including newly launched products that meet demand, new ways of offering services, and so forth, are produced because all of this information was easily accessible.

When reflecting on any form of participation, decision-making plays a key role. The delegation of power to make decisions should be transferred to the community in case community members do not have any power over the decisions made on the distribution of resources. Precisely, in donor funded projects, the community may lose interest if they do not effectively participate in the implementation process (Mwiru, 2015). Among the four components of the planning stage in project implementation as Ayub, Thaheem and Ullah (2019) contend is decision making. Community participation reflects on a much greater control over projects and not by consultation (Ayub, Thaheem & Ullah (2019). When implementing a project, actions have to be initiated which occur when beneficiaries are in a position to get involved in regards to decisions pertaining to a project. Decision making in community participation entails the community has to be proactive as well as confident to get going. As beneficiaries of the project, through decision making, they are able to identify new ways of running the project and respond to any challenges that may arise during the implementation process. Conclusively, the performance of donor funded projects can reach its peak since the community's involvement in decision making reflects on the local peoples' capacity to act and not just have duties been assigned to them.



In regards to water projects, their performance improvement is dependent on enhanced community participation since the community is not only involved but owns the project. Decision making in community participation has been found to boost community motivation as it encourages the community in which the water project is being initiated to utilize the newly completed water services (Llopis-Albert, et al., 2018). Adams, Zulu and Ouellette-Kray (2020) further confirm that decision making in community participation can be used as indicators of donor funded water projects' performance. The main reason behind this is that water services require a cost recovery mechanism to sustain them which in essence improves on performance of the project. In a cost recovery mechanism, the following are essential for improved performance: cost for hiring, training, logistics, machinery and repairs. Therefore, cost recovery can ensure projects performance is improved as it is necessary for the community to make decisions on the mechanisms for recovering costs such as the basis of payment, administrative issues and accounts (Adams, Zulu & Ouellette-Kray, 2020).

The study by Alegre, et al, (2016) adopted a performance measurement criterion that relies on three broadly defined sustainable water project indicators. Operation, upkeep, and administration are some of these signs. Two points of view were examined in the process of creating a framework to define and study engagement of users in making decisions. The outputs of the social learning process and the property theory were among them. The property theory states that cooperative actors and interest groups in a project engage in beneficial social transactions. Many parties have stakes in water, a valuable natural resource. In line with this view is Carpenter et al (2017) who avers that benefits derived from resources such as water should involve the rights of the beneficiaries who deserve a voice in their design and governance so as to improve the projects' performance. Ideally, Mbandi and Mwenda (2021) note that the local people or organizations need to take part in the entire project implementation process so that they can give their contribution through decision making for sustainability and performance purposes.

Evidence of strategic decision-making and its contribution to a project's success can be found in a study by Bartlett (2016) in Vietnam. The study examined methods frequently employed to assess projects and programs receiving official development aid, took into account their value for lessons gained, and offered a straightforward technique for assessing the relative success of the

initiatives. The methodology creates a scoring matrix and offers evaluation question suggestions and evidence requirements. With the help of the approach, assessors were able to adjust the weighting used in scoring and interpret results in ways that were most appropriate for the goals and circumstances of specific evaluations. According to Bartlett (2016), many stakeholders do not readily offer a method for objectively assessing the comparative success of several projects without the need for time-consuming assessments and analyses. This presented a challenge for research managers at donor organizations in fostering organizational learning, which includes elements that are important for project success. According to the study's findings, an evaluation approach is helpful in determining a project's relative performance, especially for its achievements dimension (Bartlett, 2016). Therefore, in assessing a project's performance, it is important to use the evaluation method by looking at the results in comparison to the expected outcomes and their impact.

Based on the fact that the users are the beneficiaries of donor funded projects, it is only reasonable that their views, choices, needs and feelings are put into consideration so as to improve on the performance of the project (Findley, Milner & Nielson (2017). The findings of a study by Jacobs, et al. (2016) support the idea that when project users are offered the opportunity to take part in key decision-making processes during project implementation, where they are capable to implement the project in a way that not only addresses their own problems but also allows them to exercise their rights to voice and choice, which benefits the entire community. The research also demonstrated that community participation in decision-making produces well-designed projects, increased benefits, cost-effective procedures, equitable project benefits distribution, reduced corruption, and strengthened communities with greater potential to launch development enterprises (Atieno, 2019).

Certain attributes have an impact on how decisions are made when it comes to social learning. Members' involvement in project design, attendance at project meetings, contributions to meetings, control over important project decisions, and choosing of committee members are a few examples of these. As part of the community, household's views are equally important. Brombal, Moriggi and Marcomin (2017) assert that decision making in community participation can be achieved through the participation of households in the project implementation

specifically planning. The extent of involvement by the households as part of the community is arrived at by indicators like; quantity of work done or cash donations, the number of planning meetings held, and if households identified themselves with project-related decisions. According to Afande (2013), the technical and management aptitude of the human resources of the implementing agency determines the degree of success of donor-funded projects; as a result, a suitable supporting infrastructure is necessary. Ideally, there is unanimity that a project's success entails community participation from the perspective of their efficiency and effectiveness towards its implementation. It is these two factors that are a matter of perception that traces available for project success criteria, frameworks used in defining success and critical success factors referring more precisely to conditions bolstering project success.

Regionally, a study was conducted by Mujabi, Otengei, Kasekende and Ntayi (2015) analyzing the link between risk management, organizational rationality, knowledge management (KM) and success in implementing DFPs in Uganda. The research adopted a correlation research design on a sample of 195 donor project managers as well as those managed within government systems. The tool used in the study was a questionnaire. Findings from the study indicated that institutions that use organizational rationalism, risk management, and knowledge management are successful at implementing projects. Originality/value - Although there are some prior studies that examine the procedures followed by institutions that carry out DFPs, to the authors' knowledge, this is the first investigation into the connections between knowledge management (KM), rationality, risk management, and the effective execution of sponsored projects in Uganda (Mujabi, Otengei, Kasekende and Ntayi, 2015). Ideally, decision-making is positively related to performance of sponsored projects since it contributes to their successful implementation.

The WASREB (2013) report on annual performance highlighted that accessibility to water in Kenya was at 54 percent with larger disparities in Northern region of Kenya which have less than 30% of nontoxic water accessibility in comparison to counties in Central Kenya. The county with the highest levels of access to water was Nyeri with 72%. Despite such high levels of access to water in some parts of the country, large disparities still exist with some counties indicating access to water as low as 30%. The report further noted that Nyeri County had some of the best performing water projects. Specifically, the water projects noted were situated in Tetu, Nyeri

Central and Mathira subcounties in Nyeri County (WASREB, 2013). These water projects are steered by a committee of about 9 to 15 individuals under the supervision of Sub County Water Officers proposed by the Water and Irrigation Ministry. From the report, it was conclusive that the goal of decision-making by involving locals was to get attain some of crucial components of community projects, such as planning to ensure suitability and improved performance.

A research on issues affecting the execution of projects sponsored by donors was undertaken by Olima (2015) while utilizing descriptive research design for open-ended questions. The targeted group included two(2)State departments from Transport and Infrastructure Ministry, which included the State Department as well as for Infrastructure, and also 50 officers who worked in departments that dealt with DFPs within the eight(8) state corporations. Cluster sampling procedure was adopted in selecting the officers who participated in the study. As per the findings, donor projects were not always accomplished on time and their objectives were not always met due to poor skill sets and procurement procedures, which had a detrimental impact on project execution (Olima, 2015). The report advised that donor requirements be made flexible and without penalties for fund recipients in to ensure implementation of DFP are timely. It also suggested that they be devoid of political bias and countries should be allowed to determine their own priorities (Olima, 2015). In order to ensure that all decisions are well-informed and beneficial to the areas where the DFPs are being implemented, the community ought to be engaged in the decision-making process throughout the implementation phase.

Mbevi (2016) undertook a research that investigated how community participation can affect project performance. The results with regards to needs prioritization showed the needs of the community had been given priority with the entire project management agreeing to this statement. A few of the participants in the research disagreed to the same statement. According to Mbevi (2016), community needs can only be emphasized in meetings where local individuals express their concerns. Consequently, members from the locality should own the project which eventually improves on its performance.

### **2.3 Community participation and Project Accountability**

Project accountability reflects on the responsibility of various actions undertaken in implementing the project. Specifically, it refers to activities involved in commencing, organization, implementing, monitoring, regulating and completion of a project. Lack of these practices simply means that a project may not perform as per expectations. Wuthnow (2020) argue there is a recommendation that the pathway to development requires people to engage fully in activities that reform their lives. Additionally, the report states that people involvement in the policy making process is necessary. Chard and Freeman, (2018), confirm that there has been a concept shift in the direction of hardware interventions with respects to sanitation access in donor funded projects. For instance, sanitation involves physical mechanisms that boost management of waste by utilizing various facilities (Berendes, Sumner & Brown, 2017). In project implementation, a sanitation infrastructure that lacks accountability results in the destruction of the project facilities (Raimi, et al. 2019). Additionally, lack of project accountability in donor funded projects results in wastage of resources. Proper project accountability in water projects requires sanitation services which are more resourceful and operative in all aspects. Sanitation refers to processes that handle collection of waste in a dignified mode (Mendiratta, Choudhary & Kumar, 2018). According to Kebede (2018), there are various studies that have identified many development projects in developing nations to be facing performance issues due to lack of accountability. In terms of project accountability in community participation, Povitkina and Bolkvadze (2019), note the major contributors to include inadequate institutional support; inappropriate legislations; poor management systems and unsuitable financial mechanisms. Additionally, the challenges arising from health issues tend to shift the debate internationally onto the performance of water projects (Hutton & Chase, 2018). A branch of the WHO, the Joint Monitoring Programme (JPM) observes that most donor funded projects on sanitation do not perform well.

The issue of project accountability and the performance of DFPs are evident in a study by Lacruz, Moura and Rosa (2019) on the influence of donors in initiating governance practices of DFPs in NGOs setting from an agency theory viewpoint. The study utilized a qualitative research approach. Additionally, the research relied on information gathered through document surveys in project assistance contracts and requests for proposals, as well interviews with executives

heading donor organizations in a country in Latin America (Lacruz, Moura and Rosa, 2019). It was determined that temporary governance resulting from initiatives had an effect on NGO governance. Additionally, shifting donor management processes to NGOs creates two shades over NGOs: on the one hand, there is the public organizations' influence of laws, norms as well as actions of state decentralization that requires NGOs to act like the State; and, on the other hand, on the corporate donor's side, an organization affiliated with business is essential (Lacruz, Moura and Rosa, 2019). Of importance to note from the study, is that accountability by both the NGOs and the donors themselves plays a critical role in how a project is implemented thus affecting its performance.

Agenda 21 provides the basis for addressing performance of water and sanitation projects. The Specifically, it contends that DFPs in WASH projects incorporate accountability on environmental aspect, economic as well as social matters of development that focus to improve the standards of living (WHO, 2017; Lawania & Kapoor, 2018). Shaker, (2018) acknowledges sustainability as an endlessly functional component of the systems when discussing the notion of project performance while examining factors impacting the performance of the water systems. The development framework views sustainability as an approach and set of policies and activities (Martens, & Carvalho, 2017). It's in this regard that other researchers came to terms that the community participation of project accountability that focuses on those projects' performance is vital for any community development. Kaur and Lodhia (2018), points out that community participation is an integral part of the stakeholders' accountability. Engagement of the users is vital for the performance of WASH projects. There is an increase in the performance due to accountability at the community level. In fact, Di Maddaloni and Davis (2017) backs-up the fact that engaging users in project accountability increases project efficiency. Additionally, he advocated for making the most of community involvement during the project's design phase. The process by which various people from all facets of a community take charge of options which have an effect on their lives is referred to as project accountability as a component of community participation.

Project accountability improves on the projects' performance due to objectives that are set out and the benefits of the projects to the society. Furthermore, by active involvement and training

during project development and implementation, project accountability aids in the capacity growth of the beneficiaries. Communities' social and economic engagement demonstrates a favorable performance for enhanced water and sanitation services (Anwar, Alvarado & Hsu, 2021). In his research, Meredith, Shafer and Mantel (2017) discovered that when a community's desire to pay for a certain service grows, so does their responsibility for the project. Equally, when households within a certain community in their accountability cooperate through cash donations or providing labor services, then the service they are receiving from the project is of significance to them hence performing quite well.

Research conducted by World Bank (2010) on community WASH projects in fifteen (15) countries, established that women taking part in certain projects were more productive as in comparison to projects which neglected them. This study notes that community participation entails the participation of all and is not gender discriminate. Evidently its results emphasize that participation of women was associate to effectiveness in water and sanitation projects. Specifically, effectiveness was achieved through women participation in decision making, offering education to children on matters pertaining to sanitation and hygiene, capacity building in the community and as political mobilizers (World Bank, 2010). Seppey, Ridde, Touré, and Abdourahmane (2017) undertook a study on project sustainability process. The various settings, degrees, phases, and factors of sustainability were previously investigated. Qualitative interviews were used to evaluate these factors. Considering a variety of factors (rural/urban locations, level of engagement, RBF participants still present, etc.), the target population was made up of many stakeholders. Thus, 49 stakeholders made up the sample frame. These participants were subsequently questioned at six(6) community health clinics and two(2) referral health centers. Poor sustainability was discovered to be variable. In particular, some benefits, like investments made in high adherence to values and codes, long-term resources, and tailored designs to implementation contexts, could be sustained, but others, like the end of investments, a lack of shared cultural artifacts around RBF, the loss of various tasks and procedures, and the requirement for greater local stakeholder ownership of the project, could not (Seppey, Ridde, Touré, & Abdourahmane, 2017). Fewer important events were connected to the stages of sustainability, and there was a lack of planning for sustainability (Seppey, Ridde, Touré, & Abdurrahman, 2017). Therefore, the losses of tasks, ownership of the project are aspects of

accountability that need to be addressed in the implementation of DFPs since they affect sustainability which affects further the performance of the DFPs.

Project accountability is essential in all water projects implemented within Kenya especially in areas where sanitation is a problem such as slums or semi-arid areas. Project accountability is all about creating an environment that enables the locals to give assistance to one another. Through collaboration and proper utilization of available skills and resources, the community is in a position to move towards sustainable development in addition to guaranteeing an improved DFPs' performance. Additionally, project accountability involves stakeholders hailing from all other sectors of the community making decisions that may have an effect on the community. Specifically, it entails their contribution in the project's plan and execution. Further, project accountability must incorporate decision making (Diakopoulos, 2016). To improve on community participation in project accountability, the International Rescue Committee (2012) suggests that there is need to set up educational centers regionally and every move put down on record with regards to information, good practices, and innovation. This improves the DFPS' performance since the community is able to focus on capacity building and bonds that improves on resource management specifically water in areas such as Makueni County. Another important aspect of community participation in project accountability is the incorporation of regional learning. Regional learning may be enriched and used to improve users' engagement in the allocation of resources. Therefore, a framework needs to be developed on project accountability, specifically on how to institutionalize learning to be a strategy for categorizing best practices on information sharing and innovation (Durand & Thornton, 2018). Project accountability can also be used to influence national policy issues. Derman (2016) focused on WASH programs in Zambezi Valley, claiming that the project was a total failure because the locals had no regard for the facilities. They saw the projects as exotic and not as indigenous as they expected, so they did not participate in any activities. Additional investigation showed that there was little participation by users prior to the launch of the facilities, and the locals realized that they did not belong in the project's management function. The local community was also not familiar with the technology applied which takes us back to the need for educational centres and regional learning. The project was not regarded as a village level development initiative (Chan, 2021).



Tsotsonga (2015) did a research on the effect of financial transparency on donor support for non-governmental organizations (NGOs), with a focus on Christian Care Zimbabwe. The study used a judgemental sampling method and a descriptive research methodology. The management and financial staff were also in the sample of 30 respondents. Interviews and questionnaires were utilized to gather the data. The study discovered a beneficial association between donor financing portfolio and financial accountability. The analysis discovered that only a few techniques were being used when it came to Christian Care's financial accountability procedures (Tsotsonga, 2015). The investigation found that the organization was using weak financial accountability techniques and that the portfolio of donor financing was declining (Tsotsonga, 2015). Additionally, it was advised that the business have policies in place to guarantee that every worker is totally committed to strong financial responsibility practices (Tsotsonga, 2015). Financial accountability was able to lower, maintain, or increase the level of donor funding portfolio, concluding that responsibility influences DFP performance.

In Korogocho, Nairobi County, Ndungu and Karugu (2019) conducted research on the impact of community involvement on the effectiveness of donor-funded youth programmes. With a sample size of 165 participants, the study used a descriptive study that had as its target population 1650 members of the Youth Initiative Kenya (YIKE), 3 project managers from Oxfam Kenya, and 164 randomly chosen YIKE group members. The study used published reports and a semi-structured questionnaire, respectively. Key informant interviews were to be used to further collect the primary data.

While the findings of the regression analysis showed a statistically significant beneficial impact of engaging users on project performance, the correlation analysis uncovered a significant positive impact of users' engagement in project identification and planning (Ndungu and Karugu, 2019). According to the study's findings, donor organizations should increase engagement of users in the project's development, selection, and execution (Ndungu and Karugu, 2019). Ideally, the community and their level of accountability predict how the DFP performs. In conclusion, communities ought to be engaged in project identification and execution to ensure the project success

In another study on assessment of the influence of users' engagement on project accountability on a performance of water projects in Kiserian, it was established that there were low participation levels from identification stage, planning process, implementation, and monitoring phase (Isidiho & Sabran, 2016). Another study on stakeholder ownership by Jones, Harrison and Felps (2018) found that a lack of goodwill on the part of the stakeholders causes many projects to fail to produce sustainable benefits. Precisely, these stakeholders do not show are not committed. Community participation does not properly address a community's needs if the main aim is only running programs that are non-transparent. There is need for some practical steps to improve DFPs' performance. These steps revolve around project accountability and include: ensuring adequate resources in the design phase, ensuring that the project design is perceived to be an investment with a successful outcome, warranting the project design to include activities essential for implementation of participatory approaches, ensuring that the community's responsibilities are clear as well as highlighting those anticipated to benefit from it, highlights the level expected and type of participation.

Interestingly, community participation in project accountability implies that when projects are carried out in collaboration with various agencies, their success is contingent on the agencies reaching an agreement and providing elaborate channels to distribute resources and receive feedback. This is especially important when community participation is limited to more active communication and immediate action taken in real time (Park, Reber & Chon, 2016). Communities must be involved in the entire phase of project development. As a result, long-term solutions that meet their needs, together with resources, are discovered. Project accountability ensures that there are no outside influences in the struggle to solve the problems of communities. Project accountability is essential, especially at the start of the project, because it requires an understanding of how the system works. Community participation in project accountability demonstrates a greater concern for and commitment to service delivery, as well as a sense of ownership.

Kamau (2015) conducted another study in Fafi Constituency, Garissa County, Kenya, to determine the causes of water insecurity in sanitation as well as health projects initiated by Sustainable Development and Peace Building Initiatives. The donor's NGO had been named by

the United Nations as one of the best performing NGOS in Kenya. It works on specified humanitarian projects in Somalia and the entire Northern Kenya region. The study looked at the impact of community participation on performance of WASH projects, specifically the utilization of funds, technical expertise, and political factors (Kamau, 2015). The study on community participation established a number of activities taken by the management committee to increase participation. Experts from various fields were discovered to be critical in improving the performance of the DFPs. The findings also established that if donors withdraw funds, a project can be terminated. As Kamau attests, there was clear indication that most projects did not perform well after the donor withdrew funds. The study discovered that the management system was effective in terms of technical expertise because many people had undergone project-related training. The locals were dedicated and knowledgeable in their fields (Kamau, 2015). In terms of fund utilization, funds were disbursed on time. Furthermore, the donor's timelines and policies were beneficial. Finally, the study discovered that the projects were not performing as expected because the withdrawal of donor funds would immediately halt them. The implication is that insufficient resources lead to project failure. In addition, limited funds lead to little or no accountability at all in project implementation (Kamau, 2015).

#### **2.4 Community participation and Project Monitoring and Evaluation**

Effective monitoring and evaluation refers to the capability of the local community members to sustain a project's activities for the purpose of its existence long after the funds are over. In water projects, Gonzalez et al (2017) notes that performance cannot be addressed without a look at operation and maintenance issues. Proper project monitoring and evaluation entails that water is kept safe always and that the resources generating water are unexploited. Further, the facilities should be maintained in a condition that ensures water supply is always adequate. Once the monitoring and evaluation process is complete, the gains from the supply of water can be able to continue over a longer time period (Mac Mahon & Gill, 2018).

The issue of monitoring and evaluation on performance of DFPs needs an assessment of sustainability first. Akerele (2018) defined performance in terms of continuous delivery of a project over a longer period of time. From his definition, emphasis was made on importance of involving stakeholders in utility as well as cost recovery strategies to ensure that development

projects are not only sustainable but performing as expected. According to Ekanayakage and Halwatura (2013), the input of project beneficiaries is a vital aspect for sponsored projects since many benefits are seen and the final product also belongs to the society. As a result, many donors are constantly insisting that projects include monitoring and evaluation as components of community participation. According to Ekanayakage and Halwatura (2013), two possible criteria for measuring project success from the aspect of effectiveness are the resultant system (the product) that meets customer fulfillment and derive benefits to many stakeholders including locals. Ekanayakage and Halwatura (2013), further indicate that locals are dissatisfied whenever the end results fail to meet their expectations in aspects of functionality and service quality. There are many obstacles that must be overcome in order for beneficiary participatory projects to be implemented successfully. For project effectiveness, monitoring and evaluation has to be planned from the very beginning of the project. It ensures long-term performance and strategic integration that aims at ensuring that DFPs are work properly.

Project monitoring and evaluation involves the coming together of various stakeholders. These may be agriculturalists, public officials and extension personnel, to conduct M n E on DFPs. Additionally, M & E is extremely important to identify any shifts from the original concerns contained in the DFPs so that counteractive procedures can be addressed accordingly. There is the other presumption that in M & E there is incorporation of inputs on time, and work plans followed strictly with any corrective measures instituted whenever the need arises. Community participation in M & E also entails that the community is informed on the progress of the project. Moreover, it ensures that any constraints can be identified with any resources put into the project are utilized effectively (Mishra, 2020). The foundation of monitoring and evaluation is traced from Paulo Freire's psychosocial theory in which people within a locality identify their problem and provide a solution to it (Newman & Newman, 2017). They are also based on the principles by Mahatma Gandhi of self-help that utilizes experience in learning to create awareness, an outlook on the community's circumstances and establishing how to deal with shortages, creating a plan to change the undesirable, changing the situation and examining if it was a success or failure to guide the next plan (Kalmanovich-Cohen, Pearsall & Christian, 2018). These two perspectives form a blueprint to M & E which is vital to the performance of DFPs.

The measurement of progress forms another vital part of MnE. Main aim of involving locals in MnE is establishing if the deliverables are occurring as anticipated. The aim here is to identify areas that require improvement in the project's implementation to omit any insufficiencies so as to improve on the performance of the project. During the implementation process, scoring techniques are usually employed in qualifying indicators for community participation in project monitoring and evaluation (Sulemana, Musah & Simon, 2018). As per De Vries and Ile (2021), M & E is all about awareness of the state of affairs in the implementation of a project and this can only be achieved through measurement of results. Unambiguously, it is the collection, analysis and sharing of information to assist the community in making decisions with regard to the project. M & E should involve all stakeholders to a project both in the public and private sector. Effective implementation of a project involves the community incorporating monitoring and evaluation for all the interrelated stages from the beginning. De Vries and Ile (2021) indicate that when the community informs the monitoring and evaluation procedure of a project, it assists benefactors, regimes and project management staff to identify constraints as well as the community's needs. Additionally, the project's progress can be monitored towards its objectives and results. Involvement of the locals in project monitoring and evaluation therefore does not entail the project being assessed rather it involves those doing the assessment and for whom the assessment is being done. This is vital in M & E and the community needs to be integrated in the process because they are the risk takers in such initiatives and deserve to reap the benefits if they perform well.

Monitoring and Evaluation incorporates activities as per Parsons, Gokey, and Thorton (2013) which are crucial in appreciating the level to which a project has been completed as per whatever was planned, as well as highlighting obstacles to its implementation. Furthermore, the activities allow for the specific and measurable description of the various project components, and the required resources as well as responsible personnel to handle various tasks. They are most useful when you can link a specific set of activities to a specific output or outcome. Project monitoring and evaluation in community participation are critical because they capture those aspects of the project that are critical to its success. Three essential elements should be included in activity indicators: who took part in the activity, what was done, and location where they worked (Parsons *et al.*, 2013). In Makueni a study by Mbevi (2016), found out that majority of the PMC

members and local people and organizations were participating in projects. Results from the respondents indicated that 84.2% and 46.7% agreed that project implementation had involved many individuals from the community (Mbevi, 2016). This was an indicator that when local communities are active in the affairs of a project which entail MnE and how it improves project performance.

Muluh, Kimengsi, and Azibo (2019) conducted research on the determinants, challenges, and prospects of sustaining sponsored projects in Cameroon's rural communities. Interviews were utilized as the primary research tool to collect data from a representative sample of 150 beneficiaries chosen from 20 farming groups in the North western region. According to the study, while there is a substantial change in the level of income of project beneficiaries, its sustainability is driven by a variety of socioeconomic aspects including size of the family, duration of stay in the community, gender, education, and the beneficiary's status (Muluh, Kimengsi & Azibo, 2019). Furthermore, the main challenges faced by project beneficiaries were a less transparent process of loan application and collateral issues. The study also found that introducing soft loans with low requirements for collateral could increase participation by users in projects, while beneficiary groups ought to diversify their sources of capital and productive activities (Muluh, Kimengsi & Azibo, 2019). It can be concluded from this research that beneficiary participation or the community should be more active based on monitoring and evaluation as exemplified by the socio-economic factors indicated which include education and status, for the projects to be successfully implemented. This in turn contributes to the project's performance.

Kebede (2018) conducted another study on the factors affecting the efficacy of MnE systems in projects within the KolfieKeranio and Nefas Silk Laft subcities of the Addis Ababa City Administration. The population and sample for this study were 101 and 79 projects from the Addis Abeba city administrations' kolfiekeranio and Nefas Silk Lafto subcities, respectively. 72 out of the 79 questionnaires that were handed out were filled out, yielding a 91.1 percent response rate. The results showed that an M&E system's tools and approaches, as well as training needs, budgetary allocation, technical support and skills, determine whether the system is successful or unsuccessful and are also important for an M&E system that is effective. The

study's conclusion advises projects must be adaptable enough to permit the adjustment of their M&E systems (Kebede, 2018). Therefore, for successful implementation of a DFP as shown by the above study, it is necessary to look at the M & E systems and improve them where necessary. The successful implementation thus translates to an improved performance of the project.

Nyakundi (2014) conducted a local study to identify factors influencing the implementation of MnE practices in DFPs in Nairobi at Gruppo per leRelazioniTransculturali - GRT. The study employed a descriptive research design. The intended audience included GRT project staff and stakeholders. The study thus targeted a total of 110 respondents (including 44 staff and 66 stakeholders). Questionnaires were used as data collection instruments. The study discovered that technical skills were insufficient in uncovering the influence of workers' technical skills on implementation of MnE and its determinants.

According to the study findings, the influence of stakeholders' involvement in MnE implementation was minor (Nyakundi, 2014). According to the study on the impact of budget allocation on monitoring and evaluation implementation, inadequate resource allocation can lead to a significant failure in MnE implementation (Nyakundi, 2014). It is reasonable to draw the conclusion that technical staff skills have an impact on monitoring and evaluation implementation since these skills are crucial for providing practical guidance in the creation of effective results-oriented performance monitoring systems. Additionally, it can be said that the implementation of monitoring and evaluation was inhibited by inadequate budget allocation even if cash was available. As per result of this research, increasing community participation in MnE promotes project implementation, thereby affecting project performance.

## **2.5 Community participation and Capacity Building**

Capacity building refers to the process by which members from the localities improve on their various capabilities to handle a project. Specifically, the functions include: solving problems, defining and achieving project objectives and enhancing performance of the projects. Andrews, Pritchett and Woolcock (2017) further define building of capacity as the capability of donors to reinforce the abilities of the members of the localities in which the projects are being implemented. The communities' capacities are strengthened through allocation of resources

(economic, social and technological). Community participation in building of capacity for performance of DFPs therefore entails developing skills, knowledge, and operational capacity so that people within the communities can achieve their purposes. Additionally, capacity building involves recognizing the reasons behind poverty and communities' empowerment to enjoy their rights and allowing those implementing the projects meet their obligations (Ondieki, 2016).

In community participation through capacity building, the mandate lies in provision of services health, infrastructure, education and upgrading of settlements. Gamo and Park (2022) provide evidence on how communities are improving their capacities. Specifically, they are ready to be leaders and create ways to improve the performance of DFPs partnership with national governments and other development agencies. In the United States of America, research by Ondieki (2016) identified one approach in capacity building which is increased accountability through citizen monitoring. Precisely, citizen monitoring involved an assessment of how development projects meet the community needs. Capacity building also encompasses resource utility. Particularly, community participation in capacity building for performance entails devolution of resources to the local county governments since they focus on involvement of communities in the economic procedures, control and other aspects that affect the donor funded projects' performance.

In 2020, the Citi Foundation conducted study on the topic of providing capacity-building grants alongside long-term general operations support. The study investigated how general operating support and capacity building from donors might benefit NGOS and the surrounding community. The study, which took a qualitative approach, expanded on earlier research by Synergos and the Citi Foundation, looked at the potential and needs for capacity building in the global development charity sector. According to the report, combining multi-year general operations support with money for capacity building enables NGOs to avoid the trade-off between spending on capacity and programmatic growth on the one hand and maintaining that newly gained capacity on the other. Based on secondary research and conversations with more than fifty (50) funders and charities, this conclusion was reached. In particular, the study revealed that combining capacity building grants with long-term general operations support may be the ideal funding strategy for programs that result in beneficial community results (Citi Foundation,



2020). The study discovered that a grantee's readiness to make the adjustments required to shift from a project mindset to a more comprehensive impact-oriented mindset is a crucial element in the efficacy of general operations and capacity building support (Citi Foundation, 2020). In essence, capacity building among the communities as grantees contributes towards their positive implementation of the project.

According to Hassan and Ibrahim (2017), social sustainability is a situation that improves quality of life in communities, and capacity development is a mechanism that communities can use to get there. This can be attained in various ways like equal access to essential services (health, education, and transportation), equity among generations, widespread participation of citizens in politics, especially at a local level, and a sense of civic duty to preserve the system of transmission (Hassan and Ibrahim, 2017). Essentially, DFPs play a critical role in ensuring social sustainability and is vital for the communities' capacity to be improved to ensure these projects are sustainable in the long-term.

Zivari, Feshari, Motamedi and Valibeigi (2019) in another research on the elements affecting community participation in a project in Iran, various activities were discovered to affect the performance of DFPs. They basically involved increasing stakeholders in the project implementation process who could be extension workers, facilitators and technical experts to improve on performance. Chasukwa and Banik (2019) in a study of Malawi Social Action Fund (MASAF) projects established that the level of involvement in terms of capacity building had been limited to getting information on what had already been decided by other individuals considered to be key to the project which implied capacity building through communication facilitation.

In a certain study Vallejo and Wehn (2015) analyzed capacity development by ascertaining capacity development (CD) modalities and the prevalent schools of evaluation. The study entered the discussion about results agenda, saying that when it comes to CD interventions, pre-defined indicators don't adequately capture the procedure and the crucial components that lead CD recipients toward some patterns of change. The study demonstrated that CD entails projects that, by their very nature (comprising of change processes intended to affect change among people, organizations, and/or their supportive environment), depend more on unplanned changes

than on pre-defined indicators and results to support improved livelihood and social transformation. The CD projects are typically not designed to evaluate the sustainability of change and its impact over the medium or long term because they are constrained by budgets previously agreed, resources, and time frames, it was determined that the current approaches are insufficient to accurately capture or measure impact (Vallejo and Wehn, 2015). Given the limited resources available, donor organizations and decision-makers must understand the value of CD in order to prioritize their expenditures. Conclusively, the study established that capacity development in the communities in regard to the financial capabilities or how resourceful they can be affects the community's participation in DFPs implementation which in turn affects the projects' performance.

Ika and Donnelly (2017) also highlight the importance of capacity building through information sharing. Specifically, they asserted that project activities were conducted by staff who would report back to the local people. In project implementation through community participation in capacity building, communication plays a crucial role during project evaluation procedures. Uganda stands out in terms of capacity building since it has indoctrinated the inclusion of women, youth and disabled in governance. Interestingly, the local Government in Uganda is faced by challenges of community participation deeming the process not as participatory as it appears on paper. Therefore, community participation through capacity building remains an elusive subject with regards to DFPs.

Mayeka (2018) conducted study on the impact of culture on the longevity of donor-funded water projects (DFWPs) carried out by World Vision Tanzania in five chosen villages within the Ngerengere Division. A survey research design was used. Purposive and quota sampling techniques were employed to obtain a sample of 65 respondents. Data were collected using questionnaire, interview, focus group discussion (FDGs), observation and documentary review methods. The study ascertained that World vision constructed about 27 pumped wells out of which only 11 wells are functioning at present (Mayeka, 2018). This status was linked to: community conceptions that DFWPs are an assistance given to transform their prevailing difficulties especially in access to water services (Mayeka, 2018). Though 78% of the respondents have an attitude that DFWPs was of great importance and a privilege to the villages;

behaviour wise, 78% of the respondents preferred tapped water to river. Traditionally people were not accustomed to care for a public property like the pumped well. It was further found that The World vision involved the community in the project design (especially in baseline survey) by 96% and it used participatory approaches like meetings with leaders, trainings and sensitization of water safety (Mayeka, 2018). Despite the use of these approaches, community participation volunteerism during implementation was 64% as a result WV performed all activities by its workers letting the community being simple observer recipients (Mayeka, 2018). This was attributed to cultural practices i.e. customs and traditions that hinder community attributes of sustaining DFWRPs such as mind set, people behaviour, and local innovation. The dependence syndrome and laissez-fair leadership characters on individual behaviour caused the community to be less adaptive to projects development. The study stated that culture influences sustainability of water projects (Mayeka, 2018). To improve on the implementation of the DFWRPs, it is necessary to improve on capacity building of the community by changing their cultural mindset. It is hence conclusive to ascertain from this research that capacity building in community participation affects the performance of DFWRPs.

Ondieki (2016) notes that challenges facing community participation in capacity building in Kenya include: shortage of a workforce with the necessary skills to execute projects. Additionally, there are limited resources in project development departments. Community participation is still dominated by elite groups. Further communities lack representatives especially of the poor. Ondieki (2016) concludes that many organizations and individuals are still not aware of Local Authority Fund (LAF) with limited capacity to engage with the local authority. In 1999, the authorities through an act (LAF Act No.8 of 1998) founded the Local Authority Transfer Fund (LAF). Main purpose was to improve delivery of service, management of finances, to reduce debts incurred by the local authorities. Interestingly, poor participation of stakeholders has been identified as one of the causes of poor service delivery in project implementation (Ondieki, 2016). The LAF needs to improve to meet its objectives of service delivery, education of debts, creating a coherent M & E framework, and depoliticization of the project initiatives all of which are aspects of capacity building among local users. Recommendations made was that there should be an amendment to LAF regulations, contribution of finances to support LAF institutionalizing a proper evaluation framework for

building capacity of local communities to guarantee the successful implementation of DFPs within their localities.

Locally, Kimani (2015) carried out a study which established that the people in the localities where projects are being implemented should be trained on its implementation as well since they are beneficiaries. Likewise, capacity building also entails instilling knowledge and skills to the leaders and the community must build on their capacity to implement projects and improve on their performance. Elsewhere, Ware (2017) uncovered that involvement of the users demands that LATF is entrusted with the project funds for capacity building. To improve on performance of DFPs, capacity building in community participation involves a bottom-up planning procedure. Performance of DFPs through capacity building can also be improved where independent project monitoring and evaluation committees are established. However, as Ware (2017) attest that although there are LATF Regulations in Kenya, funds for building of capacity within communities still lacks. Consequently, it has a negative effect on implementation of DFPs. Summarily, capacity building needs to be adopted within the communities in a comprehensive manner so as to improve on community participation for performance of DFPs.

Additionally, there was a research by Ltumbesi, Kidombo and Gakuu (2018) on the influence of technical assistance on sustainability some donor projects in the county of Samburu. Guided by pragmatism paradigm, the study adopted a mixture of research designs targeting selected donor funded projects in Samburu implemented by various stakeholders including CBOs, donors and NGOs Structured questionnaire were utilized in obtaining data as the main tool supplemented by interview schedule and document analysis. The study findings established that technical assistance as an aspect of capacity building had significant influence on sustainability of sponsored projects in Samburu County (Ltumbesi, Kidombo and Gakuu, 2018). In lieu of this, it suggested providing project staff and community members with ongoing technical assistance to improve organizational processes by paying attention to organizational structure, policies, and procedures; it also advised equipping stakeholders with project management skills, such as grant writing, project idea generation, planning and budgeting, monitoring, and evaluation (Ltumbesi, Kidombo and Gakuu, 2018). Further, the study recommends mentorship that needs to be looked at as a component of effective capacity building and networking with other key stakeholders

including donors (Ltumbesi, Kidombo and Gakuu, 2018). Capacity building in community participation cannot be underestimated and is actually effective if the performance of DFPs is to be improved.

The notion of capacity building through allocation of resources has also been supported by Osman (2018), who suggested that government should allocate resources to localities for their capacity building to initiate, execute and sustain development projects that addresses their needs. The research concludes that communities can only build on their capacities by improved access to resources and supportive legislation. Moreover, there has to be communication and technical capacities as other aspects of community participation in capacity building for improved performance of DFPs. In the county of Makueni, Kailu (2017) conducted a study on sustainability of rural development projects which noted that through training of the people from the localities, they were able to service the development project in case of breakdowns (Kailu, 2017). Further, the study found out that the community was trained in modern technology to curb issues related to poor management and accountability in the implementation process (Kailu, 2017). Generally, capacity building in community participation was influential to the development projects' performance in Makueni County.

## **2.6 Theoretical Framework**

The theoretical foundation in this research is grounded on the theory of change as pioneered by Beisser (1970) and applies to social change processes. It epitomizes a thinking action alternative as opposed to rigid planning methods. Further, the theory describes the types of intermediations which yields the expected outcomes (Yontef, 2005). In line with this theory, the social change processes held by stakeholders can determine if the goals of a project can be achieved (Beisser, 1970). These social change processes by the theory of change are held by the community in project implementation from its conception up to the monitoring and evaluations stages hence can determine the performance of the project. Additionally, it applies in community participation by enhancing the self-capabilities that enhance a project's success (Rogers, 2008). Lastly, the theory assists in describing how modifications can occur at various stages in project implementation without any sure forecast being made. It also points out methodologies through which these modifications can be altered. The theory of change remain relevant to this study

since it provides a conscious and clear visualization to enable the community participate on the key aspects that guarantee better project performance. As indicated by its proponent, the social change processes are grounded in decision-making, accountability, MnE systems and also capacity building among the community in their active participation to improve on a project's performance (Beisser, 1970). Conclusively, the theory anchors community participation for performance within DFPs in Makueni County.

This research also adopted the stakeholder theory proposed by Freeman (1984) and holds that the objective of any trade is to improve the organization's value as well as stakeholders' value. It thoroughly covers wide range of stakeholders in project implementation. These stakeholders may include: donors, management, researchers as well as intended project users (Donaldson & Preston, 2010). Precisely, the stakeholder's theory holds that to attain mutual goals, it is vital that there exists coordination between the various stakeholders (both internally and externally) and fosters cohesion in that partnership (Miles, 2012). Aga, Noordarhaven, and Vallejo (2018) in a research note that the participation of project beneficiaries improves the economic aspect of the project through developing skills. According to the theory's proponent, it is essential for the community as a project's beneficiaries and its key stakeholders to participate in its implementation and improve on performance as a form of value addition to the very community (Freeman, 1984). Conclusively, the stakeholder theory is relevant to this research as it expounds how increased community participation in execution of a project is pivotal to achieving the project's goals. Moreover, this theory adds credence to the need for engagement of users in project implementation as a means to enhance on DFPs performance.

However, the two theories alone cannot address the influence of engaging users and its impact on performance of DFPs. Thus, the Resource based view theory (RBVT) was also adopted. This theory was originated by Penrose (1959) who asserted that the resources owned by an organization, affect the organization's performance. It involves proper management of resources. If an organization can improvise, use, manage and hold their important resources, their performance enables them face any competition existing in the market they operate in. The implication for organization using the Resource Based View is to focus primarily on maintaining resources that cannot be easily imitated by competitors (Ansoff, 1965). As indicated by the theory's proponent, the community is a valuable resource together with the skills they have

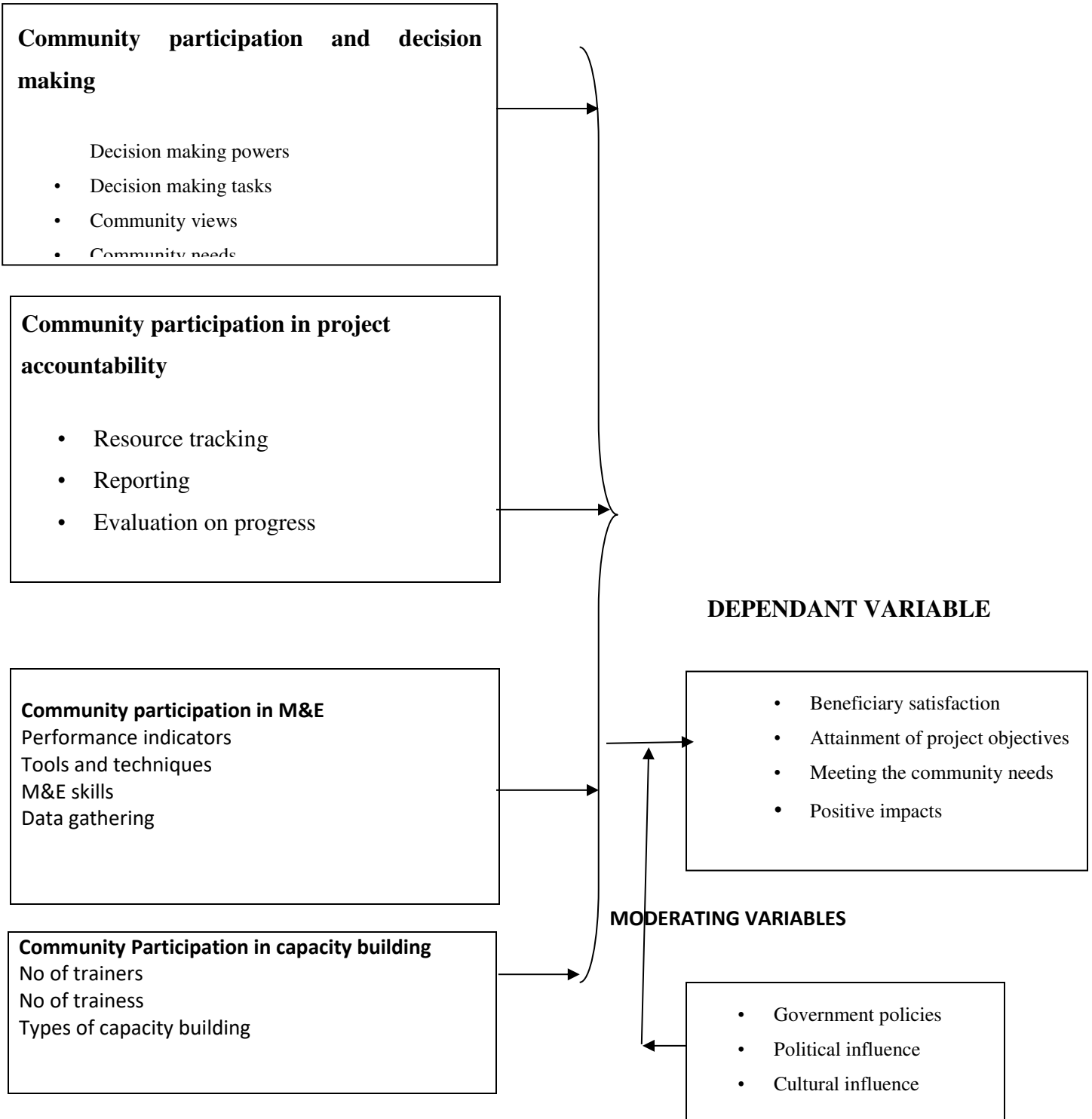
which can contribute to the improvement of a project's performance (Penrose, 1959). Ideally, these resources that the community has are in the form of the capacity they acquire through capacity building, their decision-making procedure, and their level of accountability as well as the M & E systems they possess. These resources are influential in the implementation of a project since they guide how the community can participate for a positive impact on project performance.

## **2.7 Conceptual Framework**

Mugenda (2008) posit that a conceptual framework is a brief explanation of the phenomenon being studied that is followed by a graphical or visual representation of the key study variables.

**Figure 2.1: Conceptual framework**

**INDEPENDENT VARIABLES**





As shown by Figure 2.1, there are various aspects of community participation that influence performance of DFPs in a survey of Kiwash project in Makueni County. These aspects include decision making, project accountability, project monitoring and evaluation and capacity building.

## **2.8 Summary of the Literature Review**

Second chapter examined how previous bodies of knowledge have beefed-up field of participation by locals and project performance of DFPs in terms of decision making, project accountability, project monitoring and evaluation, and capacity building. Various studies have found that all of these aspects of involving beneficiaries improve the performance of donor-funded projects. The community's involvement must be dynamic, as opposed to passive, in which users and organizations participate in making decisions, are being responsible, monitored and evaluated, and gauge their ability to successfully implement projects. The theory of change, stakeholders' theory, and resource-based view theory were all relevant to the study. These three theories complement one another and both argue that involving beneficiaries is essential for the success of any project implementation process. Whenever users and implementing institutions are prioritized the project implementation generally improves. Finally, conceptual framework depicted the independent variable indicators, namely decision making, project accountability, project monitoring and evaluation, and capacity building, and their relationship to DFP performance.

## **2.9 Knowledge Gaps**

The table below interrogates the gap that informs this research and objectives discussed in the figure above.

**Table 2.1: Knowledge gap**

<b>Author</b>	<b>Focus of the study</b>	<b>Findings</b>	<b>Knowledge gap</b>
Mori (2010)	Roles of Stakeholders in Strategic Decision-Making of Micro-finance Organizations	Further, having trusted stakeholders improves the decision process, which is characterized by one or a combination of rationality, political behavior and intuition with better strategic decision outcomes	Does not link decision-making in community participation to the performance of DFPs
Bartlett (2016)	Evaluating Relative Success of Donor-Funded Collaborative Research Projects	Evaluation methodology is useful in identifying the relative success of a project, particularly for its achievements dimension.	No link between decision-making in community participation to performance of DFPs.
Mujabi, Otengei, Kasekende and Ntayi (2015)	Relationship between organizational rationality, knowledge management (KM), risk management and successful implementation of donor-funded projects in Uganda	Organizations that embrace organizational rationality, risk management, and knowledge management achieve project success.	Does not associate decision-making to performance of DFPs.

<p>World Bank (2010)</p>	<p>Community water and sanitation projects in fifteen countries</p>	<p>Women who participated in specific projects were more productive than those who did not.</p>	<p>Has not shown relationship between community participation in project accountability and performance of donor funded projects.</p>
<p>Sepey, Ridde, Touré, &amp; Abdourahmane (2017)</p>	<p>Project's sustainability process and to assess level of sustainability</p>	<p>Some gains, such as investments in long-term resources, high compatibility of values &amp; codes, and adapted design to implementation contexts, may be sustained, whereas other intended benefits, such as the completion of investments, a lack of shared cultural artifacts around RBF, the loss of different tasks and procedures, and the need for more ownership of the project by local stakeholders, may not be.</p>	<p>Does not indicate how project accountability in community participation influences performance of DFPs.</p>

Tsotsonga (2015)	Impact of financial accountability on donor funding in non-governmental organisations (NGOs), with particular reference to Christian Care Zimbabwe.	Findings show a positive association between financial accountability and donor funding portfolio.	No link between project accountability in community participation and performance of DFPs.
Ndungu and Karugu (2019)	The influence of community participation on the performance of donor funded youth projects in Korogocho, Nairobi County.	Donor agencies ought to increase participation of users in project planning, identification, and implementation.	Does not associate project accountability in community participation to performance of DFPs.
Mukunga (2012)	Influence of community participation in project accountability on a water project performance in Kiserian	There was a low level of participation all the way from identification, planning, implementation, and monitoring stage.	Study did not link community participation in project accountability to performance of DFPs.

Kamau (2015)	Establish factors influencing the sustainability of water, sanitation and health projects implemented by Sustainable Development and Peace Building Initiatives	The study established the various activities undertaken by the management committee in boosting participation	Does Not show how community participation in capacity building influences performance of donor funded projects.
Muluh, Kimengsi and Azibo (2019)	Determinants, challenges and prospects of sustaining donor-funded projects in rural communities in Cameroon	Soft loans with minimal demands for collateral security could increase beneficiary participation in projects, while beneficiary groups should further diversify their sources of capital and productive activities.	No link between monitoring and evaluation in community participation and performance of DFPs.

<p>Kebede (2018)</p>	<p>Determinants influencing the effectiveness of MnE systems in LINGOs within KolfieKeranio and Nefas Silk Lafto sub cities of Addis Ababa city Administration.</p>	<p>The choice of tools and techniques, training, budget allocation, technical assistance, and technical skill/ competency to be used in an M&amp;E system determines its success or failure, and were also important for an effective M&amp;E system.</p>	<p>No association indicated between monitoring and evaluation in community participation and performance of DFPs.</p>
<p>Nyakundi (2014)</p>	<p>Factors affecting implementation of M&amp;E practices in donor funded projects in Gruppo per le Relazioni Transculturali – GRT</p>	<p>Staff technical skills have an impact on monitoring and evaluation implementation because they play an important role in issuing functional advice in the development of suitable results-based performance monitoring systems.</p>	<p>Does not show how monitoring and evaluation in community participation influences performance of DFPs.</p>

Vallejo and When (2015)	The evaluation of capacity development, identifying capacity development (CD) modalities and the schools of evaluation currently in place	Because resources are limited, donor agencies and policymakers must understand the value of CD in order to give priority to their investments.	No link between capacity building in community participation and performance of DFPs.
Mayeka (2018)	The influence of culture on sustainability of donor funded water projects (DFWPs) implemented by the World Vision Tanzania in Ngerengere Division, in the five selected villages.	The study concluded that culture has an impact on the sustainability of water projects.	Does not show association between capacity building in community participation and performance of DFPs.
Ltumbesi, Kidombo and Gakuu (2018)	The influence of technical assistance on the sustainability of selected donor funded projects in Samburu County	Technical assistance had a significant impact on the long-term viability of DFPs in Samburu County.	Provides no link between capacity building in community participation and performance of DFPs.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Research Design

This study employed descriptive survey design. This method was used because it completes description of the situation as it is and thus eliminating biases arising during data collection and reduces arrears in data interpretation.

#### 3.2 Target Population

Target population comprises groups of individuals or organization or subjects with some sharing similar characteristics (Otzen & Manterola, 2017). Ideally, it is the population from which a sample is taken. The population of study in this research included 60 project beneficiaries, 10 Kiwash project officers, 10 community leaders. Thus, the population of study was 80.

**Table 3.1: Target Population**

Variable	Total Number	Percentage
Project beneficiaries	60	75%
Kiwash project staff	10	12.5%
Community leaders	10	12.5%
Total	80	100%

#### 3.3 Sample Size and Sampling Technique

Sampling is the process of choosing a certain group of study participants from the population under study. The target population included 60 project beneficiaries, 10 Kiwash project staff and 10 Community leaders. To get the sample size, the researcher utilized census sampling procedure. An endeavor to list every element in a group and assess one or more of those components' properties is called a census sampling procedure (Otzen & Manterola, 2017). An actual national population frequently makes up the group. A census can offer comprehensive



data on all or the majority of population components, allowing for totals for uncommon demographic groupings or tiny geographic areas (Otzen & Manterola, 2017). The sampling frame from the target population is displayed in Table 3.2.

**Table 3.2: Sample Size**

Variable	Total Number	Percentage
Project beneficiaries	60	75%
Kiwash Project officers	10	12.5%
Community leaders	10	12.5%
Total	80	100%

### **3.4 Research Instruments**

The questionnaires have been employed as research instruments in this research. To collect primary data from study participants, a well-structured questionnaire containing both closed and open ended questions were issued. According to Patten (2016), a structured questionnaire is simpler in administering, analyzing, and saves time and money. The questionnaire was organized into two main sections. Section one obtained data pertaining demographic nature of the participants. Section two obtained data on community participation influence on performance of DFPs in a case of sanitation projects in Makueni County. It has four sub-sections, sub-section one solicited data on community participation' influence on decision making on performance of donor funded projects. Sub-section two solicited data on influence of local participation of users in project accountability on performance of DFPs. The third sub-section examined the influence of users participation in project MnE on performance of donor projects. Lastly, the fourth sub-section query on the influence of participation of the community in capacity building on the performance of donor funded projects.

### **3.4.1 Piloting of the Instrument**

Prior to the initial and actual data gathering process, the research study conducted a pilot study to pre-test the instruments. This was done to enable variable clarification and to assess the validity and reliability of the tools (Rahardja, Aini, Graha & Lutfiani, 2019). In this case, 10% percent of the overall population participated in this pretest process of Machakos County since this county shares similar characteristics with Makueni County.

### **3.4.2 Validity**

The integrity of the results drawn from the study is what validity is concerned with (Bryman, 2012). Face validity and content validity were the two types of validity examined in this study. The likelihood that questions on an instrument were comprehended is referred to as face validity. A pilot research was undertaken to increase the face validity, and responses to each item were then monitored to spot any ambiguities and misunderstandings. Items that were judged to be vague or ambiguous were changed, increasing face validity. To attain face validity; this study ensured that the questionnaires are measuring what they intended to measure.

During the course of the study, expert advice on the contents of the questionnaire was sought. The goal of testing an instrument's face validity ensures that its content covers all variables under consideration. A face validity test further confirms whether the primary data obtained from the participant matches the reality of the situation. Pilot testing was used to correct any errors discovered while testing the face validity of the questionnaires.

The extent to which a research instrument provides adequate and representative coverage of the constructs being studied, on the other hand, is referred to as content validity. It is usually accomplished by soliciting the advice of other investigators or experts. The questionnaire for this study was given to two university supervisors to review its content validity. To quantify content validity, the Content Validity Index (CVI) was used. The supervisors and department experts were purposefully chosen to form an expert panel. The most important selection criterion is a higher level of expertise combined with self-management support. A total of five experts were chosen. The research requested them to evaluate the content validity, by rating each and every item on a 5point ranking scale (1 is very good, 2 is Average and 3 is very poor).

The scores were analyzed by calculating an item-level CVI (I-CVI) and a scale-level CVI (S-CVI). The I-CVI was arrived at by dividing the number of experts, who relates the goodness of an item with 3, 4 or 5, by the total number of experts. Shi, Mo, and Sun (2012) state that when the total number of experts is ten, an item must achieve a minimum agreement of eight experts. Averaging the I-CVIs yielded the S-CVI. Polit and Beck (2014) recommend that the S-CVI be 0.90 or higher.

### **3.4.2 Reliability**

Reliability refers to the level at which an instrument of study can yield similar results over a diverse group of respondents who share similar characteristics in similar circumstances (Sahaya, 2017). To ensure reliability, the questionnaires have uniform questions that was asked to all participants. Further the questionnaires have standardized questions. The questions were interpreted to participants on the basis of their ability to grasp concepts so as to avoid bias. The questionnaire was assessed by the university supervisors to ensure the content and build-up of the instrument is confirmed by expert scholars so that it can produce stable and consistent results.

According to Mugenda & Mugenda's observation in 2003, an instrument is highly reliable if a researcher gives a subject the same score on both occasions of a test administration and the instrument is employed by that researcher. When piloting the questionnaire for the reliability test, the researcher employed the split-half method. Internal consistency, or how well the test components contribute to the construct being tested, is measured using split-half testing. In Machakos County, which is nearby, a pilot study was conducted. Due to the similar qualities of the two counties, this location was chosen for testing. To the farmers who were chosen to participate in the study, questionnaires were given out. Cronbach's alpha values were arrived at by coding and analyzing the tool's elements, which were split into two halves: odd questions and even questions. This was done in order to compare the outcomes of one test half with those of the other test half. An instrument is dependable if its average Cronbach's value falls between 0.70 and 0.95; without reliability, an instrument cannot be considered genuine (Nunnally& Bernstein, 1994).

### **3.5 Data Collection**

Data collection is the procedure used in gathering data from the study participants through the instruments (Sahaya, 2017). The first step in the data collection process involved obtaining a research approval authorisation letter from the University to facilitate granting of permission from relevant authorities. Once the research proposal is approved, a research permit from NACOSTI obtained before proceeding to the County Educational Officer Makeni County to seek the consent to conduct the research. Once the permission is granted, a visit to Makeni County was arranged for familiarization purposes.

Data from the Project beneficiaries, Community leaders and Kiwash Project officers from Makeni County selected as respondents were collected through two research assistants who also assist respondents having difficulties understanding some items in the questionnaires. To ensure the competency of the assistants, they were trained on the various aspects of handling the participants in the process of administering the questionnaire and on the ethical procedures of conducting the research. The instructions for filling out the questionnaires were thoroughly explained to the respondents. They also assured that the information they provided was kept private and would only be used for the purposes of the study. They were given enough time to accurately respond to the instruments. A follow-up was conducted to make sure questionnaires were completely completed and returned to the participants.

### **3.6 Data Analysis**

After the questionnaires were collected, they were coded and entered into the SPSS computer software, where they were analyzed. Initially, sort functions were used to screen data. The first step in quantitative data analysis involved summarizing data using descriptive statistics (Sheard, 2018). SPSS Vs. 21 was utilized to code information and conduct statistical evaluation. Descriptive statistical techniques were used to analyze qualitative data. Inferential statistics of Pearson correlation was used to indicate existing associations between variables and test the hypotheses. Further, descriptive statistics was summarizing quantitative findings and the results presented using frequencies and percentages.

Open-ended questions from the questionnaire was basically transcribed and qualitatively analyzed in thematic approach and merged with quantitative data findings. To begin, the transcripts were entered into a form. The researcher then read and reread them to become acquainted with the data before compiling a list of various types of information. The data was gathered in accordance with the research objectives. Qualitative data collected was basically transcribed and qualitatively analyzed through thematic analysis. It involves discovering themes in the open ended questions in the questionnaires, verifying them, confirming and qualifying them in analysis of the data while the process is repeated to pinpoint further themes, categorized and reported in narratives to supplement explanation of quantitative information in tables and charts.

### **3.7 Ethical Considerations**

In conducting the study, it was guaranteed that all respondents understand the purpose before taking part in it. This was achieved through proper explanations offered to them. Further, all the respondents were assured of privacy of the information they give. Their names and places of work was also not revealed with further assurance that they can access feedback from the study if they needed it after. Their informed consent also be obtained before the commencing the study. The participation of respondents in the research were on voluntary basis and no benefits attached. The ministry of higher education also granted researcher permission to go ahead with the research. Finally, questionnaires were filled out in an environment that ensured the privacy of the information obtained as well as the confidentiality of the participants.

### 3.8 Operationalization Table

**Table 3.3: Operationalization Table**

<b>Objective /Research Questions</b>	<b>Types of Variable</b>	<b>Indicators</b>	<b>Measures</b>	<b>Level of Scale</b>	<b>Approach of analyses</b>	<b>Types of analyses</b>	<b>Level of analyses</b>
To investigate the extent to which community participation in decision making influences the performance of donor funded project in improving sanitation in Kiwash sanitation project in Makueni County.	<b>Independent Variable</b> Decision making	Decision-making powers  Decision-making tasks  Community Views  Community Needs  Household involvement	Degree of control  Demand responsive ness	Nominal	Questionnaire	Quantitative and Qualitative	Descriptive
	<b>Dependent Variable</b> Performance of Donor Funded Projects	Donor funded project sustainability		Nominal	Questionnaire	Quantitative and Qualitative	Descriptive
To establish how community participation	<b>Independent Variable</b> Project accountability	Resource tracking reporting		Nominal	Questionnaire	Quantitative and Qualitative	Descriptive

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**Dependent  
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funded project in improving sanitation in Kiwash sanitation project in Makueni County	<b>Dependent Variable</b> Performance of Donor Funded Projects	Performance of Donor Funded Projects	Donor funded project sustainability	Nominal	Questionnaire	Quantitative and Qualitative	Descriptive
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To investigate the extent to which community participation in capacity building influences the performance	<b>Independent Variable</b> Capacity building	No of trainers No of trainees Types of capacity building	Nature of service delivery Amount of outstanding debt	Nominal	Questionnaire	Quantitative and Qualitative	Descriptive
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of donor funded projects in improving sanitation in Kiwash sanitation project in Makueni County	<b>Dependent Variable</b> Performance of Donor Funded Projects	Performance of Donor Funded Projects	Donor funded project sustainability	Nominal	Questionnaire	Quantitative and Qualitative	Descriptive
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## CHAPTER FOUR

### DATA ANALYSIS, INTERPRETATION AND PRESENTATION

#### 4.1 Introduction

The chapter described analyses, presentation as well as interpretation of data gathered from Kiwash sanitation project in Makueni County. The information obtained included general demographic characteristics and involvement of community participation on performance of donor funded projects. The study aims to investigate the influence of decision making, project accountability, project monitoring and evaluation and capacity building on performance of donor funded projects in improving Kiwash sanitation project in Makueni County.

#### 4.2 Return Rate

This research targeted 80 respondents in data collection. The return rates of the questionnaire results are shown in the table 4.1. Out of 80 respondents targeted, 69 filled and returned the questionnaire contributing to 86% response rate. However, 11 respondents which is equivalent to 14% did not fill the questionnaire within the required time. Those questionnaires which were not returned in time were due to reasons like, respondents were not available during the data collection period and after following up with no positive response. The higher rate of responses demonstrates the eagerness of participants to take part in the research.

**Table 4.1 Response Rate**

Responses	Frequency	Percentage
Filled	69	86
Un-returned	11	14
Total	80	100

#### 4.3 Demographic Characterization of the Respondents

The demographic characteristics of the respondents such designation of the respondent is analyzed under this section.

### 4.3.1 Designation of the Respondents

The study also aimed to investigate designation of the respondent in donor funded projects at Kiwash sanitation project in Makueni County.

**Table 4. 2 Designation of the Respondents**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Project beneficiary	56	81
Kiwash project staff	6	9
Community leaders	7	10
<b>Total</b>	<b>69</b>	<b>100</b>

From the findings, 81% of participants were project beneficiary, 10% were community leaders, 16% while 96% were Kiwash project staff. Wang, Law, Zhang, Li and Liang (2019) suggest that ranks or position one held in a job led to easier application of planning tactics applied in any project implementation process.

## 4.4 Decision Making and Performance of Donor Funded Projects

### 4.4.1 Challenges that Affect Decision Making of DFPs

The study also aimed to investigate the challenges that affect decision making of donor funded project. The results are presented in table.

**Table 4.3 Challenges that Affect Decision Making of DFPs**

	<b>Frequency</b>	<b>Percentage</b>
Poor project planning	23	33
Incompatible community demands	17	25
Lower literacy levels	20	29
Other factors	9	13
<b>Total</b>	<b>69</b>	<b>100</b>

Findings show most (33%) of the participants said that poor project planning is the main challenge that affects decision making of donor funded projects, 29% indicated that lower literacy levels affects decision making of donor funded projects, 25% indicated that incompatible

community demands while 13% indicated that other factors affects decision making of donor funded projects.

#### 4.4.2 Decision Making and Performance of DFPs

Table 4.4 summarizes aspects relating to decision making and the way they influence performance of donor funded projects.

**Table 4.4 Decision Making and Performance of DFPs**

<b>Statements</b>	<b>Mean</b>	<b>STDev</b>
Decision making is one of the critical variables that determine the performance of Kiwash project in Makueni County.	3.75	1.294
The decision making powers with regard to implementation of Kiwash project have been transferred to the local communities in Makueni County.	4.32	1.34
If the community does not participate in decision making in the implementation of Kiwash projects in Makueni County, the projects usually fail.	3.89	1.01
In decision making with regards to Kiwash projects in Makueni County, the community always uses a proactive approach to improve on performance.	3.61	1.498
In decision making with regards to water projects in Kiwash project in Makueni County, community members are assigned tasks rather than active participation to decide on issues.	4.26	0.723
In decision making with regards to Kiwash project in Makueni County, the community applies a cost recovery mechanism to boost performance.	4.12	0.882
There is healthy collaboration between the donors, sponsors and community in decision making with regards to Kiwash project in Makueni County.	3.63	1.48
In decision making, steps are usually taken to ensure that the community is involved in all steps of the implementation process.	4.23	0.777
In decision making on Kiwash projects in Makueni County, the community's views, choices, needs and feelings are put into consideration so as to improve on the performance of the project.	4.55	0.67
Households in Makueni County are also involved in the decision making process with regards to Kiwash project in Makueni County.	4.16	1.043

Table 4.4 demonstrates that most participants agreed that the community's views, choices, needs and feelings are put into consideration so as to improve on the performance of the project and that the decision making powers with regard to implementation of Kiwash project have been transferred to the local communities in Makueni County as presented by mean score of 4.55 and

4.32 respectively. They agreed also that banks that members of the community are assigned tasks rather than active participation to decide on issues, steps are usually taken to ensure that community members are involved in all steps of the implementation process in decision making and that Households in Makueni County are also engaged in the decision making process with regards to Kiwash project in Makueni County as illustrated by a mean of 4.26, 4.23 and 4.16 respectively. Likewise, respondents agreed that community applies a cost recovery mechanism to boost performance, If the community does not participate in decision making in the implementation of Kiwash projects in Makueni County, the projects usually fail and decision making is one of the critical variables that determine the performance of Kiwash project in Makueni County as illustrated by mean score of 4.12, 3.89 and 3.75 respectively. There is healthy collaboration between the donors, sponsors and community in decision making with respects to Kiwash project in Makueni County and that that in decision making with regards to Kiwash projects in Makueni County, the community always uses a proactive approach to improve on performance demonstrated by a mean of 3.63, 3.61 respectively.

#### **4.4.3 Improving Community Participation in Decision Making in Donor Funded**

Further responses were made to indicate the approaches that can be adopted in improving community participation in decision making in donor funded. From the results, 33% opined that decentralizing the decision making structure can be used in improving community participation in decision making in donor funded, 32% pointed sensitization of community on importance of contribution, 22% preferred empowering local communities through knowledge while 13% pointed other approaches can be used in improving community participation in decision making in donor funded as indicated by the table 4.5.

**Table 4.5 Improving Community Participation in Decision Making in DFPPs**

	<b>Frequency</b>	<b>Percentage</b>
Empowering local communities through knowledge	15	22
Decentralizing the decision making structure	23	33
Sensitization of community on importance of contribution	22	32
Others	9	13
<b>Total</b>	<b>69</b>	<b>100</b>

## 4.5 Project Accountability and Performance of Donor Funded Projects

### 4.5.1 Responsibility of Managerial Role in Performance of DFPs

The study aimed to investigate the person who is responsible for managerial role in implementation of DFPs. The findings are as presented in table 4.... below.

**Table 4.6 Responsibility of Managerial Role in Performance of DFPs**

	<b>Frequency</b>	<b>Percentage</b>
Donors	33	48
Local Community	21	30
Households	15	22
<b>Total</b>	<b>69</b>	<b>100</b>

Most of the respondents, 33(48%) indicated that donors plays the managerial role in implementation of donor funded projects, 30(21%) indicated that local community plays the managerial role, while 15 (22%) indicated that households are the one who plays the managerial role in implementation of donor funded projects.

### 4.5.2 Project Accountability and Performance of DFPs

Table 4.6 indicates respondents level of agreement on the statement relating to how project accountability influence performance of DFPs.

**Table 4.7 Project Accountability and Performance of DFPs**

	MEAN	STDev
Project accountability in Kiwash project in Makueni County requires sanitation services which are efficient and effective in all aspects to improve on performance.	3.74	1.041
Inappropriate legislations affect project accountability in community participation in Kiwash project in Makueni County.	3.66	1.133
Project accountability in community participation in Kiwash project in Makueni County integrates environmental, economic and social matters of development that aim to improve the standards of living.	3.71	0.899
Communities are willing to participate socially and economically in terms of project accountability in community participation in Kiwash project in Makueni County.	4.15	0.009
Inadequate institutional support affects project accountability in community participation in Kiwash project in Makueni County.	3.73	0.87
To improve on performance of Kiwash project in Makueni County, community participation in project accountability integrates both men and women.	3.44	0.943
Project accountability in community participation in Kiwash project in Makueni County entails collaboration and proper utilization of available skills and resources	3.58	0.712
Poor management systems affect project accountability in community participation in Kiwash project in Makueni County.	3.16	0.965
Project accountability in community participation in Kiwash project in Makueni County entails information, good practices, and innovation.	4.34	0.215
Improper financial mechanisms affect project accountability in community participation in Kiwash project in Makueni County.	4.37	0.098

From the findings, respondents agreed that project accountability in community participation in Kiwash project in Makueni County entails information, good practices, and innovation and improper financial mechanisms affect project accountability in community participation in

Kiwash project in Makueni County as explained by a mean of 4.37 and 4.34 respectively. Respondents also agree that communities are willing to participate socially and economically in terms of project accountability in community participation in Kiwash project in Makueni County as depicted by mean score of 4.15. Project accountability requires sanitation services that are efficient and effective in all dimensions to improve on performance, Inadequate institutional support affects project accountability in community participation and project accountability integrates environmental, economic and social matters of development that aim to improve the standards of living as shown by mean of 3.74, 3.73 and 3.71 respectively. Further respondent agreed that inappropriate legislations affect project accountability in community participation as illustrated by mean score of 3.66. However, participants agreed that Project accountability in community participation entails collaboration and proper utilization of available skills and resources as indicated by a mean of 3.58. Conversely, participants were neutral to improve on performance community participation in project accountability integrates both men and women and that Poor management systems affect project accountability in community participation in Kiwash project in Makueni County as demonstrated by mean of 3.44 and 3.16 respectively.

#### **4.5.3 Rate Project Accountability on Performance of DFPS**

Responses are tabulated in Table 4.8 on project accountability and its impact on performance of donor funded project. Majority (61%) of the participants opined that project accountability was average, 28% were of the views that project accountability was good while 12% felt that project accountability was excellent.

**Table 4.8 Rate Project Accountability on Performance of DFPS**

	<b>Frequency</b>	<b>Percentage</b>
Excellent	8	12
Average	42	61
Good	19	28
<b>Total</b>	<b>69</b>	<b>100</b>

#### 4.5.4 Mandate for of the Local Community in Managing Projects

Responses to indicate the mandates that local Community are given in managing projects. From the findings, 41% indicated that locals are given responsibility to providing information on the projects, 33% were of the opinion that locals are bestowed responsibility of tallying development needs to implementing projects while 26% pointed that they provide innovative ways on implementing development projects.

**Table 4.9 Mandate for of the Local Community in Managing Projects**

	<b>Frequency</b>	<b>Percentage</b>
Providing information	28	41
Tallying development needs to implementing projects	23	33
Provide innovative ways on implementing development projects	18	26
<b>Total</b>	<b>69</b>	<b>100</b>

#### 4.5.5 Improving Project Accountability on Performance of DFPS

Table 4.10 illustrates the findings on approaches that can be used on improving project accountability on performance of donor funded projects. Majority (46%) participants purported that train members of the local community is one way of improving project accountability on performance of donor funded projects, 35% pointed improve coordination between expert specialists and the community while 19% preferred financing the management of donor funded projects.

**Table 4.10 Improving Project Accountability on Performance of DFPS**

	<b>Frequency</b>	<b>Percentage</b>
Train members of the local community	32	46
Improve coordination between expert specialists and the community	24	35
Financing the management of donor funded projects	13	19
<b>Total</b>	<b>69</b>	<b>100</b>



## **4.6 Project Monitoring and Evaluation on Performance of Donor Funded Projects**

### **4.6.1 Influence of Project Monitoring and Evaluation on Performance of DFPs**

Table 4.10 illustrates the findings on the influence of project MnE on performance of DFPs. From findings, most of the participants strongly agreed that the technology utilized in project implementation can be effective to monitoring and evaluation as illustrated by a mean of 4.69. they agreed too that monitoring and evaluation assists governments, donors as well as implementing agencies to pinpoint project constraints and the community's needs and that community upholds and sustains project activities, delivery of services and any measures put in place by the project so that the project can exist long after the funds are over as indicated by the mean score of 4.59 and 4.58 respectively. Monitoring and evaluation entails establishing whether the project is delivering as anticipated as portrayed by mean score of 4.50. Further respondents strongly agreed that if there is any shift from the original concerns contained in the DFPs, corrective measures are addressed in time as part of MnE as shown by mean score of 4.19. MnE reconciles stakeholders and researchers such as civil servants, farmers as well as extension workers, to analyse the development activities of DFPs as portrayed by a mean of 4.08. Participants agreed that monitoring and evaluation cannot be addressed without a look at operation and maintenance issues and that monitoring and evaluation ensures that there is uninterrupted water flowing at the same rate as well as quality, from its inception to the current state as indicated by a mean of 3.96 and 3.94 respectively. Monitoring and evaluation entails that the community is informed on the progress of the project and that MnE involves planning from the very beginning of the project as shown by a mean of 3.64 and 3.54 respectively.

**Table 4.11 Project Monitoring and Evaluation on Performance of DFPs**

	<b>Mean</b>	<b>STDev</b>
In monitoring and evaluation of Kiwash project in Makueni County the community upholds and sustains project services, activities, and any measures initiated by the project so that the project can exist long after the funds are over.	4.58	0.23
Monitoring and evaluation of Kiwash project in Makueni County cannot be addressed without a look at operation and maintenance issues.	3.96	0.74
Monitoring and evaluation of Kiwash project in Makueni County ensures that there is uninterrupted water flowing at the same rate as well as quality, from its inception to the current state	3.94	0.73
Monitoring and evaluation of Kiwash project in Makueni County involves planning from the very beginning of the project.	3.54	0.87
The technology utilized in project implementation in Kiwash project in Makueni County can be effective to monitoring and evaluation.	4.69	0.3
MnE of Kiwash projects in Makueni County incorporates stakeholders and researchers such as civil servants, farmers, and also extension workers, to assess the development activities of DFPs	4.08	0.91
If there is any shift from the original concerns contained in the DFPs, corrective measures are addressed in time as part of monitoring and evaluation of Kiwash project in Makueni County.	4.19	0.8
Monitoring and evaluation of Kiwash project also entails that the community is informed on the progress of the project in Makueni County.	3.64	0.284
Monitoring and evaluation of Kiwash project in Makueni County entails establishing whether the project is delivering as anticipated.	4.5	0.03
Monitoring and evaluation of Kiwash project in Makueni County assists donors, implementing agencies as well as governments to identify project constraints and the community's needs.	4.59	0.083

#### 4.6.2 Level of Local Community Involvement in Projects Monitoring and Evaluation

The extent to which local community are involved in MnE of donor funded projects was established. Majority of participants (39%) opined that they are not involved in MnE of donor projects, 30% pointed that it is somewhat difficult, 17% indicated it is very difficult while 13% were of the opinion that it is impossible to be involved in MnE of sponsored projects.

**Table 4.12 Level of Local Community Involvement in Projects Monitoring and Evaluation**

	Frequency	Percentage
Not at all	27	39
Somewhat difficult	21	30
Very difficult	12	17
Impossible	9	13
<b>Total</b>	<b>69</b>	<b>100</b>

#### 4.6.3 Improving Project Monitoring and Evaluation in DFPs

This researcher further requested respondents to indicate the approaches that can be used on improving project MnE in donor funded projects. From the findings, (41%) respondents indicated that political support for community participation is the best approach, 35% pointed creating conducive platforms to engage the community, 25% preferred an approach of enhancing knowledgeability to the community.

**Table 4.13 Improving Project Monitoring and Evaluation in DFPs**

	Frequency	Percentage
Creating conducive platforms to engage the community	24	35
Political support for community participation	28	41
Improve on the knowledgeability of the community	17	25
<b>Total</b>	<b>69</b>	<b>100</b>

## 4.7 Capacity Building and Performance of Donor Funded Projects

### 4.7.1 Important Factors for Successful Implementation of DFPs

Table 4.14 presents findings on the extent to which capacity building influence performance of DFPs. Most (35%) of the respondents pointed that authority is an important factor of building capacity of communities for purposes of successfully implementing donor funded project, 26% preferred communication, 22% indicated financial resources, while 17% were of the opinion that training is the important factor.

**Table 4.14 Important Factors for Successful Implementation of DFPs**

	Frequency	Percentage
Communication	18	26
Authority	24	35
Training	12	17
Financial Resources	15	22
<b>Total</b>	<b>69</b>	<b>100</b>

### 4.7.2 Aspects of Capacity Building on Performance of DFPs

Table 4.10 illustrates the influence of influence of capacity building on performance of donor funded projects. From findings, most of the participants strongly agreed that capacity building in Kiwash project in Makueni County prepares members of the community to take leadership roles, responsibility and innovate ways to improve the performance of DFPs as indicated by the mean score of 4.69. Capacity building of communities improves on their ability to solve problems, defining and achieving project objectives to enhance project performance as portrayed by mean of 4.58. The lack of workers who are skilled in participatory approaches and processes is a major challenge and that there is inadequate capacity building since objectives of improving financial management, service deliver, and debt reduction as a result of implementing these projects have not been met as demonstrated by mean score of 4.34 and 4.31 respectively.

Further they strongly agreed that Capacity building entails thorough information sharing where project staff report back to the community on the progress as shown by mean score of 4.19.

Communities' capacities are strengthened through technical education as indicated by a mean of 4.08. Participants agreed also that Donors reinforce the capacities of the communities in which the projects are being implemented and that Communities' capacities are strengthened through resource allocation (human, financial, social and material) denoted by mean of 3.96 and 3.94 respectively. Communities' capacities are strengthened through skills training and that community participation in capacity building for performance of DFPs water projects consists of developing knowledge, skills as well as operational capacity as portrayed by mean of 3.64 and 3.54 respectively.

**Table 4.15 Aspects of Capacity Building on Performance of DFPs**

	<b>Mean</b>	<b>STDev</b>
Capacity building of communities in Makueni County improves on their ability to solve problems, defining and achieving project objectives to enhance project performance.	4.58	0.23
Donors reinforce the capacities of the communities in which the projects are being implemented in Makueni County.	3.96	0.74
Communities' capacities are strengthened through resource allocation (human, financial, social and material) in Makueni County.	3.94	0.73
Community participation in capacity building for performance of DFPs n water projects in Makueni County consists of developing knowledge, skills and operational capacity	3.54	0.87
Capacity building in Kiwash project in Makueni County prepares members of the community to take leadership roles, responsibility and innovate ways to improve the performance of DFPs.	4.69	0.3
Communities' capacities are strengthened through technical education in Makueni County.	4.08	0.91
Capacity building in Kiwash project in Makueni County also entails thorough information sharing where project staff report back to the community on the progress.	4.19	0.8
Communities' capacities are strengthened through skills training in Makueni County.	3.64	0.284
There is inadequate capacity building in Kiwash project in Makueni County since objectives of improving financial management, service delivery and debt reduction as a result of implementing these projects have not been met.	4.31	0.29
The lack of workers skilled in participatory approaches and processes in Kiwash project in Makueni County is a major challenge.	4.34	0.215

### 4.7.3 Challenges affecting Community Participation in Capacity Building

The study further aimed to investigate the challenges that affect community participation in capacity building. Most of the respondents (45%) had the opinion that lack of transparency affects participation of users in capacity building, 36% pointed that lack of resources affects community participation in capacity building, 5% to a very little extent while 19% alleged that effectiveness of the rule of law affects community participation in capacity building.

**Table 4.16 Challenges affecting Community Participation in Capacity Building**

	<b>Frequency</b>	<b>Percentage</b>
Lack of resources	25	36
Lack of transparency	31	45
Effectiveness of the rule of law	13	19
<b>Total</b>	<b>69</b>	<b>100</b>

### 4.8 Inferential Statistics

The research made use of inferential analysis, which included coefficient of correlation, coefficient of determination, and multiple regression analysis, to establish the association between the independent variables and the dependent variable.

#### 4.8.1 Coefficient of Correlation

In an attempt to demonstrate the association between study variables and their findings researcher utilized the Karl Pearson's coefficient of correlation ( $r$ ). It is clearly in Table 4.21, that there was a positive correlation between decision making and performance of DFPs as depicted by a correlation value of 0.5243. The study also revealed that there is a positive correlation between project accountability and performance of donor funded projects with a correlation value of 0.5127. Findings uncovered a positive link between MnE and performance of sponsored projects with a correlation of 0.6210 and a positive correlation between capacity building and performance of donor funded projects with a correlation value of 0.5030. This indicates a positive correlation between decision making, project accountability, monitoring & evaluation and capacity building.

**Table 4.17 Coefficient of Correlation**

Variables		Projects Performance	Decision Making	Project Accountability	Monitoring & Evaluation	Capacity Building
<b>Projects Performance</b>	Pearson Correlation	<b>1</b>				
	Sig. (2-tailed)					
<b>Decision Making</b>	Pearson Correlation	0.5243	<b>1</b>			
	Sig. (2-tailed)	0.0032				
<b>Project Accountability</b>	Pearson Correlation	0.5127	0.3421	<b>1</b>		
	Sig. (2-tailed)	0.0021	0.0014			
<b>Monitoring &amp; Evaluation</b>	Pearson Correlation	0.6210	0.1240	0.0621	<b>1</b>	
	Sig. (2-tailed)	0.0043	0.0120	0.0043		
<b>Capacity Building</b>	Pearson Correlation	0.5030	0.3420	0.0125	0.1660	<b>1</b>
	Sig. (2-tailed)	0.0172	0.0031	0.0423	0.0031	

#### 4.8.2 Coefficient of Determination

Coefficient of determination was conducted to measure how well the statistical model was perceived to predict future outcomes.

**Table 4.18 Model Summary**

Model	R	r <sup>2</sup>	Adjusted r <sup>2</sup>	Std. Error of the Estimate
1	0.742	0.551	0.641	0.0438

Coefficient of determination, (r<sup>2</sup>) involves the square of the sample correlation coefficient between outcomes and predicted values. In this regard, it explains the contribution of four independent variables (decision making, project accountability, monitoring & evaluation and capacity building) to the dependent variable. Among the four (4) independent variables studied,

they contribute 55.1% to performance of donor funded projects as shown by the adjusted ( $r^2$ ) which is presented in Table 4.22. This implies that other factors that were not considered in this study contribute to 44.9% on performance of donor funded projects.

### 4.8.3 Multiple Regression

The researcher then performed a multiple regression analysis to uncover the impact of community participation on performance of DFPs in Kiwash sanitation project in Makueni County. Multiple regressions are used to learn more about the association between a number of independent /predictor variables and a dependent/ criterion variable. The researcher utilized SPSS to enter and code responses from participants then computed the extent to which a unit changes occurred from one independent variable to another.

**Table 4.19 Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	$\beta$	Std. Error	Beta		
Constant/Y Intercept	1.279	1.316		1.451	0.357
Decision Making	0.531	0.310	0.172	4.242	0.0276
Project Accountability	0.525	0.322	0.067	3.452	0.0202
Monitoring & Evaluation	0.613	0.156	0.210	3.382	0.0285
Capacity Building	0.510	0.245	0.148	3.358	0.0249

According to the SPSS generated Table 4.23, the equation

$(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon)$  becomes:

$$Y = 1.279 + 0.531 X_1 + 0.525X_2 + 0.613X_3 + 0.510X_4$$



The regression equation uncovered that taking all factors into account (decision making, project accountability, MnE and capacity building) constant at zero, performance of DFPs was 1.279. The findings reveal that assuming other variables are at zero a unit change (increase) in decision making led to a 0.531 increase performance of donor funded projects; a unit increase in project accountability led to a 0.525 increase performance of donor funded projects; a unit increase in MnE led to a 0.613 increase performance of donor funded projects and a unit increase in capacity building led to a 0.510 increase to performance of donor funded projects as shown in Table 4.19. This infers that monitoring & evaluation influences performance of DFPs to a greater extent followed by decision making then project accountability while capacity building influence to a little extent to performance of donor funded projects.

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

**5.1 Introduction**

This chapter gives summary, discussion of the study findings and conclusion of the research; recommendations as well as providing general suggestion areas that need further research.

**5.2 Summary of Findings**

The study aimed to investigate influence of decision making, project accountability, project monitoring and evaluation and capacity building on performance of donor funded projects in improving Kiwash sanitation project in Makueni County.

From findings, at least 33% of the respondent indicated that poor project planning is the main challenge that affects decision making of donor funded projects (DFPs). Community's views, choices, needs and feelings are put into consideration while decision making powers with regard to implementation of project have been transferred to the local communities so as to improve on performance of the project in Makueni County. Decentralizing the decision making structure can be used in improving participation of local community in decision making in donor funded.

To the influence of project accountability on performance of DFPPs, the study established that donors play the managerial role in implementation of donor funded projects. Project accountability entails information, good practices, and innovation and improper financial mechanisms affect project accountability in community participation in Kiwash project in Makueni County. Communities are willing to participate socially and economically in terms of project accountability in community involvement. In donor projects, project accountability is normally in average. The study also found that locals are given responsibility to providing information and tallying development needs on the projects. One way of improving project accountability on performance of DFPPs is to train local community.

On influence of MnE and performance of DFPPs, the research uncovered that technology utilized in project implementation can be effective in monitoring and evaluation. Local communities are

not at all involved in MnE of donor funded projects. Political support for community participation is the best approach that can be employed in improving project monitoring and evaluation in donor funded projects.

To the influence of capacity building on performance of DFPs, the study revealed that authority is one of important factor of building capacity of communities for purposes of successfully implementing donor funded project. Capacity building in Kiwash project in Makueni County prepares members of the community to take leadership roles, responsibility and innovate ways to improve the performance of DFPs. Capacity building of communities improves on their ability to solve problems, defining and achieving project objectives to enhance project performance. On the challenges affecting community participation in capacity building, the study revealed that lack of transparency affects community participation in capacity building.

### **5.3 Discussions**

The study sought to establish influence of decision making on performance of donor funded projects(DFPs) in improving Kiwash sanitation project in Makueni County, to establish how project accountability influence the performance of DFPs in improving Kiwash sanitation project in Makueni County, to establish the extent to which project monitoring and evaluation influences the performance of donor funded project in improving Kiwash sanitation project in Makueni County and to investigate the extent to which capacity building influences the performance of donor funded projects in improving Kiwash sanitation project in Makueni County.

To the influence of decision making on performance of donor funded projects, the study found that community's views, choices, needs and feelings are put into consideration while decision making powers with regard to implementation of project have been transferred to the local communities so as to improve on the performance of the project in Makueni County. According to Kyriacou, Muinelo and Roca-Sagales (2015) the views of communities should be taken into account in any project that aims to benefit them and should be incorporated in decision-making. This ensures that the beneficiaries have chance to attend the meetings as well as their views to enable the projects implemented to meet their anticipated needs. This reduced cases of residents getting aware of public forums after it had taken place. Decentralizing the decision making

structure can be used in improving community participation in decision making in donor funded. World Bank (2014) pointed that before citizens can give their views, and take part in the public decisions, information regarding the issue of interest is necessary. The level of awareness among members of a community about an initiative strongly influences the nature of participation.

On the influence of project accountability on performance of DFPs, the study established that donors play the managerial role in implementation of DFPs. Devas and Grant (2013) the overall effects of public participation can be assessed in terms of allocative efficiency, equity in service delivery, accountability as well as reduction of corruption. Project accountability entails information, good practices, and innovation and improper financial mechanisms affect project accountability in community participation in Kiwash project in Makueni County. Doorgaspersad (2011) pointed that participation by public is considered crucial to good governance because it is characterized by responsiveness of institutions, transparency as well as accountability. Communities are willing to participate socially and economically in terms of project accountability in community participation in donor funded projects, project accountability is normally in average. According to World Bank (2014) if accountability is well practiced citizens are like to have more confidence on the objectives of the project and there is possibility of their participation. The study also found that locals are given responsibility to providing information and tallying development needs on the projects. To attain impressive result in any project is by establishing a project unit that is mandated to reinforces transparency and accountability measures such as by providing public access to information (Lakin, 2013). One way of improving project accountability on performance of DFPs is to train local community. Public officials indicated that did not have much concern about the citizens since they the county has invested a lot in training selected officials who continuously carry out public training to the village levels (De Graaf, & Paanakker, 2015).

On the influence of MnE and performance of DFPs, the study established that technology utilized in project implementation can be effective in monitoring and evaluation. Local communities are not at all involved in MnE of donor projects. Kauzya (2017) looks at participation as a platform where citizens are given an opportunity to effect on decision making, implementation and, MnE of projects and programs that affects their socio-economic and

political wellbeing. Political support for community participation is the best approach that can be employed in improving project monitoring and evaluation in donor funded projects. Brady (2013) contends that since political and civic process is various forms of participation, such as economic participation which occurs within the market place.

On the influence of capacity building on performance of DFPs, the study revealed that authority is one of important factor of building capacity of communities for purposes of successfully implementing donor funded project. According to Lakin (2013), the government should facilitate public participation whereby mechanisms are created for engagement which helps in making necessary information available to the public, and building the public's capacity to engage effectively. Capacity building in Kiwash project in Makueni County prepares members of the community to take leadership roles, responsibility and innovate ways to improve the performance of DFPs. Capacity building of communities improves on their ability to solve problems, defining and achieving project objectives to enhance project performance. On the challenges affecting community participation in capacity building, the study revealed that lack of transparency affects community participation in capacity building. According to Beshi and Kaur, (2020), involvement of the community boosts public confidence, strengthens democracy and also governance, support for fundamental leadership structures, improves transparency and accountability, lessens social conflicts by balancing the interests of various partners and forging consensus, improves process quality and leads to better decisions and fosters legitimacy the process.

#### **5.4 Conclusions**

The study concludes that poor project planning is the main challenge that affects decision making of donor funded projects. Community's views, choices, needs and feelings are put into consideration while decision making powers concerning the implementation of project have been transferred to the local communities so as to improve on performance of the project in Makueni County. Decentralizing the decision making structure can be used in improving community involvement in decision making in donor funded.

To the influence of project accountability on performance of DFPs, the study established that donors play the managerial role in implementation of donor funded projects. Project accountability entails information, good practices, and innovation and improper financial mechanisms affect project accountability in community participation in Kiwash project in Makueni County. Communities are willing to participate socially and economically in terms of project accountability in involvement of community. In donor funded projects, project accountability is normally in average. The study also found that locals are given responsibility to providing information and tallying development needs on the projects. One way of improving project accountability on performance of donor projects is to train local community.

On influence of MnE and performance of DFPs, findings discovered that technology utilized in project implementation can be effective in monitoring and evaluation. Local communities are not at all engaged in MnE of donor funded projects. Political support for community participation is the best approach that can be employed in improving project monitoring and evaluation in donor funded projects.

To the influence of capacity building on performance of donor funded projects, the study revealed that authority is one of important factor of building capacity of communities for purposes of successfully implementing donor funded project. Capacity building in Kiwash project in Makueni County prepares members of the community to take-up leadership roles, responsibility and innovate ways to improve the performance of DFPs. Capacity building of communities improves on their ability to solve problems, defining and achieving project objectives to enhance project performance. On the challenges affecting community participation in capacity building, the study revealed that lack of transparency affects community participation in capacity building.

## **5.5 Recommendations**

Researcher made recommendations as follows: -

County governments shouldn't believe they offer all types of services to the people. Instead, they ought to involve stakeholders in the provision of services. Successful stakeholder involvement increases understanding of services to guide the procurement process, which leads to public service

delivery. By clearly identifying the roles of stakeholders and the issues to be covered to guide stakeholder development, a clear process strategy must be employed. Processes for including stakeholders that are unclear about how involvement should affect choices may not be helpful.

Governors have reportedly invited individuals to barazas (informal public gatherings) for unstructured public engagement sessions on several times, in this regard, the results of such discussions are slanted in one side to favor the political aspects. The idea is to convince people who are close to the government to lend a supporting hand. This leaves out the important topics that ought to have been discussed in regards to the welfare and well-being of the populace. This is one of the study's key findings, and the federal government needs to take it into consideration when providing funding to the counties.

Whether county governments utilize the resources provided to them is a key concern. To ensure that finances issued to people's development projects are carefully planned, organized, and carried out by the people themselves, strong regulating institutions, the rule of law, a fully functional judiciary, and civil society are necessary if those resources are to be utilized for public purposes. Social auditing, transparency in processes, and accountability are required when people insist that their resources be used a certain way. The question is whether local residents may have a say in how projects are carried out by county governments, and if so, does that mean that groups with financial incentives had a bigger say in how decisions are made? This is the main subject of this study. The promise in Kenya's 2010 constitution that the people may have the freedom to organize, plan, and carry out their own projects offers Kenyans great hope, but this is not how things really work out.

Although the idea of decentralizing power and resources to the people may seem straightforward, simply giving money to the local population won't help unless a practical way of encouraging transparency, inclusivity, responsiveness, and accountability among the individuals and organizations involved is provided. As a result, the objective of public involvement is to offer the public with fair and unbiased information to aid in their understanding of their own problems, potential solutions, and alternative options. Additionally, it enables direct engagement with the public throughout the process to guarantee that the public's concerns and goals are continually recognized and taken into account. Feedback on analyses, options, and/or choices is also permitted.

The County Governments should utilize a variety of platforms to promptly inform the public of the date, time, location, and discussion topic. This can be accomplished through the use of social media and prominent local figures like pastors, priests, chiefs, and other community leaders. This made sure that the residents participated in these forums and voiced their opinions, ensuring that the projects carried out met their demands. Residents were less likely to learn about public involvement forums after the fact thanks to this.

The county governments must devise robust initiatives for civic education. This is due to the fact that, as already said, a sizable portion of respondents were unaware that it was their constitutional right to participate in public discourse. The public should also be educated on the value of attending such forums as part of the endeavor to increase public awareness of public forums. During project identification, implementation, and evaluation, it is important to include the opinions and issues expressed by participants during public involvement forums. This made guaranteed that only the locals' top priorities were carried out.

### **5.6 Suggestions for Further Studies**

It is advocated that a research undertaken on the effect of public participation in other governance processes. A study of the impact of public participation on democracy and economic development in rural areas, such as county governments, should be conducted. The study also revealed a gap in research on other factors that influence the public, not only in budget implementation but also in other governance processes.



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## APPENDICES

### APPENDIX 1: LETTER OF INTRODUCTION

**Mary Wanjiku,**

**Dear Respondent,**

I am a student at University of Nairobi. I am conducting a study on *Influence of Community Participatory Aactions on Performance of Donor Funded Projects: A Case of Kiwash Sanitation Project in Makeni County*. You have been selected to take part in this study. I would be grateful if you would assist me by responding to all items in this questionnaire. Your name does not need to appear anywhere in the questionnaire. The information will be kept confidential and will be used for academic research purpose only. Your co-operation will be greatly appreciated.

Yours faithfully,

Mary Wanjiku

## **APPENDIX 2: INFORMED CONSENT FORM**

Kindly carefully read the above consent form. Before deciding whether or not to participate in this research , you may ask any questions anytime as you wish.

**Project Title:** Influence of Community participation on Performance of Donor Funded Projects:  
A Case of Kiwash Sanitation Project in Makueni County

**Principal Researcher:** Mary Wanjiku

**Telephone:** +254710528521

**E-mail:** maryandati@gmail.com

**Organization:** University of Nairobi

**Location of Study:** Makueni County

**Purpose of this Research Study:** You are required to take part in a research study involving only 10 Kiwash Project officers, 60 Project beneficiaries and 10 Community leaders of Makueni County. This research is designed to be conducted as part of my Masters Degree program in the University of Nairobi. I am the principal researcher and my research is in the area of Project Management on influence of community participation on performance of donor funded projects: a case of sanitation projects in Makueni County.

**Procedures:** To freely participate in this research, one has to sign a consent form. Your participation consists of providing information and providing answers to some questions. The principal investigator or the research assistant directs this process. The procedure takes between 30 and 40 minutes.

**Possible Risks:** This is an academic research with possible risks like the research may unearth strong emotions, meaning the researcher employed a counselor to work out the possible emotional issues that may come up in the process of research.

**Possible Benefits:** The researchers anticipate that by participating in this research you may gain more insights in influence of community participation on performance of DFPs in Kenya today.

**Financial Considerations:** You will not incur any costs as a result of your participation in this research nor will you receive any financial compensation for your participation. However, in case you spent money for transport it will be refunded.

**Confidentiality:** Your identity in this study will be treated as confidential. Results of the study, including all collected data, may be published in my dissertation and in possible future journal articles and professional presentations, but names or any identifiable references to participants will not be included. However, any records or data obtained as a result of participation in this study may be inspected by the persons conducting this study. Review Board members provided, legally obligated to protect any identifiable data from public disclosure, except where disclosure is otherwise required by law or a court of competent jurisdiction. These records will be kept private in so far as permitted by law. One of the steps taken to protect confidentiality is such as using number codes or pseudonyms for identifying data or subjects. All study data will be retained for a minimum of three years or as required by the University Research Ethics Board, and then destroyed.

**Termination of Study:** Please know that you are free to choose whether to participate in this study or not. You may also choose to withdraw from the study or to decline to answer any questions at any time. You will not be penalized or lose any benefits to which you are otherwise entitled if you choose not to participate or choose to withdraw. In the event you decide to discontinue your participation in the study, please notify the principal researcher of your decision so that your participation can be terminated in an orderly fashion. Your participation in the study may be terminated by the investigator without prior notice to, or consent in the event that you get an illness and unable to participate, or other reason(s). All data collected on, about, or by you will be destroyed and not used in the data analysis or writing of the findings if you choose to withdraw.

**Resources:** Please know that any questions you may have about this study will be answered by the Principal Investigator or the Research Assistant. In case of any research-related emergency, call the principal investigator: Mary Wanjiku (07710528521).

**Participant:** I have read and I understand this consent form, and I volunteer to participate in this research study. I understand that I will receive a copy of this report if I ask. I voluntarily choose to participate and, I understand that my consent does not take away any legal rights in the case of negligence or other legal fault of anyone who is involved in this study. I further understand that nothing in this consent form is intended to replace any applicable national, government, or local laws.

**Signatures :**

Participant Pseudo-name : \_\_\_\_\_

Participant Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Principal Researcher's/Assistant's Name: \_\_\_\_\_

Principal Researcher's /Assistant's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Client anonymous code:**



### APPENDIX 3: QUESTIONNAIRE

Dear participant,

I am a Masters student at the University of Nairobi in Nairobi, Kenya. I am currently undertaking a research which is one of the requirements for the award of the degree. My research topic is: *Influence of Community participation on Performance of Donor Funded Projects: A Case of Kiwash Sanitation Project in Makueni County*. Your contribution will be of great help to me and to this study. Kindly help by filling in the following questions to the best of your knowledge. The information provided will be treated with strict confidentiality, for the purpose intended.

Thank you!

---

#### Section I: Background Information

##### 1. Designation

- a) Project beneficiary [ ]
- b) Kiwash project staff [ ]
- c) Community leaders [ ]

#### Section II: Community participation and decision making

2. What are some of the potential challenges that could affect decision making of donor funded project in Makueni County?

- (a) Poor project planning [ ]
- (b) Incompatible community demands [ ]

(c) Lower literacy levels

[ ]

(d) Any Other (Specify).....

3. Indicate whether you agree, strongly agree, undecided, disagree or strongly disagree with various statements regarding the influence of community participation in decision making on performance of donor funded projects in Makueni County. A case of Kiwash sanitation project

(Key: SA: Strongly Agree; A: Agree; UD: Undecided; D: Disagree, SD Strongly Disagree)

NO.	Factors	SA	A	UD	D	SD
a)	Decision making is one of the critical variables that determine the performance of Kiwash project in Makueni County.					
b)	The decision making powers with regard to implementation of Kiwash project have been transferred to the local communities in Makueni County.					
c)	If the community does not participate in decision making in the implementation of Kiwash projects in Makueni County, the projects usually fail.					
d)	In decision making with regards to Kiwash projects in Makueni County, the community always uses a proactive approach to improve on performance.					
e)	In decision making with regards to water projects in Kiwash project in Makueni County, community					

	members are assigned tasks rather than active participation to decide on issues.					
f)	In decision making with regards to Kiwash project in Makueni County, the community applies a cost recovery mechanism to boost performance.					
g)	There is healthy collaboration between the donors, sponsors and community in decision making with regards toKiwash project in Makueni County.					
h)	In decision making, steps are usually taken to ensure that the community is involved in all steps of the implementation process.					
i)	In decision making on Kiwash projects in Makueni County, the community's views, choices, needs and feelings are put into consideration so as to improve on the performance of the project.					
j)	Households in Makueni County are also involved in the decision making process with regards to Kiwash project in Makueni County.					

4. What can be done to improve on community participation in decision making in donor funded Kiwash project in Makueni County?

(a) Empowering local communities through knowledge [ ]

(b) Decentralizing the decision making structure [ ]

(c) community sensitization on importance of contribution [ ]

(d) Any Other (Specify).....

**Section III: Community participation and Project Accountability**

5. Who plays a managerial role in the implementation of donor funded Kiwash project in Makueni County?

(a) Donors [ ]

(b) Local Community [ ]

(c) Households [ ]

(d) Any Other (Specify).....

6. Indicate whether you agree, strongly agree, undecided, disagree or strongly disagree with various statements regarding the influence of community participation in project accountability on performance of donor funded Kiwash project in Makueni County.

*(Key: SA: Strongly Agree; A: Agree; UD: Undecided; D: Disagree, SD Strongly Disagree)*

NO.	Factors	SA	A	UD	D	SD
a)	Project accountability in Kiwash project in Makueni County requires sanitation services that are efficient and					

	effective in all dimensions to improve on performance.					
b)	Inappropriate legislations affect project accountability in community participation in Kiwash project in Makueni County.					
c)	Project accountability in community participation in Kiwash project in Makueni County integrates environmental, economic and social matters of development that aim to improve the standards of living.					
d)	Communities are willing to participate socially and economically in terms of project accountability in community participation in Kiwash project in Makueni County.					
e)	Inadequate institutional support affects project accountability in community participation in Kiwash project in Makueni County.					
f)	To improve on performance of Kiwash project in Makueni County, community participation in project accountability integrates both men and women.					
g)	Project accountability in community participation in Kiwash project in Makueni County entails collaboration and proper utilization of available skills and resources					

h)	Poor management systems affect project accountability in community participation in Kiwash project in Makueni County.					
i)	Project accountability in community participation in Kiwash project in Makueni County entails information, good practices, and innovation.					
j)	Improper financial mechanisms affect project accountability in community participation in Kiwash project in Makueni County.					

7. How would you rate project accountability in implementation of Kiwash sanitation donor funded project in Makueni County?

a) Excellent	[ ]	c) Average	[ ]
b) Good	[ ]	d) Poor	[ ]

8. What is the mandate for of members of the local community in their capacity of managing the implementation of Kiwash donor funded project in Makueni County?

(a) Providing information [ ]

(b) Tallying development needs to implementing projects [ ]

(c) Provide innovative ways on implementing development projects [ ]

(d) Any Other (Specify).....

9. What can be done to improve on the project accountability towards implementation of Kiwash donor funded project in Makueni County?

(a) Train members of the local community [ ]

(b) Improve coordination between expert specialists and the community [ ]

(c) Financing the management of donor funded projects [ ]

(d) Any Other (Specify).....

**Section IV: Community participation and project monitoring and evaluation**

10. Give your level of agreement regarding influence of community participation in project monitoring and evaluation on performance of donor funded projects in Makueni County. A Case of Kiwash sanitation project

*(Key: SA: Strongly Agree; A: Agree; UD: Undecided; D: Disagree, SD Strongly Disagree)*

NO.	Factors	SA	A	UD	D	SD
a)	In monitoring and evaluation of Kiwash project in Makueni County the community upholds and sustains project activities, services and any measures initiated by the project so that the project can exist long after the funds are over.					
b)	Monitoring and evaluation of Kiwash project in Makueni County cannot be addressed without a look at operation and maintenance issues.					

c)	Monitoring and evaluation of Kiwash project in Makueni County ensures that there is continued flow of water at the same rate and quality, from its inception to the current state					
d)	Monitoring and evaluation of Kiwash project in Makueni County involves planning from the very beginning of the project.					
e)	The technology utilized in project implementation in Kiwash project in Makueni County can be effective to monitoring and evaluation.					
f)	Monitoring and evaluation of Kiwash projects in Makueni County brings together researchers and stakeholders, such as farmers, government officials and extension workers, to assess the development activities of DFPs					
g)	If there is any shift from the original concerns contained in the DFPs, corrective measures are addressed in time as part of monitoring and evaluation of Kiwash project in Makueni County.					
h)	Monitoring and evaluation of Kiwash project also entails that the community is informed on the progress of the project in Makueni County.					
i)	Monitoring and evaluation of Kiwash project in					



	Makueni County entails establishing whether the project is delivering as anticipated.					
j)	Monitoring and evaluation of Kiwash project in Makueni County assists donors, governments and implementing agencies to identify project constraints and the community's needs.					

11. How difficult is it for individuals from the local community to viably partake in the monitoring and evaluation of Kiwash DFPs in Makueni County?

(a) Not at all

(b) Somewhat difficult

(c) Very difficult

(d) Impossible

12. What can be done to improve project monitoring and evaluation in the implementation of Kiwash donor funded projects in Makueni County?

(a) Creating conducive platforms to engage the community

(b) Political support for community participation

(c) Improve on the knowledgeability of the community

(d) Any Other (Specify).....

**Section V: Community Participation and Capacity Building**

13. Please rate the following as to how important the factor is to building capacity of communities for purposes of successfully implementing Kiwash donor funded project in Makueni County. (Please **CIRCLE** the appropriate number)

	Least important	—————→					Most important
Communication	1	2	3	4	5	6	7
Authority	1	2	3	4	5	6	7
Training	1	2	3	4	5	6	7
Financial Resources	1	2	3	4	5	6	7

14. Give your level of agreement regarding influence of community participation in capacity building on performance of Kiwash donor funded projects in Makueni County.

*(Key: SA: Strongly Agree; A: Agree; UD: Undecided; D: Disagree, SD Strongly Disagree)*

NO.	Factors	SA	A	UD	D	SD
a)	Capacity building of communities in Makueni County improves on their ability to solve problems, defining and achieving project objectives to enhance project performance.					
b)	Donors reinforce the capacities of the communities in which the projects are being implemented in Makueni County.					
c)	Communities’ capacities are strengthened through resource allocation (financial, human, social and material) in Makueni County.					

d)	Community participation in capacity building for performance of DFPs n water projects in Makueni County consists of developing knowledge, skills and operational capacity					
e)	Capacity building in Kiwash project in Makueni County prepares members of the community to take leadership roles, responsibility and innovate ways to improve the performance of DFPs.					
f)	Communities’ capacities are strengthened through technical education in Makueni County.					
g)	Capacity building in Kiwash project in Makueni County also entails thorough information sharing where project staff report back to the community on the progress.					
h)	Communities’ capacities are strengthened through skills training in Makueni County.					
i)	There is inadequate capacity building in Kiwash project in Makueni County since objectives of improving service delivery, financial management and debt reduction as a result of implementing these projects have not been met.					
j)	The lack of staff skilled in participatory techniques and processes in Kiwash project in Makueni County is a major challenge.					

15. What are some of the challenges that affect community participation in capacity building in Kiwash project in Makueni County?

(a) Lack of resources

(b) Lack of transparency

(c) Effectiveness of the rule of law

(d) Any Other (Specify).....

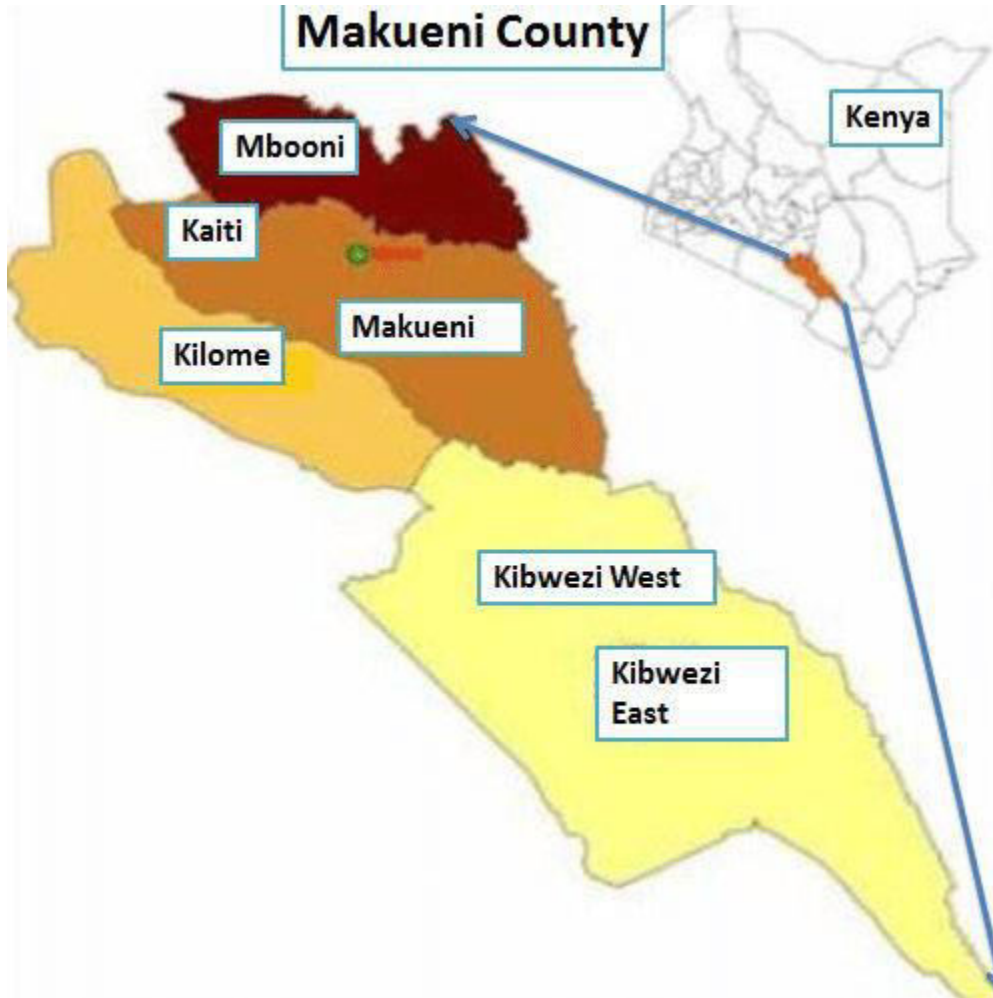
**APPENDIX 4: KREJCIE AND MORGAN TABLE**

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

**APPENDIX 5: MAP OF MAKUENI COUNTY**



## APPENDIX 6: TURNITIN REPORT

### INFLUENCE OF COMMUNITY PARTICIPATION ON PERFORMANCE OF DONOR FUNDED PROJECTS: A CASE OF KIWASH SANITATION PROJECT IN MAKUENI COUNTY, KENYA

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Prof. Harriet Kidombo  
20/07/2022

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