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Anne Cynthia Minyiri & Muchelule Yusuf
Jomo Kenyatta University of Agriculture and Technology

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Influence of Monitoring and Evaluation on Water Project Performance in Migori County, Kenya.

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Abstract

In a 2010 study by World Bank, it was evidenced that people lack proper services because systems fail, often because not enough resources are invested to appropriately build and maintain them, and also because of the stress that the fast growing population places on the existing infrastructure. According to Migori county report card in 2016, it was established that there was lack of continuity in water projects commenced and that construction of water projects does not help if they fail after a short time. This study analyzed the influence of community participation on water project performance in Migori County. The study specifically; examined influence of communication, management skill, technology and monitoring and evaluation on water project performance. The conceptualization of the study was guided by Resource dependence, the theory of Change, System theory and the Theory of Constraints. The study applied descriptive approach through survey design. The target population comprised of 228 stakeholders and water service company staffs working on water project in Migori County. The sample size of the study was 145 respondents arrived at using a 1967 Taro Yamané’s formula of sample size determination. Data analysis was done by descriptive statistics. The study revealed that monitoring and evaluation is statistically significant influence on water project performance ($\beta=0.152$, $p<0.05$). The study concluded that project managers have adequate and experience in project management. Projects have clear documentation and the company has project progress reports. The study recommends that county government should empower project managers at County levels to improve planning and implementation towards the goal of sustaining water projects benefits, Non-Governmental Organizations to evaluate the performance and sustainability of water projects vis a vis the community participation at all stages of the project cycle.

Introduction

Water projects performance at the grassroots has been due to the strategies integrated before the projects are completed such as: Effective mobilization of stakeholders through sensitization and training to achieve ownership; Collaboration with various stakeholders (the government, local leaders, politicians and the target communities) in the project sites that ensures actual implementation of projects and continuity of those projects; Application of appropriate technologies; Management skill that empower community to handle projects; Environmental impact considerations into a project; Sensitivity to socio-cultural factors; Capacity building for and Effective monitoring and evaluation. Other factors include effective networking with all stakeholders.

UNDP defines a community as a group of people living in a geographical defined area, or a group that interacts because of common social, economic, or political interests. Midgley, (1986), shares a similar view as he defines a community in terms of geographic locality, of shared interests and needs, or in terms of deprivation and disadvantage. Therefore, the operational definition of community adopted in the present study is as per the definition of UNDP. Brager, Specht, and Torczyner (2001) defined participation as a means to educate citizens and to increase their competence. Armitage (2003) indicated that citizen participation as a process by which citizens act in response to public concerns, voice their opinions about decisions that affect them, and take responsibility for changes to their community, their support, he pointed out is key for the performance of water projects. Therefore, this study defined participation as a vehicle for influencing decisions that affect the lives of citizens and an avenue for ensuring success of a project. According to Oakley and Marsden (2007) community support brings together individuals and...
families who assume responsibility for their own welfare and develop a capacity to contribute to their own and the community’s projects. In the context of project, community participation refers to an active process whereby beneficiaries influence the direction and execution of projects rather than merely receive a share of project benefits. In their support, the community participates in the projects and therefore saves the projects resources which can later be channeled to produce more benefits to the project. As noted therefore by Chappel, (2005), through their participation the community shares project costs that is money or labour during the project’s implementation or operational stages. This save the project money and can therefore contribute to ensuring performance.

A project is considered success when implementation facilitates community empowerment that is assessed on factors such: Whether communities are participating in decision making, accountability has been enhanced, organizational capacity has been enhanced at the community level, operation and maintenance arrangements are in place, communities are accessing information to make informed decisions. (Mwakila, 2008). Hence, project staff, the community, and other resources are engaged to achieve a successful outcome, (Barron and Barron, 2013). It also true that community participation in project implementation influences performance in several ways: it helps keep the project relevant and adapted to a changing situation; it makes use of a wider range of resources, skills and expertise and acknowledges and supports local capacities and expertise.

Worldwide over 1.2 billion people lack access to safe drinking water (World Bank2010), hence providing access to clean, affordable and accessible water is therefore a top priority. Leaders at United Nations Millennium Summit in the year 2000 committed to Millennium Development Goals (MDGs); one of them being to have the proportion of people without access to safe drinking water and sanitation by 2015. While worldwide access to clean drinking water has progressed enough to reach the MDG target, 780 million people remain without access to clean drinking water. Only 61% of the population in Sub-Saharan Africa has access to improved water supply sources. People lack proper services because systems fail, often because not enough resources are invested to appropriately build and maintain them, and also because of the stress that the fast growing population places on the existing infrastructure (World Bank, 2010).

Therefore, this research study sought to specifically unearth some of the direct impacts on water projects with the involvement of the community participation in Migori County.

Lack of universal access to safe water and sanitation results in over a million preventable deaths each year. Nearly 10% of the total burden of disease worldwide is attributable to unsafe water, sanitation, and hygiene and the associated diseases claim 3.6 million lives annually (Pruss-Ustun et al., 2008). Access to improved water and sanitation is important because it is the foundation for healthy communities, and results in significant health, economic, and social gains (Mihelcic et al 2003) and in both the water and sanitation sectors, there is a critical need for performance. Research by Pruss-Ustun et al., (2008) and Mihelcic et al., (2003) emphasized on the negative effects of lack of access to clean water. However, they did not mention how community participation on water implementation projects could result to proper performance which in the long run would translate to proper health and universal access to water which the present study sought to find out in Migori County.

The African continent faces the most difficult challenge for achieving the water and sanitation MDG targets. Recent projections show that Sub-Saharan Africa would only reach the MDG targets for water services by 2040, and those for sanitation by 2076 (United Nations Development Program (UNDP), 2006) if the current pace of expansion is not increased. Increasing efficiency in the existing systems for example by reinforcing adequate management skill plans, advance technology, structured communication system, monitoring and evaluation. Community participation investments would unlock the potential in the African water sector. In the 1990s, many governments sought to implement policy, regulatory and institutional reforms of urban water supply and sanitation (WSS) services, in order to improve water services provision. By then reforms were badly needed: millions of people lacked access to piped water and sanitation services; and for millions of others, services were often poor. Deteriorated infrastructure, fast urban growth, and large investment needs coexisted with scarce fiscal resources. Water sector reforms emphasize the need for consumers’ access to efficient, adequate, affordable and sustainable services. Many African governments have therefore in the past two decades reformed their WSS systems so as to provide better services to their citizens. However, there is no specific report and evidence that Migori County has
implemented hundred percent the 1990 policy including involving the community in water projects of which necessitated this study.

A closer look at Kenya’s water projects leaves no doubt that performance is a challenge. This is evident in most of the water projects that have been undertaken over time with little impact despite the resources used. For example, Thematic Group (2005) finds out that, among 24 million rural dwellers in Kenya about 10 million have access to an improved water supply. The study further reveals that most of them are inactive yet the Government has continued to establish numerous new water projects, while giving little regard to rehabilitating existing non-functional ones. From the study by Thematic Group (2005), it is true to drive that most of the project implementers does not consult or conduct public participation where the citizens would mention the need of reviving already existing but inactive water projects. The study sought to establish if in Migori County, the public are involved so that water projects are prioritized to minimize dummy activities.

Kenya, a sub-Saharan African nation with statistics that mirror the UNEP baseline, is among the water scarce countries in the world. Unsurprisingly, water heavily impacts major sectors of Kenya’s economy (World bank, 2004). Lack of adequate quality water is therefore a significant obstacle to development (World Resources Institute, 2007). Increased investment in water supply development in the last decade by both Government and development partners has not resulted in the desired levels of anticipated service. In spite of efforts to increase access, many water supplies completed have either stopped operating or are not operating optimally. Many of the dysfunctional water sources are operated and managed by county government. This is the situation at Migori County which possess question of performance as most of the water projects do not operate to full potential and some have broken down and not rehabilitated. This needed the current survey in Migori County.

Effective management skill by competent project managers play a number of different roles in water projects. According to Mbata (2006) the performance of any projects require a team of highly competent managers owing to many dynamics of the project implementation. The failure of project is largely blamed on lack of professionalism and management skills of the project implementers owing to poor academic background. In order to establish good rapport leaders, need time, resources and authority to invest in a project. Flexibility is critical in the way leaders interpret their own and others' roles and in the activities they and the projects undertake (Carter et al. 1999). The latter findings by Mbata (2006) and (Carter et al. 1999) is in line with the current study to reveal if the project implementers at Migori County are the ones who lack the required management skills.

Adoption of technology is key in performance of water projects as it eases operations and maintenance. The effective operation and maintenance is crucial element for the performance of the water project. Management of water project on operation and maintenance is not successful, if financing resources are not available and frequent supports are not provided (Binder, 2008). Budgeting sufficient funding for water supply systems is an important issue for performance and proper maintenance but not only one (Niyi et.al, 2007). However, it is not clear whether water projects in Migori County have often received sufficient funding which can therefore afford the recommended technology to enable continuous performance of these project which this study sought to find out.

Migori County is a county in the former Nyanza Province of southwestern Kenya. The county has two main service providers, Migori Water Company and Nyasare water and Sanitation Company. The companies suffer from operational inefficiencies including high non-revenue water levels, estimated at 65%. In addition, only 57.5% of households use improved sanitation. Netwas International (2009) notes that provision of water and sanitation services through projects is one thing and maintaining the services is quite another. Evaluations and assessments done a few years after commissioning of various WASH (Water, Sanitation and Hygiene) projects in developing countries, come with the dismal report that the project is dead, or it is performing far below the par.

Despite the Migori county government effort of setting an ambitious target to provide access to safe drinking water and basic sanitation facilities to her people in line with MDGs. However, the county still faces considerable challenges in reaching the water and sanitation Millennium Development Goals (USAID/Kenya). According to report, access to safe water supplies throughout Kenya is 59% with access in rural areas remaining as low as 47%. Despite this challenge July 3, 2014 Lake Victoria Water Service Board (LVWSB) handed over a Sh1.2 billion water project to the region’s water provider, (MIWASCO), through the County Government. The project which serves 200,000 residents draws water from river
Oyani to a treatment plant at Magongo hill in Uriri constituency. The plant has a capacity of producing 2 million liters of clean water daily, the project was jointly funded by the African Development Bank and the national government.

**Statement of the Problem**

Project managers are always looking forward to seeing projects perform well. This involves finishing the project on time, within budget, meeting end product specifications, meeting customer needs and meeting management objectives (Cooke-Davies, 2002). However, this has not been the case in Kenyan water projects where there has been continuous time overrun, budget overrun, unmet end product specifications, unmet customer needs and unmet management objectives (Auditor general’s report, 2008) of which the high failure rate in projects was suggested to be due to failure to involve key stakeholders in project activities. Many development projects Migori County included have not survived beyond the exit of donors despite huge amounts of money spent on implementation of the projects. Poor performance of water projects therefore deprives beneficiaries returns expected from these investments. In Kenya, investments in water and sanitation projects are huge. For instance, the total development expenditure on water supplies and related services increased from KShs 20.5 billion in 2012/13 to KShs 44.5 billion in 2013/14 financial year (KNBS, 2014). Admassu et al. (2002) noted that genuine involvement of local people as active participants and equal partners whose concerns and experience are intrinsic to the project’s success. The level of community participation determines whether a project becomes established, how quickly and successfully it consolidates, and how it responds and adapts to meet changing needs (USAID, 2009). It is therefore important that involving local communities, starts at the planning stage, when decisions are being made about what type of project is required. However, this has not been the case in most water projects in Kenya and specifically in Migori County where only the elite in the community are involved in planning and implementation and running of such projects. Technologies have threatened survival of many water projects. These include lack of essential equipment like water pump to ensure that water is pumped to reach all the community members. With this problem, community members still have to walk for long distances to look for water undermining the reason for such water projects and thus threatens performance of water projects. This research study therefore sought to assess the extent to which technology is a challenge in implementing water projects in Migori County.

**Research Objective**

The main objective of this study was to the influence of monitoring and evaluation on water project performance in Migori County.

**Research Hypothesis**

H0: Monitoring and evaluation is no significant relationship with water project performance in Migori County.

**Literature Review**

Theory of Change

The theory popularized by Carol Weiss in 1995, conjectures that a key motivation behind why complex projects are so hard to assess is that the presumptions that rouse them are ineffectively enunciated. Hypothesis of Change clarifies the procedure of progress by sketching out causal linkages in an activity, i.e., its shorter-term, middle of the road, and longer-term results. The distinguished changes are mapped as the "outcomes pathway" demonstrating every result in intelligent relationship to all the others, and additionally sequential stream. Monitoring and evaluation is concerned with assessing how change occurs within the components of the project and the surrounding environment, which was considered as a result of the interventions from the project. A theory of change is a model that explains how an intervention is expected to lead to intended or observed impacts and utility.

Using the theory of change the M&E practices can be regarded as inputs whose outcome will be visible in more effective M&E system. The theory of change can indicate which aspects of implementation need to be checked for quality, to help distinguish between implementation failure and theory failure. It also provides a basis for identifying where along the impact pathway (or causal chain) an intervention may stop working. This type of information is essential to draw a causal link between any documented outcomes or impacts and the intervention. It is also essential to explain and interpret the meaning and implications of impact evaluation findings. Further, if a participatory approach is taken, the development of the theory of change can help all participants think in outcome terms facilitating surveillance. The process can help develop ownership and a common understanding of the program’s planning and coordination and what is needed for it to be effective (Ika, 2009). Theory of Change is integrated into the cycle project planning, monitoring, and monitoring or applied at different points. These include the pre-planning stages of
Monitoring and evaluation is not an arbitrary occurrence but is ancillary to regarding carrying out of M&E practices, whether in planning and coordination, capacity building, data demand and use or even in research and surveillance and that this should be done ethically with a view of mitigating likely adversity that may accrue if it is omitted. Further M&E reports should meet the requisite ethical standards to be accommodated. The theory of social change and it advocated for combining theory and action to create social change through the requisite capacity building initiatives as well as engagement in appropriate planning and coordination. It aims at addressing the issue of how development projects did not lead to sustainable changes and this is particularly relevant to the agriculture sector because of failure to meet targets a likely pointer to capacity inadequacy, poor planning and accountability and low incomes derived from the production units (Campbell, 2014).

As to why economic growth should lead to rich nations getting richer is an issue that requires to be addressed and raises ethical questions since implementation of projects is supposed to be an empowering process and M&E application should be able to identify loopholes in existence. Involvement of communities in community projects is not an arbitrary occurrence but is anchored on anticipated gains for the target communities. In Kenya currently there has been a propensity to involve target groups in project work right from initiation, formulation, implementation, M&E up to project closure. This approach is in stark contrast to what was hitherto practiced before 1980s when the government was solely responsible for initiating and implementing development to the people the unlike the position taken by leading social change theorists such as Paulo (1973) who advocated that it was necessary to empower people to participate in their own development.

Critics suggest Freire’s ideas have been used to rime the agendas of power in international development agencies rather than communities (Campbell, 2014). As the theory of change process enhances the understanding of stakeholders and stakeholders, this will assist in thinking through the utilization of the M&E data and lessons and increase the consequence awareness. Monitoring involves tracking progress against plans, milestones and expected results while theory of change takes a broader perspective looking at the problem the project is addressing, its wider context and changes in the relationships between the process indicators and outcomes that are unintended to prove if they are valid, revisiting the assumptions that have been made at the beginning during project implementation is importance. Theory of change is helpful to not only measure outcomes but also to understand the role of your project and other factors in contributing to performance. The main objective of this theory is checking if project monitoring and evaluation is contributing to the intended change as per the underlying theory of change and if the theory of change needs to be revised in order to align by organizational techniques to achieve its performance (Hincliiffe et al., 1996).

**Conceptual Framework**

The study was based on a conceptual framework showing the relationship between the dependent variable and independent variable.

### Project Performance
- Time
- Cost
- Quality
- Scope

### Monitoring and Evaluation in Water Project Performance

Monitoring and evaluation have been in existence since the ancient times (Kusek and Rist, 2004), however today, the requirements for M&E as a management tool to show performance has grown with demand by stakeholders for accountability and transparency through the application of the monitoring and evaluation (Gorgens et al., 2010). Development banks and bilateral aid agencies also
regularly apply M&E to measure development effectiveness as well as demonstrate transparency (Briceno, 2010). Monitoring and Evaluation (M&E) are important management tools used to track progress of a project and facilitate decision making, (Sera & Beaudry, 2007). United Nations Development Programme (2002) defines monitoring as a continuing function that aims primarily to provide the management and stakeholders of an ongoing intervention with early indications of progress. Shapiro (2002) defines monitoring as the systematic collection and analysis of information as a project progresses. Monitoring has also been described by International Federation of Red Cross and Red Crescent Societies (2011) as the routine collection and analysis of information to track progress against set plans and check compliance to established standards. Evaluation on the other hand has been defined as the systematic and objective assessment of an on-going or completed project, program, or policy, and its design, implementation and results, with the aim of determining the relevance and fulfillment of objectives, efficiency, effectiveness, impact and performance, (International Federation of Red Cross and Red Crescent Societies, 2011).

A project that has evolved through participatory processes of identification, planning and implementation should of necessity be appraised in the same spirit with the key stakeholders maintaining a key role throughout the process, (Barasa & Jelagat, 2013). Participatory M&E is a process through which stakeholders at various levels engage in monitoring or evaluating a particular project, program or policy, share control over the content, the process and the results of M&E activity and engage in taking or identifying corrective actions, (Philip et al., 2008). Conventionally, M&E has involved outside experts coming in to measure performance against pre-set indicators, using standardized procedures and tools. In contrast, participatory M&E focuses on the active engagement of primary stakeholders, (World Bank, 2010). Stakeholders and community’s representatives therefore participate jointly in drawing up the terms of reference for M&E. The process ensures local ownership and commitment not only to the exercise and its outcome but more importantly, to the future of the programme evolution, (Barasa & Jelagat, 2013).

According to the World Bank (2010), community participation in M&E is critical in project performance given that it offers new ways of assessing and learning from change that are more inclusive and more responsive to the needs and aspirations of those most directly affected; is geared towards not only measuring the effectiveness of a project, but also towards building ownership, empowering beneficiaries, building accountability and transparency and taking corrective actions to improve performance and outcomes. Participation in M&E has much less meaning if population members and local stakeholders have not been involved much earlier in the project cycle, (ALNAP, 2009).

In an evaluation of community development projects funded by the Agha Khan Rural Support Programme in Northern Pakistan, Khwaja (2003) found that community managed projects were better maintained than projects managed by the local government. Khawaja’s (2003) study suggests that since community managed projects are better maintained, they are also more sustainable than those managed by local governments. Narayan (1993) analyzed lessons from 121 rural water-supply projects funded by different agencies in 49 developing countries in Africa, Asia and Latin America. He found that participation was the most significant factor contributing to project sustainability. Most of the projects referred to community participation or made it a specific project component. It was when people were involved in decision-making during all stages of the project, from design to maintenance that the best results occurred. If they were just involved in information sharing and consultations, then results were much poorer.

Monitoring use separate tools and approaches, some of which are either complementary or substitute to each other while others are either broad or narrow (World Bank, 2008). Monitoring system tools include performance indicators, logical framework approach, and theory-based monitoring, set surveys, rapid appraisal methods, and participatory methods, public expenditure tracking surveys, impact monitoring, cost-benefit and cost-effectiveness analysis. The selection of these tools, however, depend on the information needed, stakeholders and the cost involved (World Bank, 2012). There are also two foremost methods of data collection which are regular and less formal methods (Nabris, 2002). Regular methods although costly, they have a high degree of reliability and validity and include surveys, participatory observations, and direct measurements among others. Less regular methods which are as well rich in information are subjective and intuitive, hence less precise in conclusion. They include, among others, field visits, and unstructured interviews.
To increase the effectiveness of a Monitoring system, the monitoring plan and design need to be prepared as a constituent part of the project (Nabris, 2002). Evaluation is the comparison of actual project impacts against the agreed strategic plans. It looks at what was set out to be done, what was accomplished, and how it was accomplished. It can be formative; taking place during the life of a project or organization, with the intention of improving the strategy or way of functioning of the project or organization. It can also be summative; drawing learning from a completed project or an organization that is no longer functioning, (Shapiro, 2002). Monitoring and evaluation (M&E) are essential components of results based management (Rist, Boily & Martin, 2011). Results-based management involves deliberately gathering empirical evidence in order to know the extent to which intended results are being achieved so that modifications to the design and delivery of activities can be made to improve and account for performance in achieving intended outcome.

Furthermore, organizations successfully adopting RBM will need to have appropriate systems and procedures in place that collectively constitute an RBM regime (Mayne, 2007). There is a constant demand for training in monitoring and evaluation for both project staff and partners in projects (Gosling & Edwards, 2003). Monitoring and evaluation carried out by untrained and inexperienced people is bound to be time consuming, costly and the results generated could be impractical and irrelevant. Therefore, this will definitely impact the projects (Nabris, 2002) Skills for numeracy, literacy, interviewing and monitoring in qualitative and quantitative methods, for management information systems are necessary for participatory monitoring and evaluation (Adan, 2012). Team members need to be trained not only on collecting descriptive information about a project, but also on using something called “values” to determine what information and to draw explicitly evaluation inferences from the data, that is inferences that say something about the quality, value or importance of something (Davidson, 2004). Players in the field of project management like project and program managers, M and E officers, project staff and external evaluators will require specialized training not just in project management and M and E; but specifically in areas like Participatory monitoring and evaluation and results based monitoring and evaluation (Murunga, 2011). The increased level of emphasis given to project outcomes as opposed to activities and output, has also brought some major changes in the focus, approach and application of monitoring and evaluation systems whereby as focus of management changes from activities to results, focus of M&E also changes from the traditional M&E system, which focuses on assessing inputs and implementation process (progress monitoring) to results-based M&E system, which emphasizes assessment of the contributions of interventions to development outcomes (Gebremedhin et al., 2010). Building and sustaining a result based monitoring and evaluation system is admittedly not an easy task for it requires continuous commitment, champions, time, effort, and resources. In addition, it may take several attempts before the system can be tailored to suit a given governmental or organizational policy, program, or project; but it is doable (Kusek, 2004). According to an IFAD (2008) annual report on results and impact, recurrent criticisms against M&E systems include: limited scope, complexity, low data quality, inadequate resources, weak institutional capacity, lack of baseline surveys and lack of use. Moreover, the most frequent criticism of M&E systems in IFAD projects relates to the type of information included in the system. Most of the IFAD projects collect and process information on the project activities. However, the average IFAD project did not provide information on results achieved at the purpose or impact level. AUSAID (2000) report, indicates that feedback during project implementation from local project staff and the opportunity for beneficiaries to influence appropriate revisions to project activities contributed to the quality of monitoring information in projects. Additionally, to improve performance information good baseline data combined with ongoing consultation with beneficiaries provides a firm basis upon which to make judgments about appropriate and timely interventions, and later about the achievement of major development objectives.

Baseline data and needs assessments provide the information you need against which to assess improvements caused by project implementation over time thus in order to evaluate the impact your project has on the lives of beneficiaries, you have to be familiar with the situation of the beneficiaries before project implementation (Hunter, 2009). Monitoring and evaluation when carried out correctly and at the right time and place are two of the most important aspects of ensuring the success of many projects. Unfortunately, these two although known to many project developers tend to be given little priority and as a result they are done simply for the sake of fulfilling the requirements of most
funding agencies without the intention of using them as a mechanism of ensuring the success of the projects.

**Research Methodology**

**Research Design**

The study adopted descriptive survey design. According to Mugenda (2009), descriptive survey design involves process of describing the situation the way it is with the aim of collecting data to answer questions concerning the current status of the subjects in the study. The study was also cross-sectional in that data was collected across several projects at one point in time in order to determine the relationship among the study variables.

**Study Population**

A population is a group of individuals, objects or items from which samples are taken for measurement (Cooper, Robinson & Patall, 2006). Schindler (2008) observe that a population is the total collection of elements about which one wants to make inferences. The study targeted a population of 228 respondents who constituted of stakeholders that is the community that benefit from water service and the water service company staffs in Migori County.

**Sampling Frame**

The sampling frame describes the list of all population units from which the sample will selected (Cooper & Schindler, 2003). It is a physical representation of the target population and comprises all the units that are potential members of a sample (Kothari, 2008). For this study, the sample frame working on water service projects in Migori County. The sample frame of the present study included directors, managers, administrators, accountants, supervisors, junior staffs and stakeholders as illustrated in table 3.1.

**Table 3.1**

<table>
<thead>
<tr>
<th>Categories</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>2</td>
</tr>
<tr>
<td>Manager</td>
<td>2</td>
</tr>
<tr>
<td>Administrators</td>
<td>4</td>
</tr>
<tr>
<td>Accountants</td>
<td>6</td>
</tr>
<tr>
<td>Supervisors</td>
<td>10</td>
</tr>
<tr>
<td>Subordinates</td>
<td>37</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>167</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>228</strong></td>
</tr>
</tbody>
</table>

Source (Migori County, 2018)

**Sample and Sampling Technique**

A sample is the representative part of the total population chosen for analysis during a research (Bryman & Bell, 2007). The importance of the sampling process is crucial. The characteristic of the interest sample of the population are Migori County employees and stakeholder involved in the water projects. Hence the sample size is purposively and conveniently distributed among the sample frame as shown in table 3.1, based upon those who are directly or indirectly involved in projects and have expertise in that field. From the sample frame, stratified random sampling method was used to collect the data from 145 respondents who formed the sample Size. The sample from each category was then chosen using the formula explained in 3.4.1.

**Sample Size Determination**

(Yamane, 1967) provides a simplified formula to calculate sample sizes. This formula will be used to calculate the sample sizes. A 95% confidence level and P =0.5 are assumed for the equation. Where n is the sample size, N is the population size, and e is the level of precision. The sample size was calculated at 95% confidence level, an alpha level of 0.05 which is margin of error of ±5% and 0.5 as the standard deviation which shows how much variance the research expects in as responses.

\[ n = \frac{N}{1+(N*e^2)} \]  
Equation 3.1

145 sample size

**Data collection Instruments**

Data was collected from both primary and secondary sources. The main primary source was from questionnaires which was administered to the respondents. The questionnaire in the study was designed to include both structured and unstructured questions. This ease analysis of data collected as well as permitting a greater response (Mugenda 2009).

**Data Collection Procedure**

Primary data was collected through administration of questionnaires to project managers and project...
team members that were involved in each of the identified projects. For each project, project team members comprised of consultants, contractors and WSP representatives. Data collection instruments were administered through a drop and pick later approach. For each questionnaire, there was an introduction letter explaining the purpose of the study and assuring the respondent about confidentiality of data collected.

Pilot Test
A pilot study was conducted a questionnaire was given to just a few people with an intention of pre-testing the questions. Pilot test is an activity that assists the research in determining if there are flaws, limitations, or other weaknesses, challenges that the respondent will face. The study will use 29 questionnaires for the pre-test for this study which represents 10% of target population.

Instruments Reliability Test
The researcher took the following steps to ensure reliability: the questionnaire items were developed following the objectives of the study, the questionnaire items were written in simple language to facilitate respondents’ understanding (comprehension), the items in the questionnaire were worded clearly, a pre-test was carried out on respondents with the same attributes, but who are not included in the main research. This was done to identify ambiguity in the wording, sensitive questions, or as well as wrongly placed questions with the aim of revising the questionnaire. Cronbach’s alpha reliability statistics was also used to test the response rate as follows;

Instruments Validity
Validity of the research and research instrument was ensured by means of the following: a literature review conducted to find relevant questions for the questionnaire items, the sample size being large enough to be representative of the phenomenon under study and finally, a special attempt was made to ensure similarity between research questions, objectives, investigation, findings and recommendations. Further validity test was done using SPSS version 21.0. All the variables were keyed into the variable view of the SPSS software. Then the Likert scale helped to key the data in the data view. After which analysis was done using the bivariate tool. In interpreting the data, every questionnaire item that had significance level (Sig. 2-tailed) of 0.000<0.05 was considered valid and thus all the questionnaire items were tested and interpreted as valid.

Data Processing and Analysis
This study used descriptive statistics to analyze quantitative data. Descriptive statistics involves the collection, organization and analysis of all data relating to some population or sample under study. Data was checked for completeness, accuracy, errors in responses, omissions and other inconsistencies. The data was then coded using numerals in order to put them in limited number of categories. The data was analyzed using the SPSS (version 21.0) as it was more user friendly and most appropriate for analysis of Management related attitudinal responses (Martin & Acuna, 2002) and then presented in the report in the form of tables and graphical presentations. Tables and other graphical presentations as appropriate were used to present the data collected for ease of understanding and analysis. Tables were used to summarize responses for further analysis and facilitate comparison. This generated quantitative reports through tabulations, percentages, and measure of central tendency.

Research Findings and Discussions
Response Rate
Response rate is the quantity of individuals with whom semi-structured questionnaires were appropriately finished partitioned by the aggregate number of individuals in the whole sample (Reddy & Nekkanti, 2016). Out of 167 research instruments issued to respondents, 145 were returned for analysis when completely filled and this accounted for a response rate of 86.8%. According to Mugenda & Mugenda (2003) a response rate of 70% and above is acceptable and therefore, a response rate of 86.8% was satisfactory for data analysis as shown in Table 4.1.

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administered</td>
<td>167</td>
<td>100.0</td>
</tr>
<tr>
<td>Returned</td>
<td>145</td>
<td>86.8</td>
</tr>
</tbody>
</table>

Reliability Test Results
Reliability is the ability of a research instrument to consistently measure characteristics of interest over time (Beery, 2013). It is concerned with consistency, dependability or stability of a test. Reliability analysis was done using Cronbach’s Alpha coefficient to measure the internal consistency of the research questionnaire. The results are shown in Table 4.2 which revealed that all variables had Cronbach’s Alpha coefficients greater than 0.7. This
implies that the research instrument used for data collection was reliable. The rule of George and Mallery (2003) has been used in interpreting the results, that is, > .9 (Excellent), > .8 (Good), > .7 (Acceptable), > .6 (Questionable), > .5 (Poor), and < .5 (Unacceptable). As per table 2, Cronbach’s Alpha is 0.667≈ 0.7 thus interpreted as Acceptable. It is therefore true to conclude that the data collection instruments were reliable and thus enabled achievement of the study objectives.

### Table 4.2 Reliability Test of the Research Questionnaire

<table>
<thead>
<tr>
<th>Reliability Statistics</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring and evaluation</td>
<td>.988</td>
</tr>
<tr>
<td>Project Performance</td>
<td>.966</td>
</tr>
</tbody>
</table>

### Demographic characteristics of the Respondents

The background information outlined in this part relates to the respondents’ gender, level of education, age bracket, and number of years the respondents had operated in the current farm, farm ownership and position of respondents in the irrigation project.

### Distribution of Respondents by Gender

The study examined on the distribution of respondents by their gender and analysis results are as shown in Table 4.3. The study findings indicated that majority of respondents who participated in the study were male 85(58.6%) while female were 60 (41.4%). This gives implication that the study considered both genders in obtaining information concerning the influence of community participation on water project performance in Migori County to ensure that there was no biasness. The study also gives an implication that majority of male participated in this study.

### Table 4.3 Distribution of Respondents by Gender

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>85</td>
</tr>
<tr>
<td>Female</td>
<td>60</td>
</tr>
<tr>
<td>Total</td>
<td>145</td>
</tr>
</tbody>
</table>

### Distribution of Respondents by Level of Education

The study examined the distribution of respondents by their level of education and the results of analysis are shown in Table 4.4. The study also considered education level of the respondents where majority of them had certificate 89(61.4%). It was followed by those with high school certificate representing 38(26.2%), those with bachelor’s degree were 10(6.9%), those with master’s degree were only 5(2.1%) and lastly those with diploma certificate at 2.1%. This gives an implication that the study obtained information from respondents across all education levels. It also revealed that respondents who participated in the study had formal education and they were able to give accurate information concerning the influence of community participation on water project performance in Migori County.

### Table 4.4 Distribution of Respondents by Level of Education

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School</td>
<td>38</td>
</tr>
<tr>
<td>Certificate</td>
<td>89</td>
</tr>
<tr>
<td>Diploma</td>
<td>3</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>10</td>
</tr>
<tr>
<td>Master’s degree</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>145</td>
</tr>
</tbody>
</table>

### Distribution of Respondents by Age

The study examined the distribution of respondents in regards to their age bracket. The results of analysis are shown in Table 4.5. The study findings on age bracket indicated that respondents who had below 25 years were 15(10.3%), those with 25-34 years were 67(46.2), respondents with 35-44 years were 46(31.7%) and those with 45 years and above were 17(11.7%). Therefore, the study considered all age brackets that are associated with water project performance in Migori County. It shows that most farmers are in the youth age bracket that majorly influences community participation on water project performance in Migori County.
Table 4.5

<table>
<thead>
<tr>
<th>Age Category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 25 years</td>
<td>15</td>
<td>10.3</td>
</tr>
<tr>
<td>25-34 years</td>
<td>67</td>
<td>46.2</td>
</tr>
<tr>
<td>35-44 years</td>
<td>46</td>
<td>31.7</td>
</tr>
<tr>
<td>45 and Above years</td>
<td>17</td>
<td>11.7</td>
</tr>
<tr>
<td>Total</td>
<td>145</td>
<td>100</td>
</tr>
</tbody>
</table>

Distribution of Respondents by Number of Years in Operation on the Current Farm

The study also examined how respondents were distributed according to the number of years in operation on the current farm. The results are shown in Table 4.6 and the study findings revealed that those operated on the farm below 3 years 51(35.2%), 26(17.9%) of respondents had operated in the farm between 3-5 years, those operated between 6-10 years were 56(38.6%) only 12(8.3%) of respondents had operated in the farm for over 10 years. The findings implied the majority of respondents who have operated their farms between 6-10 years thus they had enough experience concerning water projects performance in Migori County. However, they were able to give a reliable information concerning influence of community participation on water project performance in Migori County.

Table 4.6

<table>
<thead>
<tr>
<th>Number of Years</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 3 years</td>
<td>51</td>
<td>35.2</td>
</tr>
<tr>
<td>3-5 years</td>
<td>26</td>
<td>17.9</td>
</tr>
<tr>
<td>6-10 years</td>
<td>56</td>
<td>38.6</td>
</tr>
<tr>
<td>Over 10 years</td>
<td>12</td>
<td>8.3</td>
</tr>
<tr>
<td>Total</td>
<td>145</td>
<td>100</td>
</tr>
</tbody>
</table>

Descriptive Findings and Discussions

The study examined views of sampled stakeholders of water projects performance in Migori County, on issues that influence community participation on water project performance in Migori County. The study determined the respondents’ level of agreement on a five point Likert scale which ranged from strongly disagree (1) to strongly agree (5).

Monitoring and Evaluation and Water Project Performance

The study sought to examine the influence of monitoring and evaluation on water project performance in Migori County. The study results were presented in Table 4.10 and the findings revealed that majority of the participants agreed that project resources are properly allocated during the project life cycle. (M=4.21, SD=1.119). Furthermore the respondents agreed that all the staffs working on the projects are involved in monitoring and evaluation stages. (M=4.06, SD=1.1271). In addition, the respondents agreed that projects have clear documentation (M=3.95, SD=1.180). The study findings further indicated that the company has project progress reports (M=3.86, SD=1.307).

The research finding implies that influence of monitoring and evaluation on water project performance in Migori County. The project resources are properly allocated during the project life cycle. All the staffs working on the projects are involved in monitoring and evaluation stages. Projects have clear documentation and the company has project progress reports. The study findings agreed with results of According to the World Bank (2010), community participation in M&E is critical in project performance given that it offers new ways of assessing and learning from change that are more inclusive and more responsive to the needs and aspirations of those most directly affected; is geared towards not only measuring the effectiveness of a project, but also towards building ownership, empowering beneficiaries, building accountability and transparency and taking corrective actions to improve performance and outcomes. Participation in M&E has much less meaning if population members and local stakeholders have not been involved much earlier in the project cycle, (ALNAP, 2009).

In an evaluation of community development projects funded by the Agha Khan Rural Support Programme in Northern Pakistan, Khwaja (2003) found that community managed projects were better maintained than projects managed by the local government. Khawaja’s (2003) study suggests that since community managed projects are better
maintained, they are also more sustainable than those managed by local governments. Narayan (1993) analyzed lessons from 121 rural water-supply projects funded by different agencies in 49 developing countries in Africa, Asia and Latin America. He found that participation was the most significant factor contributing to project sustainability. Most of the projects referred to

Table 4.10  Descriptive Statistics on Monitoring and evaluation

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev</th>
<th>Min</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project resources are properly allocated during the project life cycle.</td>
<td>145</td>
<td>4.21</td>
<td>1.119</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>All the staffs working on the projects are involved in monitoring and evaluation stages.</td>
<td>145</td>
<td>4.06</td>
<td>1.271</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Projects have clear documentation</td>
<td>145</td>
<td>3.95</td>
<td>1.180</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>The company has project progress reports</td>
<td>145</td>
<td>3.86</td>
<td>1.307</td>
<td>1</td>
<td>5</td>
</tr>
</tbody>
</table>

Water Project Performance

The study sought to determine water project performance. The study results were presented in table 4.11. From study findings, majority of the participants agreed that the company takes part at all stages and levels in quality policies on implementation (M=3.60, SD=1.483), the respondents also agreed that the company project manager are well placed to make contribution towards project performance (M=3.77, SD=1.437). The respondents also agreed that the company has a framework for considering sustainable development of project management (M=4.21, SD=1.132) and lastly that the project meets general satisfaction of project performance (M=3.92, SD=1.477). The study was not in agreement with study findings of Thematic Group (2005) Kenya’s water projects leaves no doubt that performance is a challenge. This is evident in most of the water projects that have been undertaken over time with little impact despite the resources used. For example, Thematic Group (2005) finds out that, among 24 million rural dwellers in Kenya about 10 million have access to an improved water supply. The study further reveals that most of them are inactive yet the Government has continued to establish numerous new water projects, while giving little regard to rehabilitating existing non-functional ones. From the study by Thematic Group (2005), it is true to drive that most of the project implementers does not consult or conduct public participation where the citizens would mention the need of reviving already existing but inactive water projects.

Table 4.11  Descriptive Statistics on Project Performance

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev</th>
<th>Min</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>i The company takes part at all stages and levels in quality policies on implementation.</td>
<td>145</td>
<td>3.60</td>
<td>1.483</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>ii The company project manager are well placed to make contribution towards project performance</td>
<td>145</td>
<td>3.77</td>
<td>1.437</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>iii The company has a framework for considering sustainable development of project management</td>
<td>145</td>
<td>4.21</td>
<td>1.132</td>
<td>1</td>
<td>5</td>
</tr>
</tbody>
</table>
Inferential Analysis Results
This section describes the results of the relationship between independent variables and the dependent variables and shows the influence of the independent variables on the dependent variable.

Correlation Findings
Correlation analysis was performed to examine the association between communication, management skills, technology, monitoring and evaluation and performance of community participation on water project performance in Migori County, Kenya. Pearson’s product–moment correlation ($r$) was used to explore the relationship between the independent variables and dependent variable to assess both the direction and strength. Each of independent variables and dependent variable where correlation coefficient ($r=between +1 and -1$) measures the strength and direction of a linear relationship between each of independent variables and dependent variable.

According to Thanoon, Adnan & Saffari (2015) when Pearson Correlation $r=+0.7$ and above it indicates a very strong relationship; $r=+0.5$ to below 0.7 is a strong relationship; $r=+0.3$ to +0.49 is a moderate relationship while $r=0.29$ and below indicates a weak relationship. Where $r=0$ it indicates that there is no relationship. However the closer the value of $r$ is to +1, the stronger the linear relationship. In this case, the correlation coefficient values are closer to +1, implying linear relationship between independent variables and dependent variable (Thanoon, Adnan, & Saffari, 2015). The established relationship between dependent variables and independent variable is described in Table 4.19.

The study established the relationship between monitoring and evaluation and performance of water project. From study findings, it was noted that there existed a strong, positive and statistically significant ($r = 0.367; p < 0.01$) relationship between monitoring and evaluation and performance of water project. Monitoring and evaluation enhanced performance of community participation on water project performance in Migori County. According to the World Bank (2010), community participation in M&E is critical in project performance given that it offers new ways of assessing and learning from change that are more inclusive and more responsive to the needs and aspirations of those most directly affected; is geared towards not only measuring the effectiveness of a project, but also towards building ownership, empowering beneficiaries, building accountability and transparency and taking corrective actions to improve performance and outcomes. Participation in M&E has much less meaning if population members and local stakeholders have not been involved much earlier in the project cycle.

**Table 4.19 Correlation Coefficient Matrix**

<table>
<thead>
<tr>
<th>Project_Performance</th>
<th>Pearson Correlation</th>
<th>Monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring</td>
<td>Pearson Correlation</td>
<td>.367**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
</tbody>
</table>

Key **. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).

Multiple Regression Analysis
The research used multiple regression analysis to determine the linear statistical relationship between communication, management skills, technology and monitoring and evaluation and project performance. Table 4.24 reveals the value of coefficient of correlation ($R$) which is 0.590 indicating a positive linear relationship between dependent and independent variables. The coefficient of determination $R^2$ value was 0.349 and it shows how much of the total variation in the dependent variable, water project performance, was explained by the independent variables; communication, management skills, technology and monitoring and evaluation. Therefore, the study results revealed that 34.9% can be explained by independent variables in relation to dependent variable. The adjusted $R^2$ value is 0.330 which is slightly lower than $R^2$ value; it is an indicator of relationship between the independent and dependent variables since it are sensitive when irrelevant variables are added. However, the typical error when the model is used to predict project performance is 0.39031.
Assessing the Fit of Multiple Regression Model
The study conducted Analysis of Variance (ANOVA) to examine whether the multiple regression model was fit for the data. This helped to find out if project performance can be predicted without relying on communication, management skills, technology and monitoring and evaluation. The results of Analysis of Variance (ANOVA) are shown in Table 4.21. The study findings provides F test which shows an overall test of significance of the fitted regression model. The F value indicates that all the variables in the equation were significant hence the overall regression model is significant. The F-statistics produced (F = 18.733) was significant at p<0.05 thus confirming the fitness of the model and therefore, there is statistically significant relationship between community participation and project performance. This indicates that regression model predicts the dependent variable significantly and was good fit for the data.

Table 4.21 ANOVA for Testing Multiple Regression Model

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>28.743</td>
<td>144</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regression</td>
<td>11.415</td>
<td>4</td>
<td>2.854</td>
<td>18.733</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>21.328</td>
<td>140</td>
<td>.152</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Regression Analysis Coefficients
The study conducted t-test of statistical significance of each individual regression coefficient and results are presented in Table 4.22. The findings indicate that all the t values were significant implying that independent variable is a predictor of the dependent variable; monitoring and evaluation (t=2.458 p< 0.05). However, the β coefficients were all significant to be used for multiple regression as follows monitoring and evaluation (β= 0.152, p<0.05). This implies that a unit increase in monitoring and evaluation caused a 0.152 decrease in project performance. Therefore the multiple regression model equation was developed from the coefficient as shown in equation 4.1:

\[ Y = 0.847 + \beta X_4 \] \hspace{1cm} \text{Equation 4.2}

Hypotheses Testing
In this study, all the four hypotheses were tried utilizing the multiple regression model. For every hypothesis, the relapse condition was first acquired using the β coefficients on hold of best fit. The choice decide was that if the p esteem is not as much as regular 0.05, the invalid theory was rejected and when it’s over 0.05 investigation neglected to dismiss the invalid hypothesis. Null Hypothesis Ho indicated that there is no significance relationship monitoring and evaluation and water project performance in Migori County. But, the study findings indicated that monitoring and evaluation is statistically significant influence on
water project performance ($\beta = 0.152, p < 0.05$). Thus the study rejected the null Hypothesis. The research finding implies that influence of monitoring and evaluation on water project performance in Migori County. The project resources are properly allocated during the project life cycle. All the staffs working on the projects are involved in monitoring and evaluation stages. Projects have clear documentation and the company has project progress reports. The study findings agreed with results of According to the World Bank (2010), community participation in M&E is critical between monitoring and evaluation water project performance. The project resources are properly allocated during the project life cycle. All the staffs working on the projects are involved in monitoring and evaluation stages. Projects have clear documentation and the company has project progress reports.

Summary, Conclusion and Recommendation
Summary of the Study Findings
This section summarizes the findings based on the data and information analyzed in chapter four.

Influence of Monitoring and Evaluation on Water Project Performance in Migori County.
The study findings indicated that the research finding implies that influence of monitoring and evaluation on water project performance in Migori County. The project resources are properly allocated during the project life cycle. All the staffs working on the projects are involved in monitoring and evaluation stages. Projects have clear documentation and the company has project progress reports. Community participation in M&E is critical in project performance given that it offers new ways of assessing and learning from change that are more inclusive and more responsive to the needs and aspirations of those most directly affected; is geared towards not only measuring the effectiveness of a project, but also towards building ownership, empowering beneficiaries, building accountability and transparency and taking corrective actions to improve performance and outcomes. Participation in M&E has much less meaning if population members and local stakeholders have not been involved much earlier in the project cycle.

5.3 Conclusion of the Study
These conclusions are evidence from the specific objectives that there is a significant relationship in project performance given that it offers new ways of assessing and learning from change that are more inclusive and more responsive to the needs and aspirations of those most directly affected; is geared towards not only measuring the effectiveness of a project, but also towards building ownership, empowering beneficiaries, building accountability and transparency and taking corrective actions to improve performance and outcomes. Participation in M&E has much less meaning if population members and local stakeholders have not been involved much earlier in the project cycle.

Recommendation of the Study
The study recommended county government to empower project managers at County levels to improve planning and implementation towards the goal of sustaining water projects benefits. The study recommends policy makers to come up with policies that ensure that the county government and companies to incorporate community in water projects. They should come up with policies which ensured public participation in water projects should result in increased quantities of clean water being consumed and used for hygienic purposes. They also strengthen local organizations as the community therefore can be organized into units with the ability to identify various development needs and forward them to the concerned government institutions for implementation.

Suggestions for Further Studies
A research should further be carried on influence of monitoring and evaluation on water project performance in other counties.


Minyiri and Muchelule (2018)

and Qualitative Approaches. Nairobi: Acts press


