

**INFLUENCE OF COMMUNITY PARTICIPATORY MONITORING  
AND EVALUATION ON PERFORMANCE OF DEVELOPMENT  
PROJECT ACASE OF EWASO NGI'RO NORTH DEVELOPMENT  
AUTHORITY, ISIOLO COUNTY.**

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**RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL  
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF  
THE DEGREE OF MASTER OF ARTS IN PROJECT PLANNING  
AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI**

**2013**

## DECLARATION

This Research Project Report is my original work and has not been submitted for a degree in any other university.

Signed.....Date.....

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This Research Project Report has been submitted for examination with my approval as the university supervisor

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## **DEDICATION**

This work is dedicated to my beloved mother Jillo Tadicha, my wife Hawai Kero, my children; Fathurahman Daud and Sabria Daud for their patience during the entire period of the study.

## **ACKNOWLEDGEMENT**

I would like to acknowledge the Almighty God for the courage, strength, grace and guidance while writing this research proposal.

Special thanks go to my supervisor Mrs Josephine Ounza for her continued support and special inputs.

I take this opportunity to extend my appreciation to the Department of Extra- Mural Studies as well as lecturers.

I also thank my brothers and colleagues for their moral support and prayers.

I wish to express my sincere gratitude and appreciation to all those who in one way or another contributed to the success of preparation of this research project.

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## ABSTRACT

This study sought to establish influence of community participatory monitoring and evaluation on performance development project a case of ENNDA, Isiolo County. There has been failure to engage local communities to air their views, needs and challenges as a priority as well as lacking capacity to plan, implement, monitor and evaluate project in a participatory manner. The researcher explored to address the fallacy of involving local communities in the planning, designing, implementation of project, monitoring and evaluation and sustainability. The study sought to investigate the importance of community involvement, assess measures and strategies of community participation, examine levels of community participation and explore community empowerment and sustainability of ENNDA Project. The researcher believes that community participation is a crucial aspect of any development project in order to be sustainable. This study employed descriptive survey research design. The target population for this study was eighty representatives from the management team of ENNDA projects and community. The study might be of help to the ENNDA project managers in policy formulation for development projects and might help the community find ways to own the ENNDA projects by influencing community involvement and participation.

The participants for the study include: Ewaso Ngi'ro North Development Authority Managing Director, Project Coordinator and Project managers, Beneficiaries of ENNDA projects. Census approach was used to get the respondents. The data was collected using questionnaires and interviews guide. The questionnaire return rate, demographic information of the respondents, data presentation and interpretation. The summary of the research findings; discussions and draws conclusion based on the findings, recommendation and suggestion for further studies. Attaining sustainable development projects requires a united effort and the participation of the people concerned. Community participation contributes to the development of appropriate policy, legislation and regulations while at the same time promoting democracy. Community participation increases understanding between stakeholders, it also establishes trust and cooperation.

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## **ABBREVIATION AND ACRONYMS**

<b>ADB</b>	-	African Development Bank
<b>ASAL</b>	-	Arid and Semi-arid Land
<b>B.O.D</b>	-	Board of Directors
<b>CBO</b>	-	Community Based Organization
<b>CP</b>	-	Community Participation
<b>DFRD</b>	-	District Focus for Rural Development
<b>DFID</b>	-	Department for International Development
<b>FAO</b>	-	Food and Agriculture Organization.
<b>ENNDA</b>	-	Ewaso Ngiro North Development Authority
<b>M/E</b>	-	Monitoring and Evaluation
<b>MD</b>	-	Managing Director
<b>PC</b>	-	Project Coordinator
<b>PMC</b>	-	Project Management Committee
<b>PSC</b>	-	Project Steering Committee
<b>RWUA</b>	-	River Water User's Association
<b>UNDP</b>	-	United Nation Development Programme
<b>WB</b>	-	World Bank

# CHAPTER ONE

## INTRODUCTION

### 1.1 Back Ground of the Study

A project is a temporary endeavour undertaken by people who work cooperatively together to create a unique product or service within an established time frame and within an established budget to produce identifiable deliverables (Filicetti, 2009). Project success has been defined by the criteria of time, budget and deliverables, (Flaman and Gallagher, 2001). Antill (2004) reported that a project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and it is accepted and used by the clients for whom the project was intended.

A major theme of the Constitution of Kenya 2010 is participation of the people to achieve sustainable development. Participation through representation – though the Constitution does have many provisions on this, including those to ensure the presence of the full diversity of the nation, including minorities, whether in the national Parliament (Articles 90, 97 and 98), the national government (Article 130(2)), the county governments (Articles 177 (1) (c)) and 197 (2)), and even in the security organs (Article 238(2)(d)), whether through elections or appointment processes.

It is vital to remember that participation is a basic human right and that it promotes many other rights. It is enshrined in article 27(1) of the Universal Declaration of Human Rights that “everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and share in scientific advancement and its benefits.

Participation and decision making by community as a major area of concern as set and designed in the District Focus for Rural Development (DFRD 1983) government policy. Although community participation has its drawbacks, there are more benefits. Various stakeholders play a role in contributing to more meaningful community participation. The challenge to promote sustainable and empowering community participation lies in a partnership with all stakeholders in the process.

This study focused on the Ewaso Ngiro north development authority as descriptive survey .Addressing the fallacy of involving local communities in the planning, designing, implementation of project, monitoring and evaluation and sustainability. The Ewaso Ngi'ro North River Basin Development Authority was established in 1 December 1989. through an act of Parliament to provide for the establishment of an authority to plan and coordinate the implementation of development project in the Ewaso Ngi'ro North River Basin and catchment areas and for connected purposes managed by Managing Director . The functions of the authority include:

To plan for development of the area and initiate project activities identified from such planning in the area through the Government generally. To develop an up- to date long-range development plan for the area. To initiate such studies, and carry out such surveys, of the area as may be considered necessary by the Government or the authority, and to assess alternative demands within the area on the natural resources thereof, and to initiate, operate or implement such projects as may be necessary to exploit those natural resources including agriculture (both irrigated and rain fed), forestry , wildlife and tourism industries, electric power generation, mining, and fishing, and to recommend economic priorities. To co-ordinate the various studies of schemes within the area such that human, water, animal, land and other resources are utilized to the best advantage and to monitor the design and execution of planned projects within the area:

To effect a programme of both monitoring and evaluating the performance of projects within the area so as to improve such performance and establish responsibility thereof and improve future planning. To co-ordinate the present abstraction and use of natural resources, especially water, within the area and to set up an effective monitoring of abstraction and usage. To cause and effect the construction of any works deemed, necessary for the protection and utilization of the water and spoils of the area. To ensure that landowners in the area undertake all the measures specified by the Authority to protect the water and soils of the area. To identify, collect, collate and correlate all such data related to the use of the water and other resources and also economic and related activities within the area as may be necessary for the efficient forward planning of the area. To maintain a liaison between the governments, the private sector and other interested agencies in the matter of the development of the area with a view to limiting the duplication of effort and to ensuring the best use of the available technical resources. To examine the hydrological effects of the development programmes and evaluate how they affect the economic

activities of the persons dependent on river environment; and Consider all aspects of the development of the area and its effects on the rivers inflow and outflow.

Participation and involvement was part of any social group and fundamental to developing and strengthening a well-functioning community. The dynamics of a particular participatory structure are determined by the culture(s) of the group and their beliefs, norms, values and power relationship.

Stone (1989) Community participation is the core pillar for development. The essence of Community participation in their development has been gaining momentum in the process of human empowerment and development. Contemporary development scholars have been advocating the inclusion of Community participation in development projects as they believe the objectives of any project cannot be fully achieved unless people meaningfully participate in it. He argues that Community participation in development projects may help in effective social change rather than impose an external culture on a society.

Community participation can be seen as a process whereby the residents of a community are given a voice and a choice to participate in issues affecting their lives.

In this way the members of the community might, if the process is managed well, take ownership of the projects that are implemented (Theron, 2005a:104-105).

The aim of participation in ENNDA settings is not just to ensure that different groups have a voice, but that they are heard and able to take part in making crucial decisions which affect their lives.

As a result, despite huge external and internal pressure, the elusive phenomenon of community participation in local development projects is ignored and remained only in papers as a striking slogan. This study therefore, has tried to review the dilemma of the theory and practice of community participation in local development projects and Monitoring and Evaluation of projects. It has also tried to explore the level of local community participation in monitoring and evaluation of projects as well as to identify the factors of low level participation by communities at the county level.

Monitoring and evaluating participation in projects and programmes differ according to what is being measured, which in turn depends on the objectives of participation. Although the objectives vary according to the type and context of the particular development project or programme, it is possible to identify some broad objectives of participation.

Williams (2002) and Oakley (2001) summarize some common objectives of participation as:

Self-reliance is to break the mentality of dependence, to promote self-awareness and confidence of rural people and help them learn how to plan and implement so that they have great control over their lives. Empowerment is to achieve a more equitable sharing of power and a higher level of political awareness and strength for the disadvantaged. Sustainability: to help ensure that local people maintain the project's dynamic. Cost sharing: to involve the beneficiaries in sharing the costs of a project by contributing labour and capital or through "self-help" to maintain the project (Bhatnagar and Williams 1992).

The efficiency of development activities by involving local resources and skills and thereby make better use of external costs. Increase the effectiveness of activities, by ensuring that they are based upon local knowledge and understanding and are more relevant to local needs.

Build local capacities and develop the ability of local people to manage and negotiate development activities. Help ensure the sustainability of activities as the beneficiaries assume ownership and improve the status of women by providing the opportunity for them to play a part in development work.

## **1.2 Statement of the Problem**

There had been failure to engage local communities to air their views, needs and challenges as a priority as well as lacking capacity to plan, implement, monitor and evaluate project in a participatory manner. It was worth investigating the issue regarding the failure to involve local communities in monitoring and evaluation and how it affects community participation in development project.

Most often elected representatives do not always take care of the interest of the poor. Local councils lack the capacities to implement people's development agenda, ownership and sustainability not based on the interest of the people. Due to the low level of education, the



populations of Isiolo as stakeholders are not aware of their role in the projects planning, designing, implementation, decision making and monitoring and evaluation. Community participation encourages community responsibility for projects and individuals are more likely to be committed to plans. Community participation teaches communities how to resolve conflict and allows for different perspectives to be heard. In this way, learning is promoted and people will be able to help themselves (Baum, 1999:187). Communities will be able to assess their own situation, organize themselves as a powerful group and work creatively towards changing society and building up a new world.

The study sought to answer question on the importance of community involvement and participatory monitoring and evaluation on performance of ENNDA project, community participation strategy on performance of ENNDA Project, levels of community participation on performance of ENNDA projects and community empowerment and sustainability on performance of ENNDA project. Most of the studies cited in the literature were conducted on projects in the developing countries or other areas whose strategic approach is different from that of Isiolo county ENNDA Project.

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

The purpose of this study was to establish influence of community participatory monitoring and evaluation on performance of ENNDA project, Isiolo County in order to contribute to poverty reduction through sustainable natural resources conservation and management of ENNDA.

### **1.4 Objective of the Study**

The specific objectives of the study were;

- 1) To investigate importance of community involvement on performance of ENNDA project
- 2) To assess the measures and strategies of community participatory monitoring and evaluation on performance of ENNDA projects
- 3) To examine the levels of community participation and coordination of stakeholder's on performance of ENNDA projects.
- 4) To explore community empowerment and sustainability to own ENNDA projects.

### **1.5 Research Questions**

The study sought to answer the following research question

- 1) What is the importance of community involvement on performance of ENNDA projects?
- 2) What measures and strategies undertaken by the management to enhance community participatory monitoring and evaluation on performance of ENNDA projects?
- 3) How can we improve levels of community participation on performance of ENNDA projects?
- 4) How can community empowerment and sustainability be used to sustain ENNDA projects.

### **1.6 The Significance of the Study**

The study aimed to benefit the management and the community to work closely in order to identify problem, examine problem and amicable solutions for improving quality of life. The study would act as a background to those who want to study in the same field since it would provide the basis.

### **1.7 Delimitation of the Study**

The study concentrated on influence of community participatory monitoring and evaluation on performance of ENNDA project to encourage better involvement, empowering the community to sustain the project as well as own after completion of the project.

### **1.8 Limitation of the Study**

Community participation in development project was imperative for the successful implementation of project. The major limitations for this study were financial constraints, lack of proper documentations and time limits.

### **1.9 Assumption of the Study**

The study assumed that there would be no bias and that participants were cooperative in giving relevant information.

## **1.10 Definition of Significant Terms**

### **Community**

The concept of a community varies between projects, sectors, regions and countries. Three different types of community can be identified in terms of their legal/administrative, social and resource characteristics.

### **Geographical communities**

These might be defined in geographic or planning terms and for example natural features or levels of demand/supply might be used to identify communal interests or catchments areas.

### **Legal/administrative communities**

Defined by each countries local government legislation. This recognizes a hierarchy of communities and codifies their administration in terms of traditional or political structures.

### **Social communities**

These are defined by the members themselves and reflect the differentiation of the rural population by prevailing social, economic and cultural norms.

### **Empowerment**

Empowerment is the process of increasing the capacity of individuals or groups to make choices and to transform those choices into desired actions and out comes in the context of development work, empowerment means that people are able to organize and influence change on the basis of their access to knowledge, to decision making processes and to financial, social and natural resources (Dale, 2004; Slocum *et al.*, 1995).

### **Stakeholders**

According to DFID (2002), a stakeholder is “any individual, community, group or organization with an interest in the outcome of a programme, either as a result of being affected by it positively or negatively, or by being able to influence the activity in a positive or negative way”.

**Participation**

Participation is the active involvement of a community to take part or Share in an activity with the community through consultative process. This study uses the definition adopted by the World Bank's Learning Group on Participatory Development which defined participation as "a process through which stakeholders influence and share control over development initiatives and the decisions and resources which affect them" (World Bank, 1996, p.3).

**Project**

It is a temporary endeavour undertaken by people who work cooperatively together to create a unique product or service within an established period of time and within an established budget to produce identifiable deliverables.

**Monitoring**

Monitoring is an ongoing activity that tracks the progress of the project during its lifetime. Therefore, monitoring is an integral part of our day to day operational management. It is used to continuously assess the progress made with the project when viewed against its goals and objectives, as outlined in the project proposal. It involves the so-called logical framework through which we track inputs, processes, activities and outputs and outcomes.

**Evaluation**

Evaluation will be performed either at midterm or at the end of the project, on conclusion of all activities. Evaluation is scientifically based assessment of the strengths and weaknesses of the project. We assess the overall design, implementation and results of the completed interventions.

**Ownership**

The ultimate and exclusive right conferred by a lawful claim or title, and subject to certain restrictions to enjoy, occupy, possess. Rent, sell, use, give away, or even destroy an item of property.

## **Sustainability**

Brundtland (1987): This is the most commonly quoted definition and it aims to be more comprehensive than most: Sustainable development is development that meets the needs of the present without promising the needs of future generations to meet their own needs.

### **1.11 Organization of the Study**

This study was organized in three chapters. Chapter one focused on background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, limitations of the study, assumptions of the study and definitions of significant terms as well as organization of the study.

Chapter two covered on literature review of the study. The chapter was addressing the factors influencing community participation in the monitoring and evaluation of ENNDA project.

Importance of community involvement and participation, strategies of community participation, levels of community participation and community empowerment and sustainability.

Chapter three covered the research methodology. This chapter described the research design, the target population, sampling technique, sample size, research instruments, instruments validity and reliability, data collection procedures and data analysis techniques.

Chapter four focused on the questionnaire return rate, demographic information of the respondents, data presentation and interpretation

Chapter five covered the summary of the research findings; discussions and draws conclusion based on the findings, recommendation and suggestion for further studies. Appendices were attached from letter of introduction, questionnaire, and interview guide.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter was critical to analyze literature on influence of community participatory monitoring and evaluation on performance of ENNDA projects while focusing on theoretical review, summary of the literature review on project management, ENNDA project lifecycle, project description and institutional structure. Literature regarding importance of community involvement and participation, strategies to community participation, levels of community participation, empowerment and sustainability of project will be the main focus for this chapter.

#### **2.2 Ewaso Ngi'ro North Development Authority Project Management**

The study was based on influence of community participatory monitoring and evaluation on performance of ENNDA Projects a case of Isiolo County. According to Gary (2007), project management is vital in realization of any project. Experienced companies use project management routinely, however many of these companies do not achieve success in meeting project purposes (John, 2004). Project management is a discipline for planning, leading, organizing, and controlling a well-defined collection of work (Harvey, 2003).

Ewaso Ngi'ro North Development Authority main office was based in Isiolo County; Isiolo is a town in the Eastern Province, Kenya, in the Upper Eastern sub-region and lying 285 kilometers north of Nairobi, the Capital City of Kenya. It grew around the local military camps, a few of the population being descended from former Somali soldiers who had fought in World War I and the other Cushitic pastoral communities.

The predominant population of Isiolo is the Oromo-speaking Borana and other Cushitic communities. There is also a steady migration from the neighbouring communities such as

Tigania, Igembe and Imenti who belong to the former Meru County. The most populous Division is Central in the Southern flank of the County.

Water is a very scarce natural resource and catchment conservation plays a critical role in its protection and sustainable use. The Ewaso Ng'iro North River Basin presents an acute example of the water scarcity prevalent in Kenya. A combination of increased water abstraction by upper and middle catchment irrigated farms and a deterioration in the vegetative cover of the upper catchment as a result of encroachment of forest areas for timber, crop growing and collection of fuel wood, have combined to reduce water flows in the EwasoNg'iro North River (ENNR) and its tributaries throughout most of their length.

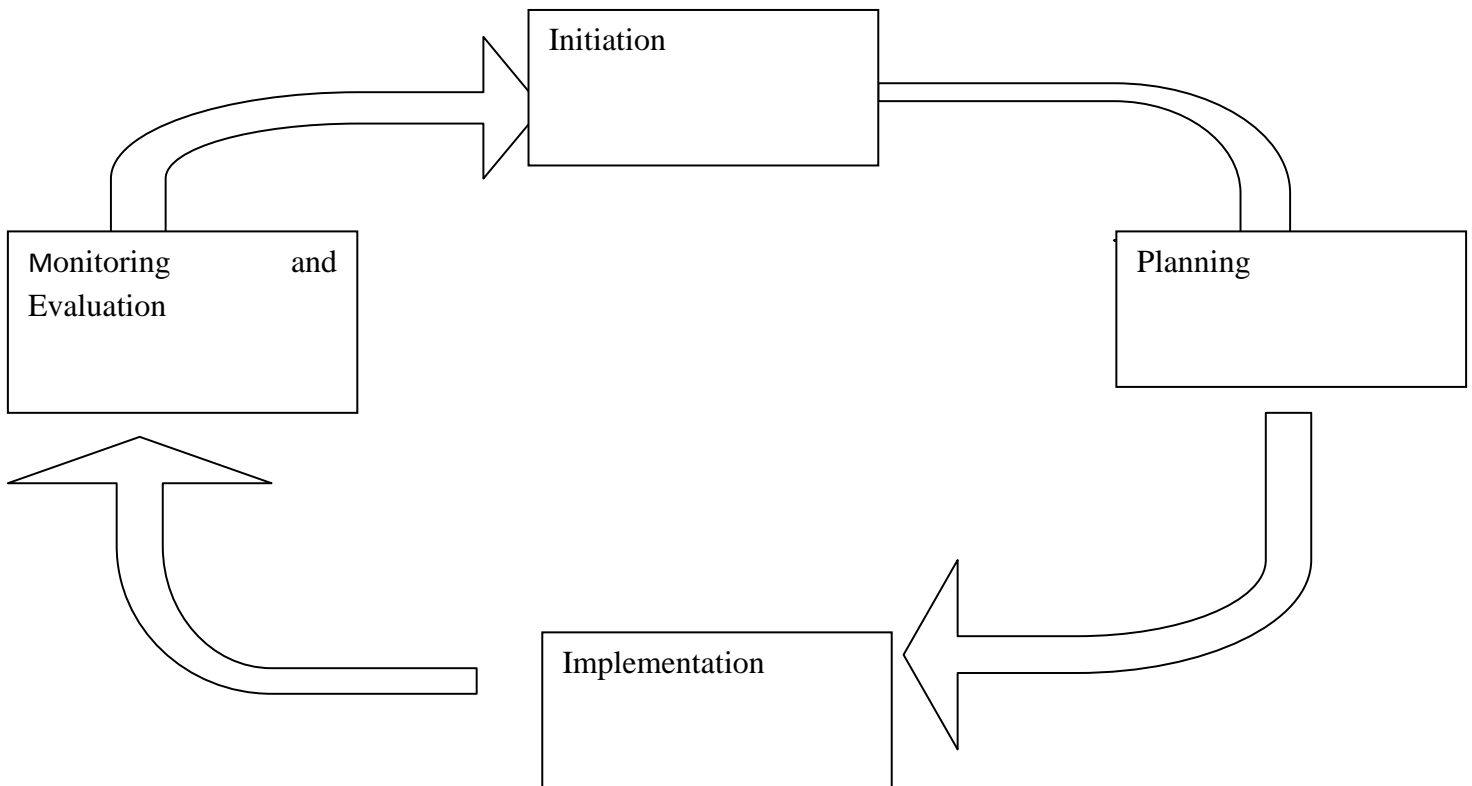
In fact, over the past two decades the river has frequently dried up for more than half of its 650km length. Irrigated agriculture, the single most important water user in the upper reaches, is believed to consume as much as 60 to 80 % of available water, substantial part of which is unauthorized. In the ASAL areas of the EwasoNg'iro catchment, a shortage of water is the main constraint affecting rural livelihoods and economic development.

Community participation, through water and forest users association, is a key element in project activities in the management of the water resources and gazette forests. By improving local people's responsibility for the management of water resources and access to and responsibility for forest and tree resources, the project will contribute directly to enhancing river flow and forest conservation as well as helping to reduce poverty. The key management role of the water and forest users association is acknowledged respectively in the Water Act 2002 and Draft Forest Bill.

A typical project management life cycle consists of initiation, planning, executing, and completing phases (Maylor, 1999).The project life cycle serves to define the beginning and the end of a project. The project cycle definition also determines which transitional actions at the end of the project are included and which are not. Therefore a project life cycle can be used to link the project to the on-going operations of the performing organization.

Planning, emergency relief, and rehabilitation (short-term) activities as well as reconstruction (long-term) activities are carried out in the disaster related public project management. Therefore, a private-public project management includes project life cycle phases of prediction, which includes the initiation and planning which are required for the predication phase. Completion tasks are done when completing and transferring reconstruction outputs to stakeholders or clients (Rosario, 2000).

**Figure 1: ENNDA Project Lifecycle**



*Source: Cusworth and Franks, 1993)*

The project design takes into consideration a number of factors; Water resources and forests are managed on the basis of catchments and conservancies and not along administrative boundaries, as provided under the Environmental Management and Coordination Act (1999) and the Water



Act (2002) and increased decentralization of management authority and accountability which is consistent with Government policies.

The project area covers 143,294 km. The poverty level in the ENNR catchment is about 60% and is higher than the national average which is approximately 47%. The project will directly benefit an estimated 70,000 households or about 20% of the population of the project area.

The beneficiaries will include river water users associations, water and forest users associations, tree nursery groups, pastoralists, agro-pastoralists, beekeepers and ENNDA staff. There are a number of Community Based Organizations (CBOs) present in the project area. These include River Water Users' Associations (RWUAs) formed along specific water sources such as a river or a dam in the upper areas catchment,

ENNDA project comprises of three components with the following major outputs.

We have Water Resource Development and Management as the first, including improvement in water supply points in the basin, (rehabilitation of 229 water pans and 54 boreholes, construction of 34 new water pans, 47 new boreholes, construction of four water retention structures (50,000cubic meters capacity), rehabilitation of 5 springs; construction of 73 roof catchments; upgrading of six river gauging stations to automatic readings and installation of four supplementary stations to cover the area downstream of Archer's Post; 6 sub-meteorological stations established, improved water availability for 870,000 Livestock Users, annual loss of livestock reduced from 30% to 20% in the entire Isiolo County.

Secondly , Participatory Catchment Conservation, including support for agro-forestry and community fuel wood plantations in the uplands and ASAL , 24,000 hectares of indigenous forests protected through participatory forest management; support to enhance incomes and food security, focusing on support to beekeeping and gums and resins (increased annual production of 280 tons of honey, 60 tons of gums and 260 tons of resins); training of staff of technical line ministries and other government organizations and beneficiaries.

Thirdly, Capacity Building, including 39 training in participatory development approaches targeting 1790 staff of ENNDA, FD and MOA; 192 community leaders (including 64

Women) trained in community appraisal.

The ENNDA project is multi-sectorial, multi-disciplinary and the project area cuts across several administrative units in the County of the project area and it is therefore better suited to coordinate the project activities.

Project Steering Committee would be established to oversee project implementation. The Project Coordinator shall be the Secretary of the PSC. The Committee will meet twice a year and its mandate will include approval of the annual project work plan and budget.

Project Co-ordination: ENNDA has a Project Coordination Team (PCT) for the day-to-day coordination and monitoring of implementation of the project activities. In this regard, the PCT will ensure that project activities are initiated and are adequately budgeted for, consolidate project records and report.

The PCT comprise of Project Coordinator (PC), Training and Participatory Officer, Forestry and Conservation Officer, Environmentalist, Water Resources Officer, Monitoring and Evaluation Officer and an Accountant and Procurement Officer.

Project Coordination at the District Level: The main focus of project activities will be at the district level and their implementation would be carried out through the existing structures at the District level. The project coordination process adopted is in line with the government's District Focus for Rural Development (DFRD) strategy. The District Development Committee (DDC) in each of the three districts in the project area will be responsible for the overall coordination of project activities. A District Project Team (DPT) would be responsible for the day-to-day implementation of project activities. The lead institutions would work closely with the communities in order to prepare realistic annual work plan and budget proposals for the respective activity to be presented to the PCU.

### **2.3. ENNDA Monitoring and Evaluation of Project**

Monitoring is a very important aspect in project planning and implementation. It is like watching where you are going while riding a bicycle; you can adjust as you go along and ensure that you are on the right track. Monitoring is a continuous assessment of the functioning of the project

activities that allows early recognition of the social effects in particular, which are regressive or incompatible with equity objectives and enables one to institute the necessary corrective measures (Casley & Kumar in Oakley & Clayton, 2000; Kellerman, 1997; Randel, 2002). Monitoring is usually seen as an internal project activity, an essential part of good, day- to-day management practice.

Monitoring provides information that will be useful in:

Analyzing the situation in the community and its project, identifying problems facing the community or the project and finding solutions, ensuring all activities are carried out properly by the right people and in time, using lessons from one project. Experience on to another  
Determining whether the way the project was planned is the most appropriate way of solving the problem at hand.

Evaluation on the other hand is concerned with the objective periodic assessment of the relevance, performance, efficiency and impact of an on-going or completed project. An evaluation should provide information that is credible and useful enabling the incorporation of lessons learnt into decision making processes of both beneficiaries and donors (Kusek & Risk, 2004; OECD, 2002; Kellerman, 1997; Kaaria & Njuki, 2005; Casley & Kumar in Oakley & Clayton, 2000)

Evaluation thus deals with strategic issues such as project relevance, effectiveness, efficiency, impact and sustainability in the light of the objectives formulated at the outset of the project.

#### **2.4 Importance of Community involvement on performance of ENNDA Project**

We are talking here about active involvement in making or at least influencing decisions – though this article does not dwell on the possibility of a referendum, in which the people quite literally make the decision.

Participation is a “national value” in Article 10; and it says there must be participation in the management and protection of the environment (Article 69), in the law making and other business of Parliament (Article 118) and county assemblies (Article 196), and there must be

openness and accountability in public financial matters, including public participation (Article 201).

Participation is an aspect of the sovereignty of the people. This emphasis on participation shows a vision of democracy in which citizens are active in public affairs, promoting their notion of justice and good policies, and engaging in dialogues with the legislature and the executive—and in these ways enhancing public deliberation and democracy. It is a means of bringing people's preferences and aspirations onto the agenda of the state. And it is seen as relevant to accountability.

Participation is particularly important at the county level. It is easier for the people to participate in county affairs as they are more likely to be aware of the issues, are physically closer to the seat of power and decision making, and probably more knowledgeable about local than about national officials.

And they are more likely to be immediately affected by theft of public money or inefficiencies in administration of the county governments than that of the national government. Therefore there is particular emphasis in the Constitution on participation at the county government level.

One of the very purposes of devolution is “to give powers of self-governance to the people and enhance the participation of the people in the exercise of the powers of the State and in making decisions affecting them” (Article 174).

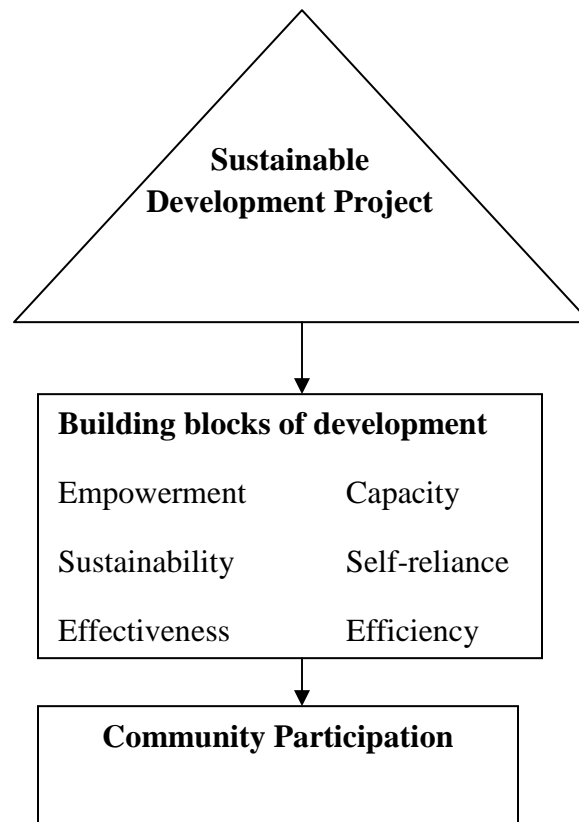
And there is special mention that national legislation must “provide for participation by residents in the governance of urban areas and cities” (Article 184).

Schedule 4 of the Constitution – listing the powers of county governments – includes “Ensuring and coordinating the participation of communities and locations in governance at the local level and assisting communities and locations to develop the administrative capacity for the effective exercise of the functions and powers and participation in governance at the local level.”

Community participation is essential for any project to be sustainable. In order to sustain a project, people need to participate in it and be committed to it. This cannot be done if they are not, for example, empowered or self-reliant. As shown below in figure two, a sustainable development project will depend on whether or not the objectives of community participation are met.

## Figure 2: Community participation objectives

People have different reasons why they want to or do not want to participate. There can therefore be no “blueprint” for achieving community participation. It is a challenge to mobilize people to participate because there is no guarantee that all the individuals within a community will voluntarily be interested in influencing and executing the direction of a project.



Community participation is an essential part of human growth. Through it people establish dignity, self-esteem and own their development process (Theron,2005b:121;Chinemana (1992:4).

Community participation increases people’s sense of control over issues that affect their lives and also promotes self-confidence and self-awareness (Oakley *et al.*, 1991:17).

Gran (1983:8) states that this heightened consciousness makes people continuously aware of the reality about them and of their own capacity to transform it. Community participation ensures that projects are developed according to the needs of the people (Raniga and Simpson, 2002:182). This can improve the outcomes of projects through cost sharing, increased efficiency and effectiveness (Theron,2005b:116-118). Through community participation, resources available for development projects will be used more efficiently and fewer costs will be incurred if the people themselves are responsible for the project (Oakley *et al.*, 1991:17).

### **2.5 Strategies for Community Participation**

Attaining effective, efficient and equitable community participation depends largely on choosing the appropriate combination of **Community Participation, Social Learning Process Empowerment and Sustainable Development** strategies to be used (Integrated Environmental Management Information Series,2002:14; Theron, 2005b:123-128).

The various strategies for community participation can be classified into a variety of groups depending on one's interest, for example, information sharing, consultation, decision-making and initiating action (Kok and Gelderbloem, 1994:65-66). These four groups will be discussed more fully. Information-sharing strategies do not constitute community participation because they merely require the community to judge a finished or almost finished product. Information-sharing strategies are referred to as "participation as a means to an end", because participation is generally short-term. Emphasis is placed on achieving the objective and not so much on the act of participation itself (Theron, 2005b:117-118).

The primary concern was about gaining long-term social advantages and sustainable development and what community participation contributes to the end product (Meyer and Theron, 2000:3).

Consultation strategies; project beneficiaries need to respond to project management at various stages, that is why they should be more reactive in their action (Taylor, 1994:195). There is no share in decision-making by the community (Theron, 2005b:115). Decision-making strategies, the beneficiaries are considered as partners in the project because the decisions made by the beneficiaries can affect the course of the project (Taylor, 1994:195).

Initiating Action Strategies; Planning teams are established to deal with a specific planning problem, and problems may include the responsibility for resolving upcoming conflicts (Kok and Gelderbloem, 1994:74-75).

## **2.6 Levels of Community Participation**

Development agencies distinguish different dimensions, spaces, degrees and levels of participation. Community participation was very crucial in all project lifecycle from planning, designing, implementation, monitoring and evaluation phases (Bretty, 2003; Kumar, 2002; Pretty; Wilcox, 1994). The proponents of this view often maintain that development for the benefit of the poor cannot occur unless the poor themselves control the process, the praxis of participation. It is argued that by establishing a process of genuine participation, development will occur as a direct result (Burkey, 1993; Cooke and Kothari, 2001).

Comparing these levels with the 'participation as means and ends' analysis ;One of the common distinctions made by authors and development practitioners is that of 'participation as a means' and 'participation as an end' (see for example Burkey, 1993; Cooke and Kothari, Participation as means implies the use of participation to achieve some pre-determined goals. It is a way of harnessing rural people's physical, economic and social resources to achieve the aims and objectives of development programmes and projects more efficiently, effectively or cheaply (Burkey, 1993; Nelson and Wright, 1995; Oakley, 1991).

Bretty (2003, p.5) conceptualizes these levels in terms of 'weak and strong participation'. According to his views, weak participation involves "informing and consulting" while strong participation means "partnership and control". He argues that, in practice agencies managing

complex projects find it hard to move from the 'weak end' of the continuum and tend to assume that, intended beneficiaries will be consulted during the project design to take into account their felt needs and aspirations.

### **2.7 Community Empowerment and Sustainability.**

Community empowerment refers to the process of enabling communities to increase control over their lives. These communities could be local, national or international, with specific or broad interests. Empowerment refers to the process by which people gain control over the factors and decisions that shape their lives. It is the process by which they increase their assets and attributes and build capacities to gain access, partners, networks and/or a voice, in order to gain control. "Enabling" implies that people cannot "be empowered" by others; they can only empower themselves by acquiring more of power's different forms (Laverack, 2008).

Community empowerment, therefore, is more than the involvement, participation or engagement of communities. It implies community ownership and action that explicitly aims at social and political change. Community empowerment is a process of re-negotiating power in order to gain more control. It recognizes that if some people are going to be empowered, then others will be sharing their existing power and giving some of it up (Baum, 2008). Power is a central concept in community empowerment and health promotion invariably operates within the arena of a power struggle.

Empowerment is a relatively new concept and was introduced in 1992 and is gaining acceptance in the mainstream evaluation circles (Wandersman et al 2004). Fetterman (2001:3) has defined empowerment as "the use of evaluation concepts, techniques, and findings to foster improvement and self-determination. It is a "measure of people's capacity to bring about change, which is concerned with analyzing and addressing the dynamics of oppression and assisting groups and individuals to play an active role in the decisions which affect their lives" (Eade and Williams, 1995, p.12). In the context of development work, empowerment means that people are able to organize and influence change on the basis of their access to knowledge, to decision making processes and to financial, social and natural resources (Dale, 2004; Slocum *et al.*, 1995).

**Sustainability:** Brundtland (1987): Sustainable development is development that meets the needs of the present without promising the needs of future generations to meet their own needs.



Community sustainability necessarily addresses the social, cultural, political and economic progress that improves health, and seeks to build partnerships with other sectors in finding solutions. People need to be educated on the importance of sustainability of the entire initiated project for them to own and move on with the project after completion of ENNDA project.

## **2.8 Research Gap**

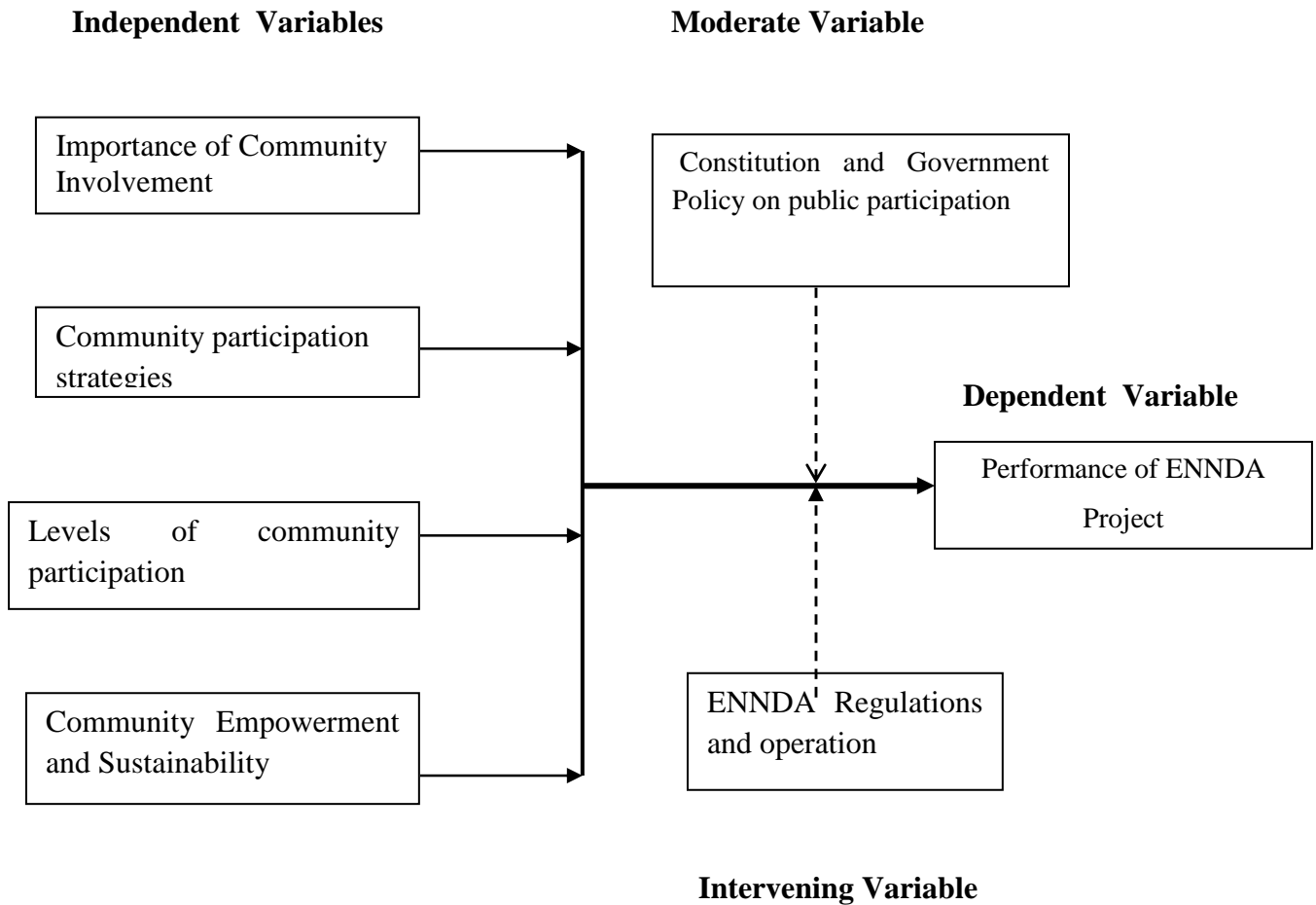
Communities due to the low level of education and nomadic way of life do not assess their own situation, organize themselves as a powerful group and work creatively towards changing society and building up a new world. Several studies were done in Isiolo e.g. Otieno (2009) an assessment of the factors influencing the performance of CDF funded projects in Isiolo North Constituency, Nyangwetta (2011) the influence of livestock marketing in central division: a case study of Isiolo County, Ngugi (2011) did a study on the factors influencing food security in central division: a case of Isiolo County and Adam Isack (2012) Influence of stakeholders role on performance of constituencies development fund projects a case of Isiolo north constituency, Kenya . None of these have looked at community participation in monitoring and evaluation

The study sought to answer question on the importance of community involvement on performance of ENNDA project, community participation strategy, levels of community participation and community empowerment and sustainability of ENNDA project. Thus there existed a literature gap on influence of community participatory monitoring and evaluation on performance of ENNDA projects a case of Isiolo County. This study therefore sought to fill the gap by influencing community participatory monitoring and evaluation on performance of ENNDA project, Isiolo County.

## **2.9 Conceptual Framework**

The research relates importance of community involvement through project information sharing, participation, community participation strategies, and levels of community participation and community empowerment as (Independent variables) with performance of ENNDA project (dependent variable).

**Figure 3: Conceptual Framework**



**2.10 Summary of Literature Review**

Literature review study on influence of Community Participatory Monitoring and Evaluation on Performance of ENNDA project in Isiolo County of Eastern Region. Project Management is vital in realization of any project .This involves brief introduction of Ewaso Ngiro North Development Authority Project concerning community participation in the project cycle, as well as an organization project design, institutional structure and monitoring and evaluation of project. There are four objectives these includes importance of community involvement on performance of ENNDA project to achieve sustainable development, secondly community participation strategies for attaining effective ,efficient and equitable distribution of resources based on information sharing ,consultation and decision making approach. Thirdly levels of

community participation in planning designing, implementation and monitoring and evaluation. Fourthly, community empowerment and sustainability to take account the beneficiaries felt needs and inspiration for improving their quality of life. Lastly the study entails research gap and conceptual framework on relationship of indirect variables and direct variables as well moderating and intervening variables.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter outlined the methods that were used in this study to collect the data and analyse the data. It discusses the research design, target population, sampling procedure, data collection methods, validity and reliability and definition of variables. Lastly, the chapter consists of data analysis methods and their justification.

#### **3.2 Research Design**

The study adopted descriptive survey design. This design is suitable because the study involved selecting samples for analysis thereby leading to description of occurrences. It is also suitable for providing quantitative and numerical data which was used to make conclusions. Moreover, the design is economical and enables rapid collection of data and allows generalization of observations (Onen and Oso, 2005). The descriptive survey design was suitable for this study because the researcher analysed data from the events that have taken place at a particular point in time.

#### **3.3 Target population**

According to Borg and Gall (1989), target population refers to all members of a real set of people, events or objects to which we generalize hypothetical results of the research. The target population for this study was eighty representatives from the entire management team and community. Data was collected from 15 ENNDA Management Team, 15 Project Committee and 50 Community Members.

**Table 3.1: Target Population**

<b>Sector</b>	<b>Population</b>	<b>Percentage%</b>
Managing Director	1	100
Project Coordinator	1	100
Project Monitoring and Evaluation Officer	1	100
Project Officers	12	100
Project Committees	15	100
Community Members	50	100
<b>Total</b>	<b>80</b>	<b>100</b>

**Source: ENNDA Office (2013)**

### **3.4 Sampling Design**

Sampling is the process of selecting a number of individuals for a study in such a way that the individual selected represents the large group from which they are selected. The rationale for this percentage is derived from the fact that the minimum cases required for a category should be thirty 30 (Mugenda & Mugenda, 1999). Census was used to select the sample from the project managers and community members. Hence, this study sample was 62.5% of the ENNDA population to determine number of projects sampled for the study coming up with a sample size of 50 respondents from the projects.

**Table 3.2: Sampling Frame**

<b>Respondent</b>	<b>Population</b>	<b>Sample size</b>	<b>% of Sample</b>
Managing Director	1	1	100
Project Coordinator	1	1	100
Project Monitoring and Evaluation Officer	1	1	100
Project officers	12	10	83.3
Project committees	15	12	80
Community members	50	25	50
<b>Total sample</b>	<b>80</b>	<b>50</b>	<b>62.5%</b>

### **3.5 Data Collection**

According to Kathuri and Pals (1993), interview schedules are the most suitable instruments for conducting research as they enable the researcher to get information without omissions or distortion of facts. However, when the study sample is large, it is difficult and very expensive to conduct interviews and other methods such as the use of questionnaires and focused group discussion become necessary (Orodho, 2005). Two sets of instruments were employed for this study. These were questionnaire for community and project members and interview schedule for managers.

#### **3.5.1 Questionnaire for the ENNDA Project committee and Community Members**

Questionnaires for the community members and project committee. The close ended questions were used for easy coding and analysis while the open ended questions were used to elicit more information from respondents.

The questionnaire was having items aimed at answering the study questions and meeting the research objectives. Questionnaires can easily be dispatched and filled appropriately with difficulties.

#### **3.5.2 Interview Schedules for ENNDA Managers**

This instrument was used to collect the information from ENNDA managers to get factual information from the management of ENNDA to improve efficiency. Five interview guides were used to collect information for being quick and accurate.

### **3.6 Validity of research instrument**

According to Borg and Gall, (1989), validity refers to the extent to which the instruments measure what they purport to measure. For this study, content validity was used to examine whether the instruments answered the research questions (Mugenda & Mugenda, 1999).

For a questionnaire to produce useful results, it must have validity. If the questionnaire can actually test what it is intended for, it refers to validity.

### **3.7 Reliability of research instrument**

Reliability refers to the consistency of the research and the extent to which studies can be replicated (Wiersma, 1986). Reliability measures the relevance that was assessed by pilot study and carried out through administering the questionnaire to an equivalent of ten percent of the respondents ((Mugenda & Mugenda, 1999. The questionnaires were issued and collected after they have been filled in. They were sub divided into two parts for each of the two categories. Scores from individual questionnaire items were recorded down for the two sub sets and spearman rank correlation technique applied to test for internal reliability of the instruments.

### **3.8 Data collection procedure**

The researcher used questionnaire and interview guide to collect data. The researcher was given an introduction letter to the institution. Questionnaires were mailed and dropped by research assistants and collected after two weeks while the interview guide was administered face to face and feedback obtained on the same day for being five.

### **3.9 Data Analysis Techniques**

According to Kombo and Tromp, (2006), statistical data analysis divides the methods of analysing data into exploratory methods and confirmatory methods.

Data editing entailed examining the collected new data to detect errors and omissions for correction to ensure accuracy and consistency.

Data obtained from the respondent through the questionnaire and the interview guide was edited, coded, classified and tabulated. Data analysis was done and it involved the computation of frequencies and percentages of various variables. Information obtained from data interpretation was presented in percentages and in frequency distribution using frequency distribution tables.

### **3.10 Ethical Considerations**

The study ensured that embarrassing questions were avoided as much as possible and, where necessary, such questions refined to appear as ethical as possible. Specifically, personal questions would be avoided as much as possible, to allow only questions considered to be suitable for the purpose of the study.

### 3.11 Operational Definition of Variables

The operationalization of variables is as shown in table 3.3

**Table 3.3: Operationalization of Variables**

<b>Objectives</b>	<b>Variables</b>	<b>Indicators</b>	<b>Measurements</b>	<b>Scale</b>	<b>Tools of analysis</b>	<b>Type of analysis</b>
Importance of Community Involvement	Participatory projects Involvement	<ul style="list-style-type: none"> <li>- Members meetings minutes</li> <li>- Working group</li> <li>- Stakeholders Analysis</li> <li>- Alternative analysis</li> <li>- Objective analysis</li> <li>- PRA report</li> </ul>	Quantity Quality Status Involvement	Nominal ordinal	Frequency distribution tables & percentages	Descriptive
Community participation strategies	Participatory strategies	<ul style="list-style-type: none"> <li>- Information sharing, consultation, decision making, interactive participants,</li> <li>- Community appraisal</li> </ul>	Involvement Decision making Accountability	Nominal ordinal	Frequency distribution tables & percentages	Descriptive
Levels of community participation	Participatory levels	<ul style="list-style-type: none"> <li>- Planning, Stakeholders meetings</li> <li>- Implementation plan</li> <li>- Work schedule, progress &amp; budget</li> <li>- Involvement in procure of goods &amp; service</li> </ul>	Accountability Efficiency Timeliness	Nominal ordinal	Frequency distribution tables & percentages	Descriptive
Empowerment and Sustainability	Empowerment and ownership	<ul style="list-style-type: none"> <li>- Physical verification</li> <li>- Regular visit</li> <li>- Review of achievements against set objectives.</li> </ul>	Achievement Relevance	Nominal ordinal	Frequency distribution tables & percentages	Descriptive



## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.1 Introduction

This chapter focuses on the questionnaire return rate, demographic information of the respondents, data presentation and interpretation. The presentation was done based on the research objectives.

#### 4.2 Questionnaire Return Rate

Questionnaire return rate is the proportion of the sample that participated in the survey as intended in all the research procedures. Concerning the local communities, project committee and ENNDA Managers, out of 50 respondents comprising of 28 male and 22 female, 45 respondents returned duly completed questionnaires, resulting to return rate of 90%.

**Table 4.1: Analysis of response Rate**

<b>Questionnaires administered</b>	<b>Valid Response Received</b>	<b>Response rate</b>
50	45	90.0%

The study achieved 90% response rate since 45 questionnaires were returned dully filled in out of the 50 questionnaires that were administered. Out of the 5 interview schedules administered all were successfully collected yielding a response rate of 100%.

#### 4.3 Demographic Information of Respondents

This deals with the demographic information of the respondents who constitute the ENNDA Managers, Project Committee and Local communities.

##### 4.3.1 Age of the Respondents

The researcher requested the respondents to indicate their age bracket. The results are shown in table 4.2

**Table 4.2: Age of the respondent**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
20 – 25	3	6
26 – 30	3	6
31 – 35	28	56
36 – 40	11	22
40 and above	5	10
<b>Total</b>	<b>50</b>	<b>100.0</b>

The respondents were required by the study to give the category under which their age falls. According to the table 4.2, 56% of the respondents' age was 30 and above while a small proportion of the respondents (6%) were aged below 30 years. This therefore showed that majority of people working with ENNDA projects were above 30 years of maturity accounting for 88% of the total population and their ability to give reliable information as sought by the study.

#### **4.3.2 Gender of the Respondents**

The respondents were asked to indicate their gender, this aimed at establishing whether the view of different people were sought regardless of the gender. The results on the gender of the respondents are as in Table 4.3.

**Table 4.3: Distribution of Respondents by Gender**

<b>Category</b>	<b>Male</b>		<b>Female</b>	
	Frequency	Percentage	Frequency	Percentage
<b>ENNDA Managers</b>	10	35.72	10	45.45
<b>Local Communities</b>	18	64.28	12	54.55

Table 4.3 indicates that there is gender balance among the Managers as indicated by 35.72males and 45.45% females heading various departments in ENNDA Institution. However for the local communities male gender was more by 64.28 while female gender representation was 54.56%.

### 4.3.3 Academic qualification

The study further sought to find out highest academic qualification of the respondent. The findings were as recorded in table 4.4.

**Table 4.4: Academic qualification**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
KCPE	10	20
KCSE	17	34
Certificate	10	20
Diploma	6	12
Bachelor's degree	5	10
post graduate	2	4
<b>Total</b>	<b>50</b>	<b>100.0</b>

According to the table 4.4, majority of the respondents (34%) had KCSE while the Bachelor degree holders' were 10%. This showed that most of the respondents' highest academic qualification of the respondents was secondary education.

### 4.3.4. Organizations Funding Projects

The respondents were required by the study to state the organizations that funded projects in their area. The data finding are as recorded in table 4.5.

**Table 4.5: Organizations Funding Projects**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
LATF	22	44
Roads levy	8	16
ENNDA	10	20
CDF	10	20
<b>Total</b>	<b>50</b>	<b>100.0</b>

Most of the respondents (44%) stated that their projects were funded by LATF while at least 8 % of the projects were funded by road levy. According to the findings CDF and ENNDA are among the major contributors to projects in Isiolo County. This shows that most of the projects were funded by LATF.

#### 4.3.5 Awareness of ENNDA projects

The study also aimed at establishing whether the respondents were aware of ENNDA projects. The results are shown in table 4.6.

**Table 4.6: Awareness of ENNDA projects**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Yes	25	50
No	25	50
<b>Total</b>	<b>50</b>	<b>100.0</b>

The table shows that half of the respondents were aware of the projects while 50% equal to half were not aware of ENNDA projects. It therefore shows that the Community Participation of ENNDA projects were fair.

#### 4.3.6 Projects respondents involved

The study further sought to find out the projects the respondents were involved in. The findings were as recorded in table 4.7

**Table 4.7 Projects Involved**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Education	2	4
Health	5	10
Environment	15	30
Bee Keeping	10	20
Water	10	20
Forestry	8	16
<b>Total</b>	<b>50</b>	<b>100.0</b>

The table shows that majority of the respondents were involved in environment and a few participated in education project.

#### **4.4 Influence of Community Participatory Monitoring and Evaluation on Performance ENNDA Project**

##### **4.4.1. Decision making involvement**

On whether the respondents were directly involved in making decisions on which projects are to be funded by ENNDA, the data finding is as shown below.

**Table 4.8: Decision making involvement**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Yes	20	40
No	30	60
<b>Total</b>	<b>50</b>	<b>100.0</b>

Less than average of the respondents (40%) stated that they were directly involved in making decisions on which projects were to be funded by ENNDA while the rest 60% were not directly involved in making decisions on which projects are to be funded by ENNDA. It depicts therefore that, majority of the respondents never participated in ENNDA Project

##### **4.4.2 Community Participation evaluation dimensions**

The study sought to establish extent to which the above community participation evaluation dimensions are used to assess the participation of the ENNDA projects.

**Table 4.9: Participation evaluation dimensions**

<b>Response</b>	<b>Mean</b>	<b>Std. Deviation</b>
Time	4.28	0.847
Cost	4.17	1.131
Quality	4.20	1.039

It was established that time was used by the committees to assess the participation of the ENNDA projects to a very great extent as shown by a mean score of 4.2800. Others that were used to a great extent are quality as shown by a mean score of 4.2000 and cost as shown by a mean score of 4.1733.

#### 4.4.3. Projects committee recommended

The researcher requested the respondents to indicate the kind of projects the committee was recommending for funding.

**Table 4.10: Project recommended for funding**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Water	30	60
Environment	10	20
Bee keeping	10	20
<b>Total</b>	<b>50</b>	<b>100.0</b>

From the findings, 60% of the respondents agreed that the committee was recommending water for funding while environment and beekeeping were recommended equally for funding as indicated by 20% each by the respondents. From these findings we can deduce that the committee recommended funding for water projects.

#### 4.4.4. Projects completion

The researcher also requested the respondents to indicate the extent to which the projects were completed. The results are shown in table 4.11

**Table 4.11: Extent of projects completion**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Fully	28	56.0
Partial	22	44.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

From the findings 56% of the respondents indicated that the projects were fully completed and 44% indicated that the projects were partially completed. This clearly shows that most of the projects were fully completed.

#### 4.4.5. Usefulness of completed projects

The researcher requested the respondents to indicate the usefulness of data that had been collected. The results are shown in table 4.12.

**Table 4.12: Usefulness of the ENNDA projects**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Very much	40	80.0
Useful	10	20.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

From the findings, 80% of the respondents indicated that they were very useful while 20% indicated that they were useful. From these findings we can deduce that the completed projects were very useful.

#### 4.4.6. Factors influencing completion of projects

On the factors influencing completion of projects the study analyzed the data in the table 4.13.

**Table 4.13: Factors influencing completion of projects**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Insufficient funds	35	70
Insufficient technical skills	10	20
Change of priorities	5	10
<b>Total</b>	<b>50</b>	<b>100.0</b>

According to the table 70% of the respondents agreed on insufficient funds, 20% agreed on insufficient technical skills and 10% agreed on change of priorities. From these findings we can conclude that factors influencing completion of projects were insufficient funds and insufficient skills.

#### 4.4.7. Funds allocation

The study sought to determine the amount of money that had been spent on the ENNDA projects. The results are shown in table 4.14

**Table 4.14 Funds allocation For ENNDA project**

<b>Response</b>		<b>Frequency</b>	<b>Percent</b>
1	500,000	2	4
500,001	1,000,000	8	16
1,000,001	2,000,000	10	20
Over	2,000,000	30	60
<b>Total</b>		<b>50</b>	<b>100.0</b>

From the results as shown in table 4.14, 60% indicated that the project had spent over 2,000,000 shillings while 10% indicated that they had spent between 1,000,001 and 2,000,000. This shows that majority of the projects had spent over 2,000,000 shillings.

#### 4.4.8. Disbursement of funds

The researcher also requested the respondents to indicate whether in their own opinion the funds had been disbursed sufficiently. The results are shown in table 4.15.

**Table 4.15: Funds disbursement**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Yes	22	44.0
No	28	56.0
<b>Total</b>	<b>50</b>	<b>100.0</b>



From the findings as shown by table 4.15, 44% of the respondents indicated that the funds disbursed were sufficient while 56% indicated that the funds were not sufficient. This clearly shows that the funds disbursed were not sufficient.

#### 4.4.9. Selection of Project Management Committee (PMC) members

The researcher requested the respondents to indicate how the PMC members were selected. The results are shown in table 4.16

**Table 4.1: Selection of the PMC members**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Interviews	8	16
Elected	2	4
Nominated	40	80
<b>Total</b>	<b>50</b>	<b>100.0</b>

From the results as shown by table 4.16, 80% of the respondents indicate that the PMC members were nominated and 16 % indicated that they were interviewed. This shows that the PMC members were nominated and very few were interviewed hence their capability to effectively carry out their responsibilities are questionable.

#### 4.4.10. Involvement of Community members

The researcher also requested the respondents to indicate whether community members were involved in ENNDA projects at all levels. The results are shown in table 4.17

**Table 4.17: Involvement of Community members**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Yes	24	48
No	26	52
<b>Total</b>	<b>50</b>	<b>100.0</b>

Table: 4.17 indicated that average of the respondents (48%) indicated that community members were involved in the ENNDA projects at all levels while above average respondents 52% indicated that community members were not involved. This shows that community members were fairly involved in the ENNDA projects at all levels.

#### 4.4.11 Community Participation and Involvement in phases

The study sought to determine the phases in which community members were involved. The results are shown in table 4.18.

**Table 4.18: Phases of Community members' involvement**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Initiation	15	30
Planning	20	40
Implementation	13	26
None	2	4
<b>Total</b>	<b>50</b>	<b>100.0</b>

From the findings as shown in table 4.18, 40% of the respondents indicated that community members were involved at the planning stage and 4% indicated that they were not involved in any stage. This shows that community members were involved at the planning stage.

#### 4.4.12. Quality of projects

**Table 4.19: Quality of the ENNDA projects**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
High quality	18	36
Quality	24	48
low quality	8	16
<b>Total</b>	<b>50</b>	<b>100.0</b>

When asked to rate the quality of the ENNDA projects, 48% rated them as of quality, 36% high quality and 16% as low quality. From these results we can deduce that the ENNDA projects were of quality.

## 4.5 Influencing of Community Participatory Monitoring and Evaluation on performance of ENNDA Project

### 4.5.1 Importance of Community Involvement

In an effort to determine the influence of community participatory Monitoring and Evaluation on Performance of ENNDA projects, the researcher requested the respondents to indicate how the importance of community involvement will promote effective monitoring and evaluation.

**Table 4.20: Response to the Extent to which Importance of Community Involvement influences Performance of ENNDA project**

Category	Frequency	Percentage
Very Great	16	32
Great	27	54
Moderate	5	10
Low	2	4
Very low	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Author (2013)**

According to the results given in table 4.20, the majority of the respondents that is 54% indicated that importance of community involvement influences performance of ENNDA project to a great extent. Followed by 32% very great extent, 10% moderate extent. This indicated that community involvement on performance is of great importance to ENNDA project.

### 4.5.2 Community Participation Strategies

In an effort to determine the influence of community participatory Monitoring and Evaluation on performance of ENNDA projects, the researcher requested the respondents to indicate how the community participation strategies helped the Management and Local communities increase performance

**Table 4.21: Response to the Extent to which Community Participation Strategies influences Performance of ENNDA project**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Very Great	16	32
Great	20	40
Moderate	14	28
Low	0	0
Very low	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Author (2013)**

According to the results given in table 4.21, the majority of the respondents that is 40% indicated that Community Participation Strategies influences monitoring and evaluation to a great extent. Followed by 32% very great extent, 28% moderate extent. This indicated that involvement of community participatory monitoring and evaluation on performance of ENNDA Project is of great importance to ENNDA project.

#### **4.5.3 Levels of Community Participation**

In an effort to determine the influence community participatory Monitoring and Evaluation on Performance of ENNDA projects, the researcher requested the respondents to indicate how the Levels of community participation and Coordination of stakeholders helped the management to undertake effective monitoring and evaluation.

**Table 4.22: Response to the Extent to which Levels of Community Participation influences Performance of ENNDA project**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Very Great	22	44
Great	20	40
Moderate	8	16
Low	0	0
Very low	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Author 2013**

According to the results given in table 4.22, the majority of the respondents that is 44% indicated that the levels of community participation influences Performance to a very great extent. Followed by 40% to a great extent, 16% moderate extent. This indicated that levels of community participation on performance are of great importance to ENNDA project.

#### **4.5.4Community Empowerment and Sustainability**

In an effort to determine the influence of community participatory Monitoring and Evaluation on performance of ENNDA projects, the researcher requested the respondents to indicate how the Community Empowerment and Sustainability stakeholders helped the Community to sustain and own the project through effective performance.

**Table 4.23: Response to the Extent to which Community Empowerment and Sustainability influences Performance of ENNDA project**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Very Great	35	70
Great	10	20
Moderate	5	10
Low	0	0
Very low	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Author 2013**

According to the results given in table 4.23, the majority of the respondents that is 70% indicated that Community Empowerment and Sustainability influences Performance to a very great extent. Followed by 20 % great extent, 10% moderate extent. This indicated that community empowerment and sustainability on performance is of great importance to ENNDA project.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter gives the summary of the research findings, discusses them and draws conclusions based on the findings. The chapter also provides recommendations both on policy as well as on further research that needs to be carried out in order to get more generalizable information. The chapter starts by giving the summary of the research findings and discusses each of the findings as they are mentioned. It then provides the conclusion based on the findings, and finally provides both policy recommendations and recommendations for further research as the final section of the study.

#### **5.2 Summary of Findings**

Through data analysis, the study revealed that the community participation in monitoring and evaluation of ENNDA project was an average 48%. Majority of the respondents (74%) were community members and project committee in ENNDA project and therefore were best suited to give information being sought by the study. The study revealed that majority of the respondent 56% were male while female were 44%. The study also established that community involvement in the projects were below average (40%). The study showed that majority of the respondent indicated usefulness of the project 80%.

##### **5.2.1 Importance of Community Involvement and participation**

The study found that involvement and participation in projects is a collective responsibility that involves all stakeholders and all the project cycle helps managers identify the precise problem areas that need improved. The study also found that the respondents were in need to participate in ENNDA projects undertaken to whether quality improvement efforts are succeeding. The study also found that Government Officials should analyse the community needs in measurable

goals, were doing financial analysis of the costs and benefits including budgets and were reviewing current operations.

### **5.2.2 Community Participation Strategies**

The study also revealed that community participation strategies such as decision making, information sharing, consultation, initiation and self -mobilization were playing the great role of identifying roles and responsibilities, identifying the activities needed to complete the deliverables and were playing the role of estimating the resource requirements for the activities and risk planning.

### **5.2.3 Levels of Community Participation**

The study revealed that a level of community participation from planning, designing implementation and monitoring and evaluation were imperative starting with procurement of materials and equipment. Further, the study found that project implementation entails coordinating people and resources. In addition, the study found that implementation of new projects is a collective responsibility that involves all stakeholders. The study also found that implementation process involves coordinating people and resources, and performing the activities of the project in accordance with the project management plan. It was revealed that project implementation should be disciplined with coordinated and active human resource involvement. The study also found that an individual or group of people should be given responsibility to drive success in project implementation.

### **5.2.4 Community Empowerment and Sustainability**

The study established that community empowerment and sustainability are a collective responsibility that involves all stakeholders. The study also found that frequent investigation and reviewing the effects of the completed or on-going projects to see whether the benefits which were planned to flow from the project have indeed been realized. The study also established that this phase ensures sustainability of the project or recommends changes in the project to ensure the goals and objectives are achieved.



### **5.3 Discussion of the findings**

The study achieved 90% response rate since only 45 questionnaires were returned dully filled in out of the 50 questionnaires that were administered. This response rate was excellent and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. In relation to their age bracket, majority of the respondents indicated that they were aged thirty years and above and of maturity accounting for 88% of the total population. This revealed their ability to give reliable information.

The study revealed that ENNDA projects awareness were 50% and this indicate community participation was fair. It was established that time was used by the committees to assess the performance of the ENNDA projects to a great extent (M=4.2800). Others that were used to a great extent are quality (M=4.2000) and cost (M=4.1733).

The study also revealed that majority of the respondent was involved environment projects (30%) fully implemented. In relation to the usefulness of data that had been collected, the study found that most of the projects (80%) were very useful.

The study also established that factors influencing completion of projects were insufficient funds (70%). The study also found that Community members were fairly involved in the ENNDA projects at all levels (48%).

### **5.4 Conclusion**

From the foregoing discussion it is evident that there is 48% of community participation in ENNDA project. The proportion of community participation is less than half 50%. Community participation affects the monitoring and evaluation, but the fact that communities generally have lower level of education that lead them to participate in the ENNDA project. There is importance of community involvement in the project for them to make right decision when implementing a project beneficial to them. The study also revealed that community participation strategies including information sharing, decision making and consultation were imperative to undertake efficient and effective project t management.

The study indicated that all levels of community participation in the project must adhere, planning, designing, implementation and monitoring and evaluation were important to complete the project.

Finally, Community Empowerment and sustainability were necessary to ensure that projects are managed properly by the community so as to sustain and enhance ownership.

### **5.5 Recommendations**

1. The study also established that factors influencing community participation on performance (84%). The study therefore recommends that enough funds and skills should be allocated to projects.
2. The study found that involvement of community participation of ENNDA projects increase performance. The study therefore recommends that the community should play a critical role in decision making because they are the beneficiaries of the projects and know well projects are beneficial to them.
3. There is need for change of system to computerized systems, avoidance of political differences and interference if the ENNDA projects are to be successful.
4. The committee should encourage community participation, cooperation among committee members and sustainability of complete project to access their worth.

### **5.6 Suggestion for Further Studies**

From the study and related conclusions, the researcher recommends further research in the area of the influence of community participatory monitoring and evaluation on performance of ENNDA Projects.

Further studies should be done on the influence of community participatory monitoring and evaluation on performance of ENNDA Projects in other counties where the project is being implemented.

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## **Appendix A: Letter of Introduction to the Respondents**

Daud Tadicha Soransora  
University of Nairobi,  
Extra Mural, SCDE  
Department of project planning and management

Dear Respondent,

### **RE: INFLUENCE OF COMMUNITY PARTICIPATORY MONITORING AND EVALUATION ON PERFORMANCE OF ENNDA PROJECT.**

I am a post graduate student at the University of Nairobi pursuing a Master of Arts degree in project planning and management conducting research on the above topic.

I am kindly requesting you to respond to the questionnaire and interview guide attached as honestly as possible. The questionnaires are meant for this research only and the responses given will be treated with utmost confidentiality. To ensure this, no name of the respondent or Institution will be written on the questionnaire.

I look forward to your honest participation

Thank you in anticipation.

Daud Tadicha Soransora  
L50/72315/2011



## Appendix B: Questionnaire

### Questionnaire ENNDA Representative and Committee Members

#### INFLUENCE OF COMMUNITY PARTICIPATORY MONITORING AND EVALUATION ON PERFORMANCE OF ENNDA PROJECT.

The purpose of this questionnaire is to help collect data for an MA project in Nairobi University. All respondents and information provided will be treated as confidential.

Respondent no.....

#### SECTION A: Background of respondents

Please answer the following questions by placing a tick ( ) where necessary in the spaces provided

1. What is your age?

- |              |     |         |     |
|--------------|-----|---------|-----|
| 18 - 25      | [ ] | 26 – 35 | [ ] |
| 36 – 45      | [ ] | 46 – 55 | [ ] |
| 56 and above | [ ] |         |     |

2. What is your gender?      Male      [ ]      Female      [ ]

3. What is your highest academic qualification?

- |                   |     |               |     |
|-------------------|-----|---------------|-----|
| KCPE              | [ ] | KCSE          | [ ] |
| Certificate       | [ ] | Diploma       | [ ] |
| Bachelor's degree | [ ] | post graduate | [ ] |

4. Which other professional training do you have?.....

5. In your County which organizations are funding projects?

CDF [ ] LATF [ ]

Roads levy [ ] Bursary fund [ ]

Others( please specify).....

ii. Are you aware of ENNDA projects?

Yes [ ] No [ ]

6. What project are you involved in?

Education [ ] Health [ ]

Environment [ ] Bee keeping [ ]

Water [ ] Forestry [ ]

Specify your appointment in the project.....

**SECTION B: INFLUENCE OF COMMUNITY PARTICIPATORY MONITORING AND EVALUATION ON PERFORMANCE OF ENNDA PROJECT.**

7. a) Are you directly involved in making decisions on which projects are to be funded by ENNDA?

Yes [ ] No [ ]

b) If yes, state your role.....

8. To what extent are the following participation evaluation dimensions used to assess the monitoring and evaluation of ENNDA projects? Use a scale of 1-5 where 1= very great extent, 2=great extent, 3=Moderate extent, 4=minimal extent and 5= Not at all

	1	2	3	4	5
Time					
Cost					
Quality					

9. I) what kind of projects does the committee recommend for funding?

- Education                          Environment      
Health                              Bee keeping       
Water                              others (specify).....

ii) To what extent are the projects completed?

- Fully                                              partial

iii) How useful are those ENNDA that have been completed?

- Very much        Useful                Not useful

iv) What factors influence the completion of the projects?

- Insufficient funds                        
Insufficient technical skills        Change of priorities

10. i) Approximately how much has been spent in undertaking the ENNDA project you are involved in?

- 1                      -                      500,000  
500,001            -                      1000,000  
100,001            -                      2000,000  
Over                      -                      2000,000

ii) In your own opinion are funds disbursed sufficient?

- Yes                          No

Comment.....

iii) Highlight any challenges faced in the process of undertaking the project

.....  
.....

11. How are PMC members selected?

(a) Interviews  (b) Elected  (c) Nominated

12. i) Are community members involved in ENNDA projects at all levels?

Yes  No

ii) At what phases are they involved?

Initiation  Planning

Implementation  None

iii) How would you rate the quality of the ENNDA projects?

High quality  Quality  Low quality

**Section C: Community Participation and involvement, Strategies of community participation, Levels of Community Participation, Community Empowerment and Sustainability.**

13. The following table indicates various statements on how importance of community participation and involvement, Community participation strategies, levels of community participation and Community Empowerment and Sustainability affect Monitoring and Evaluation ENNDA projects .To what extent use a scale of 1-5

VG = Very Great (5) G= Great (4) M = Moderate (3) L= Low (2) VL = Very Low (1)

Statements	VL (1)	L(2)	M (3)	G (4)	VG(5)
<b>Importance of Community Involvement</b>					
a. I am fully aware of projects undertaken					
b. Involvement of new projects is a collective responsibility that involves all stakeholders					
<b>Community Participation Strategies</b>					
a) The consultation tackles that process, providing one with the tools needed to plan definition tasks and activities, considering all the requirements, issues and deliverables needed to produce successful results					
b) Decision making approaches helps the project's chances of successfully accomplishing its goals					
c) Interactive process is a collective responsibility that involves all stakeholders					
<b>Levels of community participation</b>					
a) Planning for new projects is a collective responsibility that involves all stakeholders					
b) Designing and Implementation process involves coordinating people and resources, and performing the activities of the project in accordance with the project management plan.					
c) Project implementation should be disciplined with coordinated and active human resource involvement					

<b>Community empowerment and sustainability</b>					
a) Decision making is a collective responsibility that involves all stakeholders					
b) Empowerment ensure that activities are implemented as planned and help the project stakeholders achieving their targets					
c) Sustainability empowers the beneficiaries to move on with the project after completion					
d) Sustainability helps the community members to own the project after achieving its targets.					

14. In your opinion what should be done to improve ENNDA project community participation?

.....

.....

***THANK YOU VERY MUCH FOR YOUR CO-OPERATION***

## **Appendix C: Interview Guide for ENNDA Managers.**

The goal of the study is the factors influencing community participation in monitoring and evaluation of ENNDA Project to alleviate poverty through sustainable natural resources conservation and management.

### **Section A: Personal Information**

1. Gender

Male [ ]      Female [ ]

2. Age

18- 25 [ ]    26 – 35 [ ]      36- 45 [ ]      46- 55 [ ]      56 & Older [ ]

3. Ward of Representation .....

4. Time period of involvement in community participation in the region .....

5. Capacity of Involvement .....

### **Section B: Influence of Community Participatory Monitoring and Evaluation on Performance Of ENNDA Project.**

6. What is your understanding of community participation in the monitoring and evaluation of ENNDA Project?

7. At what stage of the project cycle does the community participate effectively?

8. What is the importance of community involvement in monitoring and evaluation of ENNDA Project?

9. What is your experience of community participation in the M & E process?

10. How effective is community participation in decision making in the terms of M & E of the ENNDA project?

11. The government and relevant authorities aim at addressing the local community needs through the ENNDA project. Given the limitation of these resources and community diversity how does it ensure that the communities are well represented in the monitoring process?
12. In your view what can be done in order to improve community participation in the monitoring and evaluation of ENNDA project in your County?