FACTORS INFLUENCING PERFOMANCE OF COMMUNITY BASED WATER PROJECTS IN BOMET COUNTY

BY

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DECLARATION

This research project report is my original work and has never been presented for the award of any degree in any university

Signature_____Date_____

Stella Chepkemoi

L50/84059/2015

This research project report has been submitted for examination with my approval as the university supervisor

Signature:_____Date _____

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DEDICATION

I dedicate this to my lovely Husband Mr. Edward Cheruiyot, son Evan Kipkorir; I also dedicate it to my dear parents Mr and Mrs Daniel K. Ngetich for their unconditional love and support.

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LIST OF ABBREVIATIONS AND ACRONYMS

CBO -Community Based Organization

CWP -Community Water Project

GoK -Government of Kenya

SDGs - Sustainable Development Goals

NCCBO -National Council of Community Based Organization

NGO - Non- Governmental Organization

SPSS - Statistical Package for Social Sciences

WB - World Bank

UN - United Nations

WASAC - Water and Sanitation Corporation

UNCED - United Nations Conference on Environment and Development

ABSTRACT

Water is a necessary natural resource for sustenance of human life, biological arrangements and a key resource to social and economic development. Governments, NGOs, local and international organizations from all over the globe have implemented water projects to encourage safe rural water supply and sanitation in the past few years. However, these water infrastructures and water supply systems in most project areas lack of effective performance. The purpose of this study was to evaluate the factors that affect the performance of community based water projects in Kenya. Bomet County is selected as the case for the study. The study engaged descriptive survey design. The target population of the case study was 38 community water projects. Simple random sampling technique was used in this study. Through random sampling 15 community water projects were selected for the study. Primary figures for the study were collected using structured questionnaires that were given to the respondents by the researcher. The data put together was edited, coded and analyzed using SPSS. Findings were tabulated for presentation. The results of the study showed that community's participation, project financing, management practices and governance do influence performance of community water projects. It was also concluded that the accountability and transparency of committee members who manage the water resources is also a key factor which impacts performance. In case of perceived lack of transparency and responsibility, community members tend to withdraw their support for the water projects. The study recommends enhancement of community participation in the whole project cycle, there should be high level of management transparency and accountability of water projects, donors should have sufficient budgets for any water projects considered for implementation and organizations should support monitoring and evaluation of their water projects strongly besides ensuring that committee accountable for management and operation of water projects are well trained in operation and maintenance practices.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Water is a necessary natural resource for sustenance of life, environmental systems and an important resource to social and economic development. Governments, NGOs, local and international organizations from all over the world have implemented water projects to encourage safe rural water supply and cleanliness over the years. However, there is lack of sustainability of these water infrastructures and water supply systems in most project areas.

One of the United Nation's 2000 SDG's is to increase the ratio of the world's population that has access to safe drinking water and basic sanitation (United Nations 2010). While the international community has made progress toward this goal over the past decade, progress in rural areas is slower compared to urban areas. Worldwide, 80% of the people who have inadequate access to drinking water supplies live in rural areas. Even where rural supply schemes are developed, many are in disrepair or not running properly.

With over 75% of the poor Africans living in rural areas the need to develop sustainable water service to these areas is imperative. Community centered water projects fail due to various aspects that include a misunderstanding of the specific context of the community or a lack of effective support structures.

In Kenya, Access to rural water supply remains low. In particular, access to piped water has only increased to 10% from 9% of rural homes over the past eight years. Small community based water suppliers are perceived as part of the answer and are supported by the Water and Sanitation Corporation (WASAC) 2015, which introduced controlling and tariff reform. By separating Energy and Water operations through introducing two companies Energy Regulatory Commission, a holding company and Water and Sanitation Corporation, the Government sought to have full attention to each sector and thereby made it more effective to meet the indicated objectives. With this in mind, the United Nations SDGs aimed at splitting the proportion of people without access to drinking water and basic sanitation by the year 2015.

Groundwater provided the only realistic water supply alternative for meeting dispersed rural demand as other water resources can be unreliable and costly setting up. Furthermore, many

projects devote large amounts of money installing water cradles without trying to appreciate the groundwater resources on which these sources rely on. As a result, many supplies are unsuccessful or performed below par in arid areas where groundwater recharges are inadequate and erratic. According to Gleitsmann's (2007) qualitative assessment of the participatory water management strategies employed at the community level in remote Mali through a water supply project, The West Africa Water Initiative (WAWI) – a community-based rural water supply was found helpful step in responding to the necessities of Malian locals. Nevertheless, the assessment pointed out that the erection of such water projects with inadequate consultative participatory tactics and limited extension services do not essentially offer sustainable rural water supply. Since the (UNCED) United Nations Conference on Environment and Development of 1992, the global community has made substantial effort to raise awareness on water resources fears and management. NGOs, farmers, local administration, the scientific and technological community, business and industry, trade mergers, indigenous people, children, youth and women, have played an important role in long term development and management of water resources at the global, national and local levels. Many NGOs have been more successful in creating community awareness and local capacity than in providing technical support for water assessments, water supply and sanitation. Efforts to encourage the transfer of operation and maintenance to water-user associations have had varied results, since the generally low economic proceeds on irrigated agriculture and uncertain land tenure provide little motivation for farmers to make long-term capital investments on water projects.

Technology adoption is key in effectiveness of community based water projects to ease operations and maintenance for its sustainability. The community management of rural water supply systems on operation and maintenance is not successful when financing resources and frequent supports are not available. Budgeting sufficient funding for rural water supply systems is an important issue for better performance and proper maintenance but not only one (Mathenge et al, 2014).

A cross the developing countries, access to water is a life-threatening issue. According to the United Nations, one in eight people worldwide, or 884 million globally, live deprived of access to safe water (UNICEF 2009). The numbers are even more astonishing in Kenya; the WHO's 2008 assessment reports that 35% of the population collects water from unsafe sources, including exposed springs or shallow home wells and surface water e.g. Rivers and streams (WHO, 2008).

Kenya's terrain together with its large area covered by a desert makes the installation of public water systems difficult, which means over 40 % of the population, mostly women and children must travel more than 30 minutes every day on foot and often up to 4 hours to collect water then carry the heavy jugs back to their homes from boreholes. Kenya has many water projects currently helping mitigate the water crisis. Most of these projects are NGOs initiatives though. Research on the performance of these projects are an area of interest to estimate the possibility of the projects to continue after the funding is withdrawn.

Mogombet Water Supply Projects in Bomet County, Kenya is one of the water projects in Kenya. The project was started in the year 2014 and ended in 2015. The purpose of the project was to provide safe water to the people of Bomet County Kenya. Residents of Bomet Central which is one of the sub counties in the region face challenges of accessing safe water. Women have to walk for long distances in search of water. Access to basic needs, hygiene related sicknesses were among challenges that the community faced.

1.2 Statement of the problem

Africa has been discovered to have the lowest total water supply coverage compared to other continents in the world. In Africa and other third world countries, national and regional governments, local and international NGOs and other concerned organizations invest large sums money every year for the execution of rural water supply projects. Even with the continuous efforts of community based water project in guaranteeing access to clean drinking water for all, the service is still not enough for the ever increasing human population. Soon after the funders close the project, most of the water projects fail to achieve the intended objective of providing communities with safe water (Gleik 2006). In order to make the venture in water supplies more effective, failure rates of these systems should be mitigated. Performance of water projects could originate from various factors that included the financial management practices, governance, community participation and project management practices. Gaining adequate knowledge of the factors, which impact performance of water projects, has the possibility to positively influence performance of the water projects. In this regard, the study sought to evaluate the factors, which affect the performance of community based water projects in Bomet County Kenya.

1.3 Purpose of the Study

The purpose of the study is to evaluate the factors that influence the performance of community based water projects in Bomet County.

1.4 Research Objectives

The study was guided by the following objectives:

i. To investigate how financial management practices influence the performance of the Community Water projects.

ii. To examine the impact of governance on the performance of the Communal Water projects.

iii. To examine how community participation influence the successful performance of the Community Water projects.

iv. To investigate how project management practices influence the performance of the Community Water projects.

1.5 Research Questions

The study sought answers to the following research questions:

i. How do financial management practices affect the performance of the CBOs projects?

ii. How do governance affect the successful performance of CBOs projects?

iii. How community participation does affect the successful performance of CBOs projects?

iv. How do project management practices affect the successful performance of CBOs projects?

1.6 Significance of the study

The private sector, NGOs and CBOs are now gradually declaring their importance as alternative profitable vehicles that spur development in Africa through contribution of 24% to the gross domestic income of Africa's economy (WB 2008). A poor economic environment and rapidly increasing population in Kenya has resulted in 50% of Kenyans currently living in total poverty (Mkutu 2011).

The study of factors influencing performance of CWPs is important to the CWPs as it would help them understand how implementation of projects on schedule, scope and within the budget helps the projects outputs well positioned in the market, increasing competitiveness and product margins. If the project operating results are unsatisfactory, the management can 'go back to the

drawing board' reformulate its plans, and develop more reasonable targets for future periods. It's better to know a problem in advance and tackle it than when it is too late and bring operations to a halt.

CWP officials in Bomet County and those in other CWPs as well as other NGOs and donors may use the findings to strengthen their financial and community participation practices to enhance achievement of objectives thus making them more effective. The government may also use the findings together with others from similar studies to enlist the support of CWPs in carrying out interventions and other community support projects. The findings may be used together with others in policy formulation. Academic researchers may also find the study useful in identifying the gaps that can be used to conduct further research.

1.7 Limitations of the study

This study was restricted to Bomet County, other CWPs outside the subject would not be covered; hence the outcome may not give a conclusive picture of all CWPs in Bomet. (Zaka, 2009) observes that case study research has been faulted due to its lack of representativeness and its lack of rigor due to biasness in the collection, construction and the analysis of empirical materials that give rise to such a study. The researcher however would uphold integrity and avoid biasness that could affect the results.

Some of the respondents may be reluctant to reveal information on issues deemed controversial such as competence of management in terms of educational qualification. However, the challenge was overcome by assuring them that the study was purely for academic purposes and the guarantee of the confidentiality of the information given.

Questionnaires as instruments of data collection had floor and ceiling effect creating a trend in the filling of questionnaires without the consideration of question items, inappropriate responses, non- returned questionnaires as well as not fully filled ones; however, this was countered using observation schedule and interview schedule. Responses were limited by respond's willingness to report the with honesty ability to recall accurately. The respondents had no uniform time of giving out information to the researcher; however, this was countered by use of questionnaires' data since the questionnaires provided ample time for the respondent to give accurate information.

1.8 Delimitations of study

This study would focus on the factors affecting performance of CWPs in Bomet County. The factors involved include financial management practices, governance, community participation and projects management practices. Data was collected from fifteen Community Based Organizations management

1.9 Basic Assumptions of Study

This study was guided by these assumptions; that the selected sample would represent the population in all the variables of interest and that respondents would willingly give the information freely without fear. It is also assumed that all the questionnaires would be returned on time and that those interviewed were available and willing to participate and provide honest, accurate, complete answers, and that the researcher would have adequate time to complete the study.

1.10 Definition of significant terms as used in the Study

Community

A community is a group of people with face to face contact, a sense of belonging together, shared interests and similar values. It also consists of people who live in geographically defined area, feel related to this place and share an interest in improving their living conditions.

Community Based Organizations

These are voluntary membership associations of beneficiaries formed to achieve a set of common goals that benefit the members, who reside within geographically defined neighborhood.

Participation

Participation is the process through which stakeholders influence and share control over initiatives and the decisions and the resources that affect them.

Community Participation

This refers to a dynamic process whereby benefactors influence the course and execution of development projects rather than merely receive a portion of project benefits.

Project Management

The putting to use of knowledge, expertise, tools and techniques to project activities to meet the project's requirements

Financial Management

This is the planning, monitoring, organizing and controlling of the financial activities such as procurement and utilization of funds of the organization.

Governance

This can be assumed as the systems and procedures concerned with ensuring the overall direction, usefulness, supervision and accountability of an organization through understanding of roles, ensuring delivery of organizational purpose, working effectively both as individuals or as a team, undertaking effective control, operating with integrity ,being open and accountable.

1.11 Organization of study

This research proposal is organized such that the preliminary pages contain; Declaration, Dedication, acknowledgement, abstract, abbreviations and acronyms. Chapter one contains; background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, definition of terms and organization of the study. Chapter two presents a review of literature and relevant research associated with the problem addressed in the study, giving theoretical foundations of the study and conceptual framework. Chapter three presents the methodology and procedures used for data collection and analysis.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The review of literature in this section covers theoretical framework and empirical studies that have been carried out in the area to determine factors influencing performance of community based organizations projects in Bomet County. This is guided by the following objectives: How financial management practices affect the performance of Community Based Organizations projects in Bomet County, how the influence of governance affect the performance of Community Based Organizations in Bomet County? How does community participation affect the performance of Community Based Organizations in Bomet County and how project management practices affect the performance of the Community Based Organizations projects. To operationalize the variables a conceptual framework is used and lastly the gaps in literature are summarized. The chapter covers both theoretical and empirical literature related to the research topic and the conceptual framework. It also gives a summary of literature review done in earlier studies by scholars in the area. Various theories have been used to contextualize the factors affecting the performance of Community Based Organizations' projects. This ranges from systems and governance theory to human capital theories (Anderson, 2010).

2.2 The Concept of Community Based Water Projects CWP'S

According to Mulwa (2008) Community Based Organizations (CBOs) are voluntary associations where people organize together in order to mobilize the potential of their collective power.

Ideally, they are initiated, managed and owned by the members themselves where the process formation should be voluntary and genuine, borne out of self-determination by members to work together, (Ibid, 2008). It is a product of rural peoples' realization that they cannot expect to build a better life through assistance from the central authorities and planning agencies and a local coping strategy which involve ecological, economic, social and political responses (Ibid 1992)

Community Based projects are a product of the movement towards self-reliance that started in the 1980s. According to Mbilinyi and Gooneratne(1992), self-reliance has been advanced as a viable alternative strategy to development and has been seen as an example of community based and participatory methodologies which have changed from basic decision making concerning

resource allocation remaining in the hands of government and or donors, while comunity provides labour, money, land, water, tools and other local resources in the projects or programs they have not initiated and over which they have no control (Mathenge, et al, 2014) .

In Kenya, self-help groups were mainly active in 1980s in activities relating to soil and water conservation, building schools, shops, dispensaries, and stores and contribution towards small scale livestock development where the main fundraising approach was Harambee spirit and merry go-round (Ibid, 1992). A community based water project is a water service provider registered legally under the societies Act, the companies act or the trustees (perpetual succession) Act that has been granted service delivery agreement from the water service board responsible for the area where it is situated according to K-Rep's Maji ni Maisha initiative.

2.3 Financial management practices and the performance of Community Based Water projects in Bomet County

Financial management practices influence the performance of CBOs greatly. A major resource in project is finance, without which it cannot operate and so the resource should be given the attention it deserves if the community water projects have to survive. If the projects would be sustainable, financial activities in CWP'S should be planned for, recorded, monitored and controlled. Demand for careful project planning has made financial management a key activity in organizations and projects in general. Financial Management is the process of handling the financial assets, including accounting and financial reporting, budgeting, collecting accounts receivable, managing risk, and insurance for a business (Mwaura & Ngugi, 2014). Finance manager has not only to plan, procure and utilize the funds but he also has to exercise control over finances. This can be realized through many techniques for instance ratio analysis, financial forecasting, cost and profit control, etc.

In most cases, a financial project manager plays a key role in developing the long-term financial goals of a company or organization to ensure a profitable future for the firm. Financial planning encompasses setting goals, assessing financial assets and resources, estimating future financial requirements and making plan to achieve monetary goals according to Madison (2009). Madison continued to suggest that, one systematic tactic for attaining effective management performance is financial planning, budgeting and that sustainability of any project lies in effective financial management right from the implementation to post implementation stage. It is important to lay and plan our budget for the amount of money received, Mwaura & Ngugi, 2014). However it is

doubtful whether the Community water projects in Bomet County prepare and use budgets appropriately. This makes it necessary to investigate the financial management in these groups. Financial statements contain valuable information that managers can use to analyze past performance of a project. Furthermore, they are used to track the monetary worth of goods and services into and out of the organization. This then calls for the water project managers to have a careful financial management strategy to guarantee the effective performance of these projects.

2.4 Governance and the performance of Community Based Organizations in Bomet County.

Good governance strategies refer to measures that are designed to improve the overall governance of an organization by increasing its effectiveness and legality. Good governance is not only about increasing the power of these organization but good governance also advocates establishing a solid grounds for rules and procedures, which help organizations fulfil their individual goals. Whatever role an organization visualizes for itself, that organization can escalated its effectiveness by applying good governance strategies. Just as there are many diverse concepts on how to understand the governance arrangements of, there are many different methodologies to good governance, which include: strategic democracy, result-based strategies, order-derived strategy, systemic strategy, and procedural strategies. Different variations of good governance strategies are not mutually exclusive; most of them may be adopted by organizations at the same time. Further, the ability of a particular strategy to improve the governance of an organization depends entirely on the factual situation surrounding a given organization (Mwaura & Ngugi, 2014).

The Global Water Partnership (GWP) refers to water governance as the series of political, social, economic and administrative systems that are put in place to advance and handle water resources, and the provision of water services, at diverse levels of society. Water governance is apprehensive with those political, social and economic organizations and institutions (and their relationships), which play important roles in water development and management. According UN Habitat statement, nominal laws/regulations and regulatory frameworks are in place, but water supply and sanitation provision and management in the water sector in general is still very poor. Most decision-making processes references on governance and water governance in particular, tend to explain why there exist problems as the by-products of institutional arrangements and the participation of stakeholders. However, in reality, underlying political

processes are also involved that are as much about economic and social power as they are about institutional problems. It is estimated that 20- 40% of finances in the Water Sector are being lost through corruption and dishonest practices according to World Bank statement, (World Bank report, Stalgren 2006). The misappropriation of resources and funds, doctoring of bills and customers data, extortion of money from consumers, illegal connections, preferential treatment, theft and misuse of property and equipment's, financing ghost projects, political manipulations, favoritism, nepotism, none transparent procurement of goods and services (poor quality but high costs) and bribery for illegal services are most common forms of corruption in the water sector of Kenya (Good governance in the Kenyan water sector, BMZ, 2012). Research recently confirmed that the way in which societies govern their water resources has an intense impact on settlements, livelihoods and environmental sustainability. Many current water crises are in fact largely problems of governance rather than the application of appropriate technical and management criteria in harnessing water sources and water quality, and yet governance has traditionally received less attention than technical issues. Governance structures that exclude the poor clearly contribute to the fact that more than a billion people in the world lack safe drinking water and nearly three billion have no access to adequate sanitation (UN Habitat).

2.5 Community participation and the performance of Community Based Organizations in Bomet County

The community in which the project is situated plays a crucial role in the performance of a CBO. Its success or failure depends on how the community participates in meeting the objectives of the CBO. Local participation is seen as one of solutions to the problem of project performance. Since the 1990s, bilateral agencies for example the World Bank placed greater emphasis on stakeholder involvement as a way to ensure development sustainability. It is now considered as a critical component which could promote the probabilities of development initiatives being sustainable through community capacity building and empowerment. This includes giving the marginalized people, vulnerable, and excluded from development, the ability for self-reliance to manage their own resources. Lyons et al, (2001) believes that contribution would lead to empowerment through capacity building, skills, and training. Enhancing the ability of people, projects, and or communities to be self-reliant means they are able to contribute towards the performance of development projects which in turn could contribute to the broader national development (Mwaura & Ngugi, 2014).

Given that community participatory procedures are costly, demanding and time-intensive, it is vital to better understand the effect of this approach on the performance of community development projects. Mansuri and Rao (2004a) conclude that little is acknowledged about the effects of community contribution on community-based projects. They attributed obliviousness on this matter to a lack of detailed and systematic evaluations with counterfactuals. They add that robust evidence regarding the influence of community participation is required urgently. Community participation taught communities how to resolve conflict and gives room for different perspectives heard. In this way, learning is encouraged and people were able to help themselves (Baum, 1999 and Nampila, 2005). Communities was able to evaluate their own situation, organize themselves as a powerful unit and work creatively towards changing society and building up a new world. These improved capacities of people allow communities to mobilize and help themselves to minimize reliance on the state and leads to a bottoms-up approach (Nampila, 2005).

According to Callaghan, (1997), expansion is not about the delivery of goods to a passive citizenry. It is about active involvement and growing enablement. According to the research, development is not about the delivery of goods to a non-responsive citizenry instead it is about participation and growing empowerment (Davids et al. 2009). Communal input leads to empowerment of the community based on individuals developing a critical understanding of their circumstances and social reality (Davids et al., 2009).

Involvement of the community in development projects leads to capacity building which empowers the community to be more effective and efficient in the process of identifying, carring out, monitoring and evaluating of developmental projects (Davids et al., 2009). Through continuously fulfilling their needs, people learn to realize their objectives more easily this is according to De Beer, (1998). It is an instrument that enables local people to define their own values and priorities and act on their own decisions. Full capability of individuals is realized after they have been enlightened; then, depending on their potentials, act and work hard in order to achieve their goals and objectives (Freire, 1993).

People-based progress shifts the emphasis in development action to people, rather than to objects and production, and to the enrichment of their capacity to partake in the development process. Heavy dependence on outside resources, such as funding, has resulted in most interventions

being unsustainable. A people centered method enhances self-reliance in communities (Kotze, 1997).

2.6 Project management practices and the performance of the Community Based Organizations projects.

Project Management is the application of a collection of tools and techniques to direct the use of diverse resources toward the accomplishment of a unique, complex, one-time task within time, cost and quality constraints. Each task requires a specific mix of these tools and skills structured to the task environment and life cycle of the task (Turner & Muller, 2005).Project management processes and techniques are used to coordinate resources of CBOs to achieve predictable results. DeWit (1988) brought out the distinction between project success and project management success, which is measured against the overall objectives of the project, and the later measured against the widespread and traditional measures of performance against cost, time and quality respectively. There are several practices for project management which were assumed to contribute to project success. These include: Project Mission that is the initial clarity of goals and general direction; Top Management Support which is the willingness of top management to provide the necessary resources and authority for project success; Project Schedule/ Plans being a detailed specification of individual action steps required for project implementation; Client Consultation referring to communication, consultation, and active listening to all impacted parties; Personnel involving recruitment, selection, and training of the necessary personnel for the project team; Technical Tasks for instance availability of the required technology and expertise to accomplish the specific technical action steps; Client Acceptance as the act of "selling" the final product to its ultimate intended consumer; Monitoring and Feedback through timely provision of comprehensive control information at each phase in the implementation process; Communication channels by provision of an appropriate network and necessary data distribution to all important actors in the project implementation; and finally trouble shooting the ability to handle unexpected crises and deviations from plan., A number of researchers for example Cooke-Davies (2001) and Cleland and Gareis (2006) have agreed that these practices do ensure effective and successful project management over the years.

The difficulty of Project Management, mainly monitoring and control and conterminous demand on the time of the project team, has led to the development of various tools for ensuring the project is on track, such as the critical path methodologies, Gantt chart, and other computer-based techniques. Regrettably, an over dependence on these tools can only yield success if from the onset the project management team is able to pinpoint the critical success factors at every stage of the project life cycle. Through constant enquiring on whether the project meets the needs of the client; whether the project has the support of management; whether there is appropriate knowledge and skill to support the project; and whether the project is resolving the right problem, the team is able to identify the important variables that make for success or failure. All CWPs projects need some level of project management (Mathenge, et al, 2014).

2.7 Theoretical Framework

This sub-section explores what other researchers had done about the factors affecting the performance of CBOs projects. It review theories related to the study.

2.7.1 Financial Distress theory

This theory is characterized by decline in the firm's performance, value and failure (Opler and Titman, 1994). Organizations with projects that are supposed to yield profits have to ensure their projects perform as per expectations. Projects for profits should first recoup the initial capital invested then yield profits. This theory is important when addressing financial challenges affecting the successful performance of organizations. The CBOs financial management practices have a gap as they do not operate within budgets have weak internal controls; they do not follow their financial policies and audit their accounts. The major challenge of this theory is it cannot recognize symptoms of failure early enough in order to make corrections. The performance of CBO projects has been declining and there is need to track and ensure they improve. This theory is focused on the performance of firms which leads to the second research question which focuses on how financial management practices affect the successful performance of the CBOs projects. This theory therefore guided in the understanding of the important role that financial management plays in the survival and persistence of organizations.

2.7.2 Stakeholder Theory

Stakeholders of a CBO can be internal (owners, customers, employees, and suppliers), and external (governments, competitors, consumer advocates, conservationists, broadcast/social

media, among others) (Laplume et al. 2008), and Freeman (1984), describes these actors as "any group or individual who can affect or is affected by the achievement of the organization's objectives"

According to Freeman (2001), managers have to gain the support of their stakeholders and need to understand how their companies can influence or be influenced by others, in order to achieve the corporate objectives (Freeman & McVea 2001). It is therefore crucial for a manager to focus on the relationships of the firm with its stakeholders, by finding ways to balance and to integrate the multiple relationships and objectives that a firm can have (Freeman & McVea 2001).

Community members are stakeholders in community projects therefore it is important to involve them in projects activity from the start. Stakeholder's theory argues that every legitimate person or group participating in the activities of a firm or organization, do so to obtain benefits, and that the priority of the interest of all genuine stakeholders is not self-evident (Donaldson, and Preston, 1995). The Stakeholder Theory pays the same credence to stakeholders both internal and external; staffs, managers and owners as well as financiers, customers, suppliers, governments, community and special interest groups.

Community participation enhances social cohesion as they recognize the value of working in partnership with each other and organizations. It also adds economic value both through the mobilization of voluntary donations to deliver reinforcement and through skills development, which enhances the opportunities for employment and growth in community wealth, gives citizens the chance to develop the skills and networks that are needed to address social exclusion. CBOs must ensure the community members voluntarily and actively participate in the projects from the start. This theory also emphasizes that the community members also benefit from their participations. CBOs need to ensure the community members also participate in the decision making, their staffs are trained on handling the community members and also the community members' interests are considered. This theory therefore lead to research question three which inquired on how community participation affect the successful performance of the CBOs projects. This theory therefore assisted in the better understanding of the importance of community participation in the success of community projects.

2.7.3 Human Capital Theory

Entrepreneurial knowledge of an individual gained from education adds economical value to a firm (Becker, 1964). Skills and knowledge gained through education is of importance to employees as they perform their tasks as it improves their performance. CBOs management teams require practical skills to run the projects effectively. These skills could be acquired from technical institutions, formal education or on job training. This theory has been put in application in several occasions. The concept has shown the inevitability for the CBOs management team to have skills and understanding in project management cycle and use of project management tools and techniques in project administration. The management needs analytical expertise, creativity and the ability to interpret it and apply the skills. The figure below illustrates how the skills and experience of human capital translate to profitability. This theory addressed research question four which sought to know how project management practices affected the successful performance of the CBOs projects. The theory assisted in the understanding of relationship between human capital and economic productivity.

2.8 Conceptual Framework

Conceptual framework has been defined by Mugenda and Mugenda (2003) as a hypothesized model identifying the concepts under the study and their relationships. It's a diagrammatic presentation showing the relationship between independent and dependent variable. It aims at explaining relationship between variables and it synthesizes the idea in a systematic way to provide direction. A dependent variable is what one measures in the experiment and what is affected during the experiment. An independent variable is a variable presumed to affect or determine a dependent variable (Dodge, 2003).

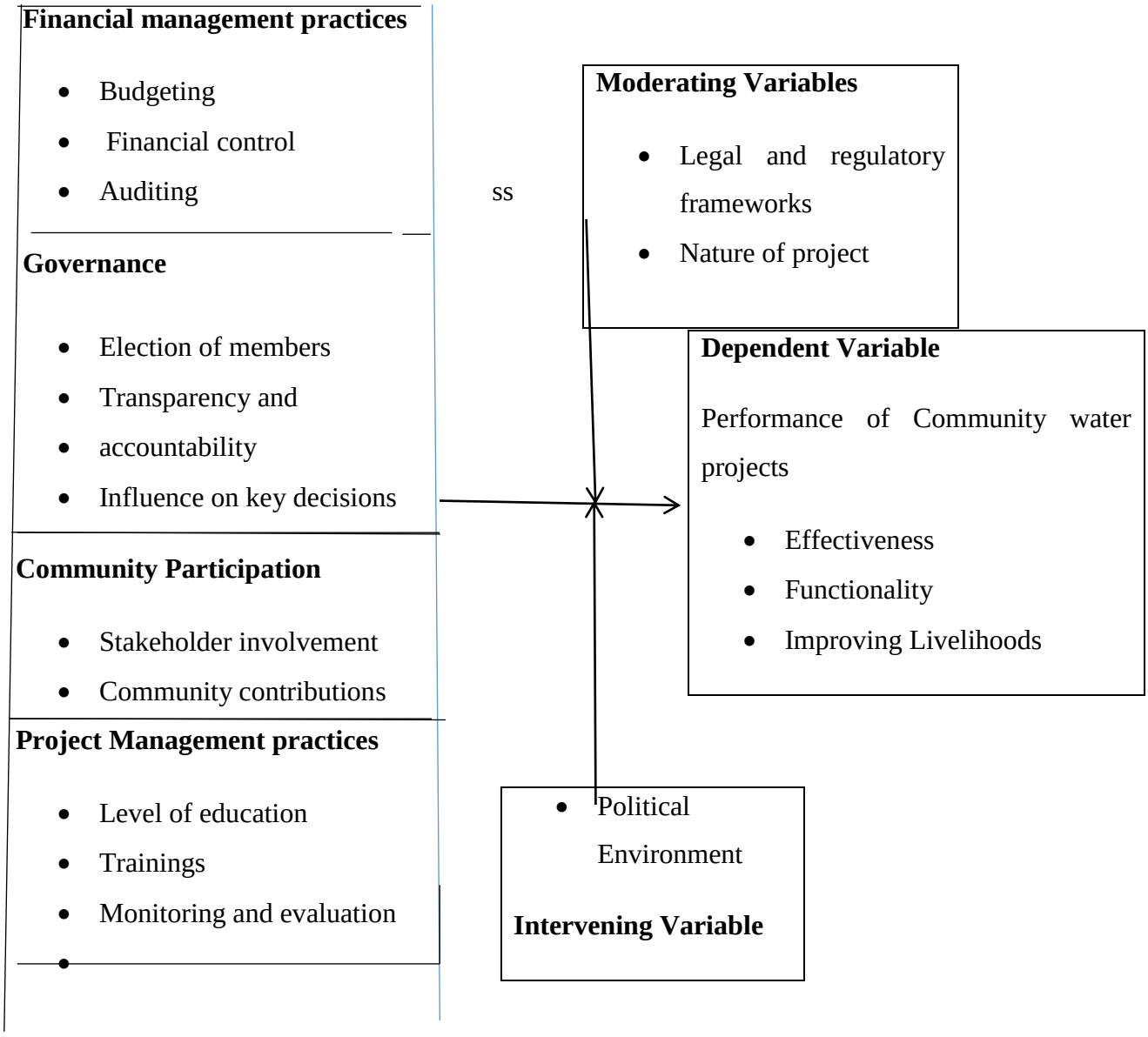

Figure 2.1: Conceptual framework

2.9 Summary of Literature Review

From the technical review its clear financial management practices, governance, community participation and project management practices contribute to the performance of the CBO projects.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers research methodology which is divided into the following themes; Area of study, Research design, target population, sampling design and procedure, data collection techniques, data processing, analysis and presentation, reliability and validity of instruments, ethical considerations and assumptions.

3.2 Research design

The researcher used descriptive research design which consists of both qualitative and quantitative research. Descriptive research is a process of collecting data to answer questions concerning the current status of the subjects in the study, (Cooper& Schindler, 2008).

It was used for exploring the existing relationship between financial management practices, governance, community participation, project management practices and performance of CWPs. Descriptive research design as an attempt to collect data from a group of people that enable a researcher to establish the current status of the population with regard to the variables, Mugenda and Mugenda, 2003. It was the suitable design for collecting situational data for the purpose of describing a population which would be too large to observe directly, (Mugenda and Mugenda, 1999).

3.3 Target population

Target population refers to a small proportion of a populace selected for observation and analysis. The population for this study comprised fifteen CWP'S registered by the Ministry of Water, Sewerage and Sanitation in Bomet County, and have been operational for the last three years. From these two program officers from each CWP were involved in the study. Hence, there were thirty program officers targeted as respondents of the study.

3.4 Sample size and Sample Selection procedure

Sampling refers to a process of selecting a certain number of individuals involved in the study. Sampling was conducted in a manner that the individuals represented a larger group or represent a group from which they are selected (Pinto and Slevin, 1999).

The sample frames were CWP's registered. Simple random sampling technique was used to obtain information from the 15 CWPs (30% of the total sample size as recommended by Mugenda and Mugenda, (1999). This sampling technique is preferred as it removes biasness since all the respondents get equal chance of being selected for the study. Therefore, 2 Program Officers from each CWP would fill the questionnaire. The population is homogenous as it involves the CWPs management teams only. The study is targeting these respondents owing to the fact that they are responsible for the management of the CWP projects.

3.5 Data collection instruments

The study employed a research tool that used both qualitative and quantitative methodologies of collecting data. Hence, the research employed the use of semi-structured questionnaires to collect data.

3.5.1 Questionnaires

The questionnaires had structured and unstructured questions. The use of questionnaires was most preferred due to their simplicity in administration, scoring of items and analysis. Primary data was gathered using questionnaires administered by the researcher to the program officers. The questionnaires were divided into sections and developed based on the research objectives. Section A contained the demographic information of the respondent and the background of the CWP. Section B contained questions based on the different thematic areas (Pinto and Slevin, 1999).

3.6 Instruments Validity and Reliability

3.6.1 Piloting

Pilot testing refers to pre-testing of instruments with a few respondents to test their accuracy. To standardize the instruments before they were used for data collection, a minor study called a pilot study was conducted. The pilot study was done in two CWPs in Bomet County. Therefore, the items in the instrument were revised depending on the result of the pilot study.

3.6.2 Instrument validity

The validity of an instrument is a measure of the degree to which the results obtained using the instrument represents the actual phenomenon under study according to Mugenda and Mugenda (1999). Scholarly and research measurement professionals from University of Nairobi was used to validate each instrument. The instruments were given to two experts and two peers in the Department of Project Planning and Management. The two peers was graduate students undertaking similar research but in different geographical areas. They were asked to evaluate the instruments in terms of content and face validity. They helped to ensure that the items in each questionnaire capture the intended information accurately according to the objectives of the study.

3.6.3 Reliability

Reliability is the measure of the degree to which the research instrument yields consistent results or data after repeated trials. In order to ensure reliability of the instruments, the split-half technique which involves administering only one testing session and taking the results obtained from one half of the scale items and checking them against the other half of items to determine their correlation coefficient was used. The study used Spearman Brown prophecy formula to calculate the reliability coefficient, which is 0.56. The formula for this test was as follows:

$$\text{Reliability on scores on total test} = \frac{2 \times \text{reliability for ½ test}}{1 + \text{reliability for ½ test}}$$

Mugenda and Mugenda (1999) recommend a reliability score that ranges from -1 to +1. Therefore, the instrument was reliable. This allowed the researcher to restructure the questionnaire by putting in the missing information, omitting irrelevant questions and paraphrasing questions that looked ambiguous to the respondents. This was done with the guidance of the supervisors (Pinto and Slevin 1999).

3.7 Data Collection Procedure

A letter of identification from the University of Nairobi was obtained from the Extra-Mural Centre which was used to obtain a research permit from the National Commission for Science and Technology to carry out the research. On acquisition of the permit, the researcher proceeded to the study area for appointments with the CWP's management teams in preparation for data collection.

The researcher reported to the relevant authorities before proceeding with data collection. These authorities included the County Education Office. During the study, data was collected through a drop and pick method where questionnaires were dropped in the project offices and picked after 3 days. The whole data collection was conducted personally by the researcher.

3.8 Data Analysis Techniques

After data collection, the data was edited, handling of blank responses done, categorized and arranged systematically for coding. After coding, the data was entered into software called Statistical Package for the Social Sciences (SPSS) version 19 for analysis. It gave means, standard deviations, correlations and frequency distribution of each independent and dependent variable. Performance of Community Based Water projects was regressed against four independent variables i.e. financial management practices, governance, community participation and project management practices. This hypothesized that there is a direct and positive association between four independent variables - financial management practices, governance, community participation and project management practices– and performance of CWP'S.

The relationship among the variables is depicted below.

The equation for performance of CWP projects was expressed in the following equation:

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

Y= performance of CWP projects,

β_0= constant (coefficient of intercept),

X_1= Financial Management Practices

X_2= Governance

X_3= Community Participation

X_4= Project Management Practices

ε = error term

$\beta_1 \ldots\ldots \beta_4$= regression coefficient of four variables.

Qualitative statistical techniques were used to describe and summarize the data. The results were presented and interpreted using descriptive statistics, frequencies and percentages. Findings were presented in tables.

3.9 Ethical Consideration

Owing to the sensitivity of the information on costs involved in the establishment and operations of CWP's program officers treat monetary and performance issues with utmost confidentiality. The researcher ensured that respondents were treated with utmost resilience. The authorities and respondents were given the understanding that the findings were used to improve or strengthen the existing performance of CWP's and to add to the body of knowledge for further research by the by academicians and nor for any other purpose. The researcher made a second visit to collect data. The respondents were requested to fill the questionnaires voluntarily. The researcher maintained ethical issues of impartiality, inclusivity, honesty and avoid corruption or bribery in order to get information. Any respondent who sought clarification of any question in the questionnaire accorded thus. The identity of the respondents to give information was made private and confidential to prevent any victimization.

3.10 Operationalization of the variables

It is very important in research to clearly define what you mean by both your independent variable and dependent variable. Operational variables in other words operationalizing definitions refer to how you define and measure a specific variable as it is used in your study.

Table 3.1: Operationalization Table

Objectives	Variables	Indicators	Scale of measurement
To investigate factors that influence the performance of community water projects in Bomet County	**Dependent variable** Performance of community water projects	Effectiveness Improvement of livelihood	Ordinal
Influence of financial management practices	**Independent variable**	Technical skills internal controls,	Ordinal

of performance of CWP	Financial management practices	budgeting and audited accounts	
The influence of governance on the performance of CWP's.	**Independent Variable** Governance	accountability, transparency and skills	Ordinal
Community participation affects the successful performance of the CWP's.	**Independent Variable** Community Participation	Stakeholder involvement Community contributions Control over the initiatives and decisions	Ordinal
Project management practices affect the performance of the CWP's.	**Independent variable** Project Management	Level of education Training Monitoring and Evaluation	Ordinal

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATIONS AND DISCUSSIONS

4.1. Introduction

This chapter covers the findings, presentations and discussions of the results for the study on "Factors Influencing the performance of Community Based Water Projects in Bomet County. The findings are presented based on the research objectives. The data was analyzed using both descriptive and inferential statistics which include use of Pearson correlation test. The descriptive statistics was used to describe and summarize the data using frequency distribution tables. The Inferential statistics was used to make inferences and draw conclusions. The statistical package for social sciences (SPSS) version 19 was used to analyze the data.

The main sub headings include instrument return rate, demographic characteristics of the respondents, CWP background information, financial management practices, governance, community participation and project management practices.

4.2 Questionnaires Return Rate

There was 100% return rate of questionnaires for program officers in which all the questions were answered. This response rate was achieved due to the fact that the researcher made call backs and personally administered the questionnaires to each respondent so as to ensure that each respondent took part in the research.

Table 4.1: Questionnaire return rate

Respondent Category	No Targeted for Response	No responded	% Response Rate
Program Officers	30	30	100%

4.3 Respondents demographic characteristics

In this academic qualifications, respondents current position and how long the respondent has served or worked in the position or with the Community Water Project in Bomet County. The

demographic information of the respondent established the general background of the respondents that participated in the study.

4.3.1 Program Officer's respondent's gender

The study sought to establish the gender of the respondents participating in the survey. The findings are shown in table 4.2.

Table 4.2: Response by Gender

	Male		**Female**	
Respondent Category	**Frequency**	**percentage**	**Frequency**	**percentage**
Program officers	17	56.6%	13	43.4%

Out of the30 interviewed, 17 which represent 56.6% were male and 13 which represented 43.4% were female. The findings presented in table 4.2 indicate that majority of the program officers running various county water projects are male although the two-third gender rule in the constitution is not being violated.

4.3.2 Number of years as a program officer

The study sought to establish the number of years respondents had worked for the CWPS as program officers in Bomet County. Table 4.3 represents the distribution of the respondents and the period they have worked for the CWP's in Bomet County.

Table 4.3: Period worked for CWP

	Frequency	Percentages
Less than 1 year	12	40 %
1-5 years	14	46.7%
6-10 years	4	13.3%

From the findings, majority of the respondents (86.7%) have worked with the county government of Bomet for less than five years. This is because the county government functions started operations after the 2013 general elections where the compulsory constitutional requirement of devolution came into force. The 13.3% of the respondents who have worked for the county government included those retained from the defunct local government of Bomet (municipal and county council) and those seconded by the transitional authority to fast track and ensure smooth transition of national government functions to devolved units. This implies that most respondents have knowledge on county governments hence can provide reliable and credible information on factors affecting performance of CWP's in Bomet County.

4.4 Influence of financial management practices on performance of CWP's

In the first study question the study sought to investigate the extent to which different financial management practices influence the performance of community water projects. Respondents were quizzed on technical skills, internal control systems and budgeting. Second item was auditing and financial control practices.

4.4.1 Technical skills and internal control systems

When probed on the technical skills and internal control systems the findings are as shown in table 4.4.

Table 4.4: Response on Technical Skill and internal control systems

Statements	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly agree**
Cash for projects withdrawn after authorization	**53.3**	**40**	**3.3**	**0**	**0**
No official allocate cash alone	**40**	**46.7**	**13.3**	**0**	**0**
CWP operates with periodic budget	**26.7**	**46.7**	**6.6**	**16.7**	**3.3**

CWP experienced budget variance last one year	**6.7**	**16.7**	**3.3**	**40**	**33**
CWP uses standard accounting system for expenditures	**40**	**33.3**	**16.7**	**0**	**10**
CWP update accounting records regularly	**36.7**	**50**	**10**	**0**	**3.3**
CWP prepare timely project financial records	**53.3**	**33.3**	**13.3**	**0**	**0.1**

The findings in table 4.4 Indicates that majority of the respondents are following the expected management practices as indicated by 53.3 % of respondents who strongly agree that CWP prepare timely project financial records.

4.4.2 Auditing, financial control practices and budgeting

Table 4.5: Response on Auditing, financial control practices and budgeting

Statements	**Strongly agree**	**Agree**	**Neutral**	**Strongly disagree**	**Disagree**
CWP projects are audited annually	33.3	60	6.7	0	0
CWP has appointed supervisory committee for audit	70	23.3	6.7	0	0
Last audit recommendations fully	13.3	63.3	0	0	23.3

met					
Adequate allocation of resources for projects	33.3	0	6.7	0	60
Projects completed in time within budget	63.3	0	13.3	0.1	23.3
CWP had no or less debts in the last one year	20.7	0	0	0	33.3

From the findings on the table on it is also indicated that financial management practices are adhered to as indicated by 63.3 % response that projects were completed in time and within the allocated budget. Such financial management practices have contributed positively to the overall performance of community water projects.

4.5 Influence of governance on performance of CWP's

The second study question sought to establish how governance influenced the performance of community water projects in Bomet County. Respondents were probed on whether they have regular elections, clear and specific roles for members, regular and minuted meetings, clear procedures of conflict resolution and whether governance influence performance of CWP's. Table 4.5 shows the findings

Table 4.6: Responses on influence of governance

Statement		yes	no
CWP conduct regular elections	freq %	93.3	6.7
Roles are clear and specific for members		80	20
CWP has regular and minuted meetings		73.3	26.7

CWP has clear procedures of conflict resolution	86.7	13.3
Governance influence performance of CWP	96.7	3.3

Majority of respondents at 93.3 % agreed that CWP's conduct regular elections, 80 % agreed that the roles for members are clear and specific, 73.3 % said that CWP's had regular and minuted meetings, 86.7 % agreed that CWP had clear procedures of conflict resolution. These responses are indicators that CWP's in Bomet County have good governance which positively affect the performance of CWP's. Participants were also asked whether they felt that governance in the community water projects had an influence on the performance. A majority of the participants (96.7%) said that governance influenced performance while those who refused were, 3.3%. The responses suggest that, generally, the community water projects performance was influenced by governance. This was an important issue since project governance is a critical indicator of success.

4.6 Community participation and the performance of CWP's

4.6.1 Level of performance of community participation

In the third study question, the study sought to establish the influence of community participation on the performance of CWP's in Bomet County. To achieve this, respondents were asked whether the CWP has implemented any project and whether community members took part in the conception of these projects. 100% agreed that there were projects implemented within the last one year that included Mogombet satellite and Aonet water projects. On the level of performance in community participation, the findings are presented in Table 8, 1 –very poor, 2 – poor 3- Fair 4-good 5-excellent

Table 4.7: Response on Community Participation

statement		1	2	3	4	5
Community participate in conception of projects	Freq%	0	3.3	26.7	46.7	23.3
Community contributes in cash or kind to CWP	Freq %	0	0	16.6	36.7	46.7

The findings show that community participation in community water projects has a positive influence on performance of CWP. This was justified by cumulatively 70% of respondents who responded that the level of performance in community participation is good and excellent. 100 % also agreed that there is a relationship between community contribution and the performance of CWP's.

4.6.2 Projects sustainability

The researcher sought to establish whether there are CWP's that have been established but later failed. The findings are presented in table 4. 8

Table 1: Response on Project failure

		Yes	No
Project was established and it failed	Freq%	76.7	23.3

From the findings, the researcher established that majority of respondents at 76.7% agree that there are projects that have been set up but later failed. The reasons given for failure are lack of community participation, failure of project to meet community's demand and financial constraints. From the findings therefore, for a project to attain high performance, it is critical for the community to participate in the establishment and running of the CWP.

4.7 Influence of project management practices on performance of CWP's

The study further sought to establish the influence of Project Management Practices on the performance of community water projects. The findings have been presented in table 10.

Table 2: Response on influence of project management practices

Statement		**Yes**	**No**
Have received training on project management	Freq %	96.6	3.4

CWP has work plan for projects	92.4	7.6
CWP assign lead responsibility to a person or team	78	22
CWP carry out monitoring and Evaluation	93.3	6.7
Trainings influenced performance	96	4

The findings indicate that majority of the respondents at 96.6% have received training on project management in various areas of study. The training has also been given through the different modes of training. Majority,; 92.4% also agreed that CWP had work plan for projects, 78% agree that CWP assign lead responsibility to a person or a team; 93.3 % agree that CWP carry out monitoring and evaluation and 96% agree that trainings on project management affect performance of CWP's. These results are in agreement with observations made in other studies. (Sahlin & Zimmerer 1998), states that a project manager should be competent in the science of project management and also have practical knowledge in some aspects of the work being performed on a project. Meredith and Mantel (2009) are further of the opinion that a project manager should be both generalist and architect and should have a reasonably high level of technical competence in the science and blueprints of the project.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary of major findings, discussions, conclusions and recommendations of the study. The purpose of the study was to establish factors influencing the performance of community water projects in Bomet County. The findings act as a guide for future planning and management of community water projects in Bomet which in turn improve overall performance of water services in the county.

The study was guided by the following objectives; to establish how financial management practices affect the performance of community water projects; examine the impact of governance on the performance of community water projects: examine the power of community participation on the performance of community water projects and finally, to investigate how project management practices affect the performance of community water projects. The researcher adopted a descriptive research design which is appropriate to describe and portray characteristics of the community water project.

5.2 Summary of findings

Results from the study indicate that there is an adherence to different aspects of financial management practices which are auditing, budgeting, and financial control. Together with this, aspects of technical skills and internal controls were seen as improving performance of community water projects.

On governance, it was found that having regular elections, having clear procedures of conflict resolution and regular minutes are aspects of good governance that led to positive performance of CWP's.

Findings on community participation indicated that for a project to achieve positive results it should take into consideration the needs of the community. This is achieved through community involvement in various levels of decision making. CWP's that did not involve community in decision had high chances of failure.

Project management practices are also crucial in positive performance of CWP's. Receiving training on project management, having work plan for projects and carrying out monitoring and evaluation influenced positively the performance of CWP's.

5.3 Conclusions of the Study

Financial management mechanisms such as requirements for detailed proposals with clear objectives and goals for the use of funds; prioritization of projects funded within the budgets and strategic plans of CWP's should be upheld. Appropriate controls and safeguards should also be put in place to prevent the misuse and inappropriate application of finance appropriated and given as conditional and unconditional grants. Some of the controls in question include audit and budgeting.

The conclusion for the second objective is that accountability, transparency and skills are the necessary tools of governance that are necessary to ensure a positive relation between governance and performance of community water projects. From community participation it is necessary for project teams to involve the community in all aspects of the community water project. Community participation ensures strong support for effective performance of the community project (Argawa, 2001).

On project management practices, there is a positive relation between project management practices whose aspects are training, monitoring and evaluation and level of education and effective performance of community water projects.

5.4 Recommendations

In this section, recommendations needed for practice and policies making so as to ensure effective performance of community water projects are stipulated. They suggest that community water projects should increase the involvement of key stakeholders such as relevant government agencies, financial advisers, and other professionals in order to enhance the success of their projects. The study has shown that involving such stakeholders add value to the project by enhancing community members' skills and competencies in managing projects. Policy makers in various areas such as the ministry of water and county administration should also consider pursuing policies that promoted the active involvement of key stakeholders in community water projects.

The discoveries also have an implication on project management as a discipline. The research has shown that there is a strong link between stakeholders' involvement and the performance of project. Project management education theories should put more emphasis on the importance of stakeholders' involvement in the management of projects especially in the community settings.

Education curriculums in the project management discipline should also focus on imparting skills and attitudes that enabled students to facilitate stakeholders' participation in projects once these students start practicing the profession.

5.5 Suggestions for further Study

The findings also have some implication on further studies. The current study was limited to water projects in Bomet County. Future studies should consider replicating the same study in other areas so as to support the generalization of these findings. The study was also limited to four factors: financial management practices, governance, community participation and project management practices. In future studies, researchers should also consider exploring other variables that may affect the performance of community water projects such as skills and competencies, technology, and political interference.

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APPENDIX I: CONSENT LETTER

Dear Respondent

RE: REQUEST TO RESPOND TO THE STUDY QUESTIONNAIRE

I am a student at The University of Nairobi Bomet Campus pursuing a Master degree in Project Planning and Management. As part of this course requirement, I am required to undertake a research on **Factors that influence the Performance of Community Water Projects in Bomet County, Kenya.** Therefore, I request for your assistance and cooperation in responding to the questions herein. Information given was treated with utmost confidentiality and would only be used for study.

Looking forward to your cooperation and response.

Yours faithfully

STELLA CHEPKEMOI CHERUIYOT

APPENDIX II: QUESTIONNAIRES

The researcher is carrying out research on **factors influencing performance of community water projects in Bomet County.**

Instruction: Please answer the questions objectively and truthfully. Do not write your name anywhere in the questionnaire. Use a ( ) to indicate your response appropriately.

A. BACKGROUND INFORMATION

County:……Sub

County:……

Name Of CWP:……

Gender male [ ] Female [ ]

Age 18- 30 [ ] 31- 40 [ ]

41- 50 [ ] Above 50 [ ]

How long have you been with the CWP?

Less than 1 year [ ]

1- 5 years [ ]

6- 10 years [ ]

What is the nature / type of the community water project?

Non-Governmental Organization (NGO) ( )

Community Based Organization (CBO) ( )

Faith Based Organization (FBO) ( )

Private Limited Company ( )

Partnership ( )

Sole Proprietor / Business ( )

Other (please specify)……

What is the number of staff in the community water project?

0 – 20 ( ) 21 – 40 ( ) 41 – 60 ( )

61 – 80 ( ) 81 – 100 ( ) 100 and above ( )

B. FINANCIAL MANAGEMENT PRACTICES

(Tick appropriately)

1. Technical skills of CWP officials and financial control practices

Statements	Strongly	Agree	Neutral	Disagree	Strongly

	agree				disagree
Cash for projects is withdrawn only after authorization has been given					
No official can allocate cash to projects alone					
The financial control in place for our projects is adequate					
Our CWP operates with a periodic budget					
Our CWP experienced budget variances last one year					

2. Internal control systems and budgeting and financial control

Statements	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
Our CWP uses standard accounting system for project expenditures					
Our CWP subscribes to the international accounting standards					
Our CWP updates its accounting records regularly					
Our CWP prepares timely project financial records					

3. Auditing and financial control practices

Statements	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
Our CWP projects are audited annually					
Our CWP has an appointed supervisory committee for projects audit purposes					
Our CWP performed well in the last audit					
The last audit recommendations have been fully implemented					
Audit plays a big role in performance of our CWPs					

4. Financial control practices

Statements	Agree	Neutral	Disagree
There is adequate allocation of resources for all our projects			
Projects are completed in time according to the planned budget			
Our CWP had no or less debts in the last one year			
There are fewer incidences of misappropriation of funds in our CWP			

C. GOVERNANCE

1. How often are elections carried out in CWP

Yearly [ ]

After 2 years [ ]

After 3 years [ ]

2. As the development committee member, is your work voluntary and unpaid?

YES [ ] NO [ ]

3. Are there clear and specific roles (e.g chairperson, secretary, treasurer) in your CWP?

YES [ ] NO [ ]

4. Are there regular and minuted meetings in your CWP?

YES [ ] NO [ ]

5. Do you have any written procedures on how elections and meetings and for how conflict is resolved?

YES [ ] NO [ ]

6. Please rate extent to which the following aspects of the government of Kenya Water Sector program have been realized in your community water project: (Rating Scale: 1- Strongly Disagree; 2 – Disagree; 3 – Indifferent; 4 – Agree; 5 – Strongly Agree)

1 2 3 4 5

	1	2	3	4	5
Sufficient trained personal in repairs and maintenance of water system					
Enough technical & financial support from the NGOs, churches, in water system management					
Engineering support in operations and maintenance provided by government (district water office and Water service board)					
Capacity within the locality on accessing and purchasing repair materials and equipment					
Training provided to the committee for operations and maintenance					

7. Is there anything you feel should be changed or introduced to govern the activities of the CWP? If YES, state

i)……

ii)……

D. COMMUNITY PARTICIPATION

1. Has the CWP implemented any projects in the last one year?

YES [ ] NO [ ]

2. If YES, can you name some of them?

i)……

ii)……

iii)……

iv)……

3. Did the community members participate in the conception and design of the CWP's projects?

YES [ ] NO [ ]

NOT SURE [ ]

4. If YES, what was the level of performance?

Very poor []

Poor [ ]

Fair [ ]

Good [ ]

Excellent [ ]

5. Do community members make contribution in kind or cash for implementation of projects?

YES [ ]

NO [ ]

NOT SURE [ ]

6. In your opinion, do you think community contribution, either in kind or cash affects performance of your projects?

YES [ ] NO [ ]

NOT SURE []

7. In your opinion, do you think it is important for the community to make contributions, either in kind or cash for your projects?

YES [ ] NO [ ]

NOT SURE [ ]

8. As a CWP, do you get profits from your projects?

YES [ ] NO [ ]

9. If NO, state why

i)…….

ii)……

10. Is there any project that you know, either in your CWP or area that was initiated and later on failed?

YES [ ]

NO [ ]

NOT SURE [ ]

11. If YES, state some of the reasons for their failure

i)……

ii)……

iii)……

E. PROJECT MANAGEMENT PRACTICES

1. State your level of education

Primary [ ] Tertiary (college) [ ]

Secondary [ ] University [ ]

2. Have you ever been trained on project management?

YES [ ] NO [ ]

3. If YES, which areas were you trained on?

……

……

……

4. What was the mode of training?

On- job training [ ]

Workshops [ ]

Off- the job training [ ]

5. Does your CWP have a work plan for projects?

YES [ ] NO [ ]

6. Does the CWP clearly assign lead responsibility for action plan implementation of projects to a person, or to a team?

YES [ ] NO [ ]

7. Do you carry out monitoring and Evaluation of the progress of your project activities in your CWP?

YES [ ] NO [ ]

8. If YES, does your CWP prepare progress reports?

YES [ ] NO [ ]

9. Who do you consider as the potential users of your monitoring and evaluation reports

…….

…….

……..

10. How do you rate monitoring and evaluation reporting requirements from your donor?

Not strict [ ]

Less strict [ ]

Strict [ ]

Very strict [ ]

Others (specify) [ ]

11. Do you feel such trainings have an influence on performance of CWPs projects?

YES [ ] SNO [ ]

Thank You