STAKEHOLDERS' PARTICIPATION AND PERFORMANCE OF KISERIAN TOWNSHIP SANITATION PROJECT IN KAJIADO COUNTY, KENYA

BY

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DECLARATION

Declaration by Candidate

This thesis is my original work and has not been presented for a degree in any other university or any other award.

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DEDICATION

This thesis is dedicated to my life partner Wendy who has been supporting me from the time of conceptualisation of the idea of writing this thesis, during data collection period and up to the time of writing this work. Her love and perseverance will always be remembered by me. Equally, I wish to devote this work to my beloved parents; my dad Mr. Peter Ndirangu and my mom Mrs. Margaret Wambui Ndirangu for their input and emotional encouragement for the entire period of preparing this thesis. Lastly, I also dedicate this work to my daughter Joy and son Alvin and my siblings Titus and Eunice for their backing and motivation when writing of this work.

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ABSTRACT

Performance of sanitation projects in Kenya has continued to dwindle day in and day out leading to delayed completion and cost overruns. Kiserian Township Sanitation Project (KTSP) commenced in November 2015 and was planned to be completed by May 2017. However, only 35% of the project was completed by the end of December 2018. Therefore, the purpose of this study was to determine stakeholders' participation and performance of the KTSP. The specific objectives were; to assess influence of stakeholders' participation in project initiation, planning, implementation and monitoring and evaluation on the performance of KTSP. This study was anchored on Freeman's stakeholder theory (1984), legitimacy theory (1995), institutional theory (1995) and measurement theory (2015). The study used two research design; descriptive survey and correlation research design. The target population was 663 respondents that involved 600 Beneficiary's household heads, 42 Appointed contractor's employees, 15 Athi Water Service Board (AWSB) appointed employees, 5 Kajiado county government deployed officers and one (1) Appointed project consultant selected through purposive sampling. The sample size of this study was 303 respondents comprising of 240 direct beneficiary's household heads, 42 appointed contractor's employees, 15 AWSB appointed employees, 5 Kajiado county government deployed officers and one (1) appointed project consultant. Questionnaires were used to obtain data from beneficiary's household heads and appointed contractor's employees from their homes and workplaces respectively. Face-to-face interviews were conducted for the AWSB appointed employees, Kajiado county government deployed officers and appointed project consultant. A pilot study was carried out to check validity and reliability of questionnaires in collecting the data required for the study on a neighbouring water project in Ongata Rongai. SSPS (Version 23.0) was used to code, enter and analyze information and generate reports. The data were analyzed quantitatively using descriptive (mean, standard deviation & frequencies) and inferential statistics (Pearson correlation & multiple linear regression). Qualitative data was analyzed thematically. The study results, indicated that there was a positive significant influence of stakeholders' participation in project initiation (β=0.206, p=0.008), project planning (β=0.223, p=0.006) and project implementation (β=0.143, p=0.049), while, there was no significant influence of stakeholders' participation in monitoring and evaluation (β=0.098, p=0.174) on the performance of KTSP. However, appointed contractor's responses indicated that there is no significant influence of stakeholders' participation in project initiation (β=0.038, p=0.832), project planning (β=0.110, p=0.631) project implementation (β=0.171, p=0.362) and monitoring and evaluation (β=0.375, p=0.69) on the performance of KTSP. The qualitative result indicated shows that there was a significant influence of stakeholders' participation on the performance of the KTSP. The study concludes that stakeholders' participation had a significant influence on the performance of the KTSP. It is recommended that stakeholders need to be involved from project initiation, planning, implementation and monitoring and evaluation to improve performance of Kiserian Sanitation Project.

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LIST OF ACRONYMS AND ABBREVIATIONS

ANOVA	Analysis of Variance
AMREF	The African Medical and Research Foundation
AWSB	Athi Water Services Board
CDF	Constituency Development Fund
DV	Dependent Variable
FY	Financial Year
GoK	Government of Kenya
ID	Independent Variable
KTSP	Kiserian Township Sanitation project
M	Mean
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MIDIMAR	Ministry of Disaster Management and Refugee Affairs
MLR	Multiple Linear Regression
MPCU	Municipal Planning and Coordinating Unit
NACOSTI	National Commission for Science, Technology, and Innovation
NALEP	National Agricultural & Livestock Extension Program
NEMA	National Environmental Management Authority
NGOs	Non-governmental Organisations
OECD	Organisational for Economic Co-operation and Development
OSHA	The Occupational Safety and Health Administration
PDD	Project Design Document
PERT	Program Evaluation Review Technique
PM&E	Participatory Monitoring and Evaluation
PMIBOK	Project Management Institute Body of Knowledge
PMC	Project Management Cycle
PME	Participatory Monitoring and Evaluation
PMI	Project Management Institute
SD	Standard Deviation
SPSS	Statistical Product and Service Solutions
UN	United Nations

UNEP GEF	United Nations Environment Program Global Environment Facility Projects
UNFP	United Nations Fund for Population
WASH	Water Sanitation and Hygiene

OPERATIONAL DEFINITION OF TERMS

Evaluation: is a systematic assessment and examination of realisation of project objectives in its implementation stage (Al-Hajj & Zraunig, 2018). In this study it refers to the process through which stakeholders work together with the project implementing agency to ensure the sanitation project attain its relevance with the objectives, effectiveness, efficiency, sustainability and impact.

Monitoring: is a continuous procedure conducted in projects being implemented with the intention of informing the stakeholders of its progress and whether it attains its desired objectives (Omezzine, 2017).). In this study it refers to a collaborative undertaking taken to check on the quality of project within a specific period.

Participation: is the process of project stakeholders being involved in the project planning and management (Sulemana, Baba & Kaba, 2018). In this study participation may involve stakeholders' involvement through the following methods; giving inputs, sharing views, partaking in the project work, involvement in execution of plans and contributing resources to attainment of project objectives.

Project implementation: is the execution of project plans and objectives by individuals concerned (Tengan & Aigbavboa, 2017). It may also means translating project goals to action.

Project Initiation: involves creation of project by the Project Management team that entails the definition of the project's purpose, primary and secondary goals, timeframe and timeline of when goals are expected to be met (PMIBOK, 2013).

Project performance: is a quantitative and qualitative estimation or measurement of the degree to which specific project objectives have been attained (PMIBOK,

2013). In this study project performance was estimated through budgeted costs, resource used, and time.

Project planning: refers to the processes undertaken during project setting up (Amadi, 2017). In relation to this study it is the extent to which stakeholders are included in the following processes, scheduling, preparation and also organisation of activities to be conducted.

Project: it is an undertaking that has a definite beginning and closure points which result to an attainment of an outcome at the end (PMIBOK, 2013). In this study it refers to a development scheme to address sanitation issues in Kiserian town.

Sanitation: they are conditions associated with public health which involves provision of portable water for domestic use and adequate disposal of sewage (Kobusingye, Kyalo, & Mulyungi, 2017) in this study, it covers excreta disposal, sullage and storm water drainage, solid waste management and hygiene and stresses the need to go beyond a concern with the provision of the facilities to consider the services that people receive.

Stakeholder is a group, individual organisation who may be touched (indirectly or directly) by a particular project activity, decisions or outcome (Bourne, 2010). In this study, they assumed to have a significant interest in the project being implemented from the onset to the end and they are affected by it directly and indirectly.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter covers the study background, objectives of the study, statement of the problem, the theory to be tested, the scope of the study, significance and justification.

1.1 Background of the Study

To achieve meaningful social, economic development, government and stakeholders need to actively participate in execution of various projects. Sustainability of sanitation projects being implemented in the long run depends on how these projects perform during the stages in project cycle (Boon, Bawole & Ahenkan, 2012). According to Project Management Institute, there has been renewed focus on the significance of measuring projects performance of since it specifies the direction and status of the project under implementation (PMI, 2013). For successful project performance, stakeholders need to be directly or indirectly involved as it is a key requirement in project management practices.

Stakeholders in project consist of entities, groups or individuals who at times may have opportunity or are threat to a certain project (Eyiah-Botwe, 2015). Tengan and Aigbavboa (2017) argued that stakeholders consist of organisation, group or individual who could be affected by an outcome of a project, activity or its decisions. In this study, stakeholders are individuals that are indirectly or directly affected by the Project of the Kiserian Sanitation. In the implementation of projects, shareholders are classified as external or internal. The internal plan stakeholders consist of; suppliers, professional consultants, contractors, project clients. The external project stakeholders consist of beneficiary community and local county government (services providers) who are represented in

project management committees (Heravi, Coffey & Trigunarsyah, 2015). The process through which stakeholders are involved is through participation in different cycles of project from beginning to the closure phase

1.2.1 Global

The acceptable view of minimum project performance is based on its quality and scope. Other factors that are critical to project performance are; stakeholders' satisfaction, technological transfer, health and safety (Namiyingo, et al., 2016) which are indicators of performance. Therefore, performance of projects is critical if it meets the following indicators; cost, time, client satisfaction, health, safety and commercial values (Wangeci, 2013). This study determined level at which indicators reflect performance of Kiserian Sanitation Project in Kiserian town, Kajiado county Kenya

Luyet et al. (2012) indicated that the concept of stakeholder participation in projects has been advocated from various international convention agreements like; European Water Framework Directive, Aarhus Convention, Earth Summit and United Nations General Assembly. The aftermath of public of Brundtland Report (1987) resulted to emergence of stakeholder participation agenda as a practice for attainment of sustainable development agenda in projects. Freeman (2010) noted that stakeholder participation in projects impact achievement of organisation objectives. Maraseni and Cadman (2015) observed that non-participation of stakeholders in project processes may result to poor outcomes of projects due to cost overruns. Tseng and Penning-Rowsell (2012) argue that for successful project implementation, utilisation of participatory approaches is necessary. Institutions have made premeditated efforts to promote stakeholder participation as a way of improving

performance of projects. Therefore participation of stakeholders is key to attainment of project objectives.

Stakeholders' participation in project activities has been anchored theoretically by Freeman theory (Freeman, 2010). This is the theory that was used to provide the historical view of how stakeholders participate in development work. Muronga, Ondeko and Kyalo (2017) observed that project success is dependent on absolute participation and practical management of all stakeholders as agreed by many scholars in project development field. Stakeholders can participate in various stages of project including; initiation, planning, monitoring and evaluation, implementation, and the study desired to establish the stages at which they were involved.

1.2.2 Regional

Amadi (2017) noted that in the first stage of project initiation, it is significant to engage concerned community by giving opportunities to air perceptions towards the project with regard to how it will be planned and implemented. The second stage through which stakeholders participate in project activities is through being involved in planning activities. Stakeholders are required to participate when project objects are being set, when necessities are being established, when opportunities and risks are being determined, and during decision making. Omollo (2011) argued that stakeholders' participation in the second stage of project cycle consist of several actors with various responsibilities and roles. Ntuala (2010) states activities in this stage consist of development of baseline plans like; time schedule, critical events, evaluation of activities, project resources required and sizes and approaches to be used to final project products.

The third level of stakeholder participation is the implementation phase. This is the stage where the actual project work begins and involvement of all stakeholders is imperative. It involves the process of procurement where orders are made, supplies delivered, labour is contracted and actual project works begin. Njeru and Kimutai (2018) observes that during the stage of implementation, the events that are effected are those that had been spelt out in the planning stage. This is the stage where more than 80.0% of the project work happens and therefore participation of all stakeholders is crucial. The fourth stage of project cycle is monitoring and evaluation. it is an important stage whereby the project implementers, assessors and even stakeholders check whether the projects objectives are being realised or not and suggests appropriate action to be undertaken in case there are issues. Tengan and Aigbavboa (2017) indicated that it is through the M&E process where problems, delays, cost overruns and non-conformity to project specification issues are detected. Hence, there is need for involvement of stakeholders at the four stages to ensure aims of projects phases are realised without delays, cost overruns and poor workmanship.

Studies to investigate the influence of stakeholder participation on projects performance from various countries of the world have been conducted. Heravi, Coffey and Trigunarsyah (2015) study observed that stakeholders occasionally offered materials and had the capacity to moderate communication and material run in projects in Australia. This means that stakeholders when involved may have strong influence on institutional survival and hence their participation should be at the centre of project management plans. In Ghana, Tengan and Aigbavboa (2017) study established that participatory monitoring and evaluation by stakeholders in projects was very low. This study confirmed whether this was the case with KTSP in Kenya

In South Africa, Sulemana et al. (2018) established that shareholders mainly partook in M&E through stakeholder assessment meetings to get information on the progress about projects and programmes of the work. Therefore, this study investigated whether stakeholders participated in review meetings or else they provided information. In Rwanda, Iribagiza, et al. (2015) noted that successful project monitoring and evaluation is one of antecedents of effective performance of projects as it provides transparency to stakeholders concerned, organisation learning facilitation and a means of accountability. This study determined whether PM&E was being practiced and influenced performance of KTSP.

1.2.3 National

Research has also been conducted to assess impact of stakeholder participation on performance of projects in Kenya. Mueni (2018) observed that in educational institutions PM&E was a tool used to enhance project performance as it improved the general effectiveness of project cycles (the previous ones). Participatory M&E provided new ways for stakeholders to be involved in project planning and implementation in schools setting (public ones). In a study conducted in Kiambu County, Kamau (2017) results showed that Umande project implementers sought views from civil society, donor and government when constructing bio – centres for monitoring purposes. The organisation further sought views of government officer in monitoring each phase of bio – centre project execution. This suggests that there exist issues (non-participation and non-consideration) with stakeholder participation and performance of projects (positive and negative) from the global, regional and local perspective. This research focuses on the level to which stakeholder participation has been embraced at an urban project in Kiserian town, Kajiado County, Kenya.

Emergence of new urban centres in developing countries has been necessitated by rapid population growth in cities surrounding those cities resulting to overstretch of resources and facilities such as infrastructure, housing, environmental protection, sanitation, water supply, and employment (Luethi, McConville & Kvarnstrom, 2009). Research forecast by United Nations Population Fund (UNPF) predicts that 95.0% of new cities across the world would occur in developing countries, like Kenya, where majority of the world population (80.0%) will be residing by the next eleven years (2030).Further, delivery of quality sanitation services for emerging urban population like Kiserian town which experiences unplanned growth due to informal settlements remains a challenge for local authorities to ponder (Luethi & Kraemer, 2012). This explains why Athi Water Services Board came to start the urban sanitation problem to address the issue being faced in Kiserian Township.

Kiserian town is one of urban towns in Rift Valley of Kenya, in Kajiado, County. The communities living in the town and its environs have challenges of poor sanitation and shortage of clean water. The rapid growth in population and resettlement to Kiserian has resulted to remarkable development of urban centre setting need for provision of sanitation services. This situation led to Athi Water Services Board (AWBS) to identify the need for sanitation project in Kiserian town. The feasibility study and engineering design of Kiserian Sanitation Project started in the FY 2007/2008 and was undertaken by the consultant Norken Limited in association with Hydrosult. After the feasibility study, tender was floated and the winning bidder was awarded the contract to start project work. KTSP commenced in November 2015 and was planned to be completed by May 2017. However, only 35% of the project had been completed by end of December 2018 and 65.0% had not yet been completed. The project beneficiaries stopped construction of the

KTSP because some of them have been arrested for trespassing in the construction area. This shows that the residents have not yet embraced the project and issues of resistance to it explains why others are being arrested for trespassing. This study assessed the effect of stakeholder involvement on performance of the sanitation project of Kiserian Township.

1.2 Statement of the Problem

All projects have to be attained during planning, implementation and closure. The deliverables of this performance are with regard to; meeting stakeholders needs, operating within the budget, completing project on time, meeting quality specifications and lastly realising the project objectives. However, implementation of projects has been a challenge in most areas around Africa. Sakyi (2015) who found out that large amount of money was lost as a result of project failures. In Rwanda, Kobusingye, Kyalo and Mulyungi (2017) observed that regardless of the desire for good project performance, most poverty eradication projects in the country consistently experienced unrealised product specifications objectives, unmet management objectives, customer needs, budget overrun and time overruns. In Kenya, performance of sanitation projects has continued to dwindle day in and day out leading to delayed completion and cost overruns. For instance, Nabifwo and Kimutai (2017) established that there was a gap in terms of research already done in Kenya to investigate effect of community participation and performance in the projects of water and public health in Kenya. KTSP in Kajiado County, Kenya is such a project. KTSP commenced in November 2015 and was planned to be completed by May 2017. However, only 35% of the project was completed by the end of December 2018. It has not yet been verified whether the slow implementation of the sanitation project is because of participation of stakeholders in the four project cycles or not, something that this study investigates. Therefore, the study investigated stakeholders' participation and

performance of KTSP in Kajiado County, in Kenya. The study pursued to fill the knowledge gap on stakeholders' involvements in sanitation project.

1.3 Broad Objective of the Study

The aim of the research was to establish if there exist a relationship between stakeholders' participation in KTSP and its performance.

1.3.1 Specific Objectives of the Study

a) To assess the effect of stockholders' involvement in KTSP initiation and its performance

b) To establish the stakeholders' participation influence in KTSP planning and its performance

c) To determine the impact of stakeholders' participation in KTSP enactment and its performance

d) To assess the impact of stakeholders' involvement in KTSP performance, and its monitoring and evaluation

1.4 Hypotheses of the Study

The hypothesis of this study were as follows:

H_{01} There is no substantial impact of stakeholders' participation in project initiation on performance of Kiserian Township sanitation project

H_{02} There is no noteworthy impact of stakeholders' involvement in preparation on performance of Kiserian Township sanitation project

H_{03} There is no substantial effect of stakeholders' contribution in project implementation on performance of Kiserian Township sanitation project

H_{04} There is no significant impact of stakeholders' involvement in the performance on monitoring and evaluation of Kiserian Township sanitation project.

1.5 Justification of the Study

Kiserian town is one of the towns that have recorded high degree of urbanisation (Kaptuya, 2013) because of its proximity to Nairobi city. This has resulted to people investing in Kiserian town over the last four decades. In Kiserian town incidents of water borne diseases such as typhoid, diarrhoea and cholera have been recorded by health facilities in the last ten years (Achieng', 2016). This has brought several sanitation challenges to the residents of Kiserian Township. In view of these challenges, Athi Water Services Board commenced sewerage construction in the year 2015 as a stop gap measure of addressing sanitation needs of the town (AWSB, 2018). By the end of 2019, the project was still yet to be completed despite reported incidents of water borne diseases by county health department. It is not yet known whether the idea of stakeholder participation has been embraced while implementing the project. In modern times, project management processes have incorporated stakeholder participation as a key ingredient to successful execution of projects. Therefore, this study unearthed areas whether stakeholders' participation in KTSP influenced the current project status (AWSB, 2015).

1.6 Significance of the Study

The study presents practical, theoretical, and policy issues which are significant to significance to various stakeholders in implementation of KTSP and any other sanitation projects. First these study findings are essential to the project financiers and implementers in relation to the need and importance of factoring stakeholder participatory management approaches in implementing sanitation projects in general. It may help project initiators

to understand the importance stakeholders' participation in the performance of any project.

The study is beneficial to the Ministry of Water and Sanitation on the contribution of stakeholders' participation in the sanitation projects which have stalled. Further, it informs technical persons working with stakeholders in water and sanitation projects to consider the need for stakeholder participation in all cycles of projects to improve project performance. Moreover, for future scholars interested in establishing level of stakeholder's participation in the local scene, the outcomes are significant. This is because the study finding forms the finding explaining how stakeholder participation influences the results of sanitation projects in the republic of Kenya.

1.7 Scope of the Study

The research was restricted stakeholder participation and performance of Kiserian Township sanitation project in Kiserian town. The study established the degree to which stakeholders' participation project; commencement, planning, execution, monitoring and evaluation affect the project performance. To collect data questionnaire, interviews and document checklist were used. The data collection period lasted for three months.

1.8 Summary

The section covered the study background that was discussed based on the variables; dependant and independent variables. The chapter also included the statement of the delinquent, broad and specific objectives and hypotheses. The section further presented the scope, research justification, and the significance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section presents hypothetical literature review in which this study is anchored, empirical literature, the missing gap to be fulfilled by this investigation and the conceptual framework.

2.1 Theoretical Framework

This section reviews related theories which this study is anchored on. These theories include Freeman's stakeholder theory (1984), legitimacy theory by Deegan (2006), institutional theory by DiMaggio and Powel (1983) and Steyn (2015) measurement theory. Aspects of these various theories are covered below.

2.1.1 Freeman's Stakeholder Theory

This concept was developed by Freeman (1984). The theory stipulates that organisations have a moral responsibility to its stakeholder past what is required by law. Specifically, ethical responsibilities expect that institutions operate in means that will foreseeable increase long term returns (Lopez-De-Pedro & Rimbau-Gilabert, 2012). The theory postulates that institutions consist of different types of stakeholders whose operations influence on stakeholders and vice versa. The term Stakeholders refer to a group, individual organisation that are affected by the project activities, judgements or outcomes. Such stakeholders consist of employees, suppliers, investors, the community and clients. Stakeholders provide contributions to the firm and require yields from it (Caroll & Buchholtz, 2014) and act against an institution if the interested are influenced in the right

or wrong way. This theory suggests that all individuals or groups involved in institution's operations do so to get returns (Freeman, 1984).

Stakeholder concept contends that except just concentrating on the firms' proprietors, there exist other actors' involvement in the organisation who are equally important. This means that involvement of all individuals directed or indirectly affected by projects should be considered before any project starts. This concept also regard opponents as stockholders and this position comes from the ability to influence the organisation and its shareholders. Stakeholder involvement in implementation of KTSP is seen through the angle of influential view of stakeholder theory. This theory describes how stakeholders could be involved in means that would assist to achieve performance goals of an organisation. Therefore, utilising stakeholder management as an instrument for project strategic decision making. Moreover, considering stakeholders (community members) are directly affected by the project, their input and participation is critical to project planning and implementation processes.

One of the weaknesses of stakeholder theory that has been recorded is like subjectivity of categorisation procedure as examination groups tends to be determined by their surroundings' circumstances, or individuals engaged in the project work (Kobusingye, *et al.*, 2017). This theory is also vulnerable to indirect failings like reliability and honesty of information that is collected from stakeholders. Despite the weaknesses, stakeholder theory can highlights the need for consideration of the stakeholders during initiation, planning, execution, monitoring, evaluation and whether because of ethical value for considering them or because of their sway towards the project. Stakeholders' involvement and participation are key to realising the project goals and objectives. This was the main

basis for choosing this theory in establishing stakeholder participation and its influence on performance of KTSP.

2.1.2 Legitimacy Theory

The research was conducted by legitimacy concept which propounded by Deegan and Samkin (2009). This theory argues that institutions regularly make efforts to ensure that they prescribe with societal norms in which they operate. Deegan (2006) implies that organisations have to operate within the community bonds and practices. Therefore, a 'social contract' has to be formed between an implementing agency (for instance appointed contractor's employees and government entities in this study) and individuals affected directly by the project (residents of Kiserian town).

Fernando and Lawrence (2014) states that the social contract focuses on whether a particular organisation functions within the societal norms and bounds or whether they meet the societal expectations. Terms and conditions of this 'social contract' may be partly implicit (community expectations) or partly explicit (policy requirements) (Deegan & Samkin, 2009). Therefore, an organisation implementing a particular project has to makes sure that agreements are not broken so as to ensure its favourable condition of legitimacy of the organisation as the community would allow it to conduct its activities with minimal disruption or delays (Samkin & Schneider, 2010).

When using legitimacy theory, community is deemed as a whole without looking at people as separate (Deegan, 2006). Therefore, legitimacy theory is concerned with the association between community at large and the organisation. This is because institutions do not survive in seclusion and they are required to uphold positive relationships with the society

they are working in for instance, when project appointed contractor's employees are executing their job, they may obtain resources from the society (materials and human) and they would provide services to the community they are in (Samkin & Schneider, 2010). Furthermore, all the toxic waste of the companies doing projects are soaked up by the natural surroundings (society) with no extra cost to the implementing agency. Arguments have been that companies have no rights to these benefits; so that they can permit continued operations of companies, community could expect advantages to offset the cost to the community (Deegan & Samkin, 2009; Samkin & Schneider, 2010).

In application to this study, the expectations of stakeholders (community where the project is being executed) need to be fulfilled by institutions implementing sanitation project which in this study is Kiserian residents. Therefore, for the project to succeed, aspect of stakeholder participation comes in as it will ensure that the community is equally aware, represented and involved in all aspects of the project's phases. Otherwise, their non-participation would make the project implementing organisations not to perform their operations well. This implies that the intended project performance outcomes will not be realised. Therefore, institution level of legitimacy is very important for its ability to implement and execute projects successfully when all stakeholders have been considered in all processes.

2.1.3 Institutional Theory

The study was also informed by institution theory advanced by DiMaggio and Powell (1983). The theory focuses on institution structure and describes basis for having similar features, or structures in firms that are in the similar 'organisation field.' DiMaggio and Powell (1983) defined 'organisation field' as institutions that in sum, comprises a

recognised region of organisation life; organisations which provides similar services, regulatory agencies, service/product consumers and suppliers. Established concept sees unions as functioning within a social structure of standards, assumptions taken for granted, and values on a suitable economic behaviours. Institutions comply within an organisational field because of pressure to change, because they will be rewarded for performing so due to increased survival capabilities, resources and legitimacy (Scott, 2004).

DiMaggio and Powell (1983), argue that when an organisation field is designed, several dominant forces (pressures from the management) come into being in a particular community that cause institutions within a particular field to be similar to each other. DiMaggio and Powell (1983) provided two aspects of institutional theory; decoupling and isomorphism. Isomorphism is considered as a concept which explains the process and procedures of homogenisation. Isomorphism is restraining process which compels a single element in a particular populace to be similar with other elements with similar group of environmental conditions.

One of the institutional isomorphism, coercive process refers to external actors like government policy, employee influence or shareholder influence (Moll, Burns & Major, 2006). The pressure of this dimension comes from critical stakeholders through which a particular organisation is dependent on to change its practices. This process of coercive isomorphism could be associated with managerial aspect of stakeholder theory that looks at the influence of powerful stakeholders on performance projects.

In applying institutional theory to this study on stakeholders' participation and project performance, organisations implementing sanitation projects may be pushed or coerced to use participatory approaches to fulfil policy and demands required when constructing public projects. Therefore, there is no way an implementing agency can ignore the demands or expectations of its powerful stakeholders (residents of Kiserian town), this being involved in the four phases of the project cycle consisting of; commencement, preparation, implementation, and monitoring and evaluation. Therefore, this study found it useful to use this theory to establish how stakeholders (powerful and less powerful) participated in various phases of projects cycle and their influence on performances.

2.1.4 Measurement Theory

This study was also anchored on measurement theory advanced by Steyn (2015). Steyn indicated that measurement is the practice of establishing the magnitude of quantitative attribute through estimation of the ration existing between the degree and a suitable unit, and the related border of uncertainty. The trait refers to item to be measured for instance, quality, cost, time etc. and magnitude referred to certain level of measureable characteristic like duration of a specific tasks or length of a page (Steyn & Stoker, 2014). In relation to project management, measurement theory is inspired and defined by connected philosophical assumptions concerning: (a) the world examined through sciences (also known as ontology), secondly, the approaches and techniques through which science perform its examinations of the world (approach) and lastly the purview and boundaries of what is to be understood concerning the world due to scientific studies (epistemology) (Domotor & Batitsky, 2010).

Project time estimates (or measurements) are notably controlled by the individual knowledge of a task and project managers in addition to their principles and at times even their morals. The views consist of regularly buoyant bias of project and the project directors so that to show affirmative progressive reports (Steyn, 2015). The aim of project management is to finish project effectively, notably on time. The purposes of measuring projects are inferior and are required to support the management of the project to attain its objective. Project dimensions, hence are there to aid timely project completions.

In general, in spite of many studies on projects success, there are inadequate studies on the measurement model to aid in the time measurement of the project. On project conclusion on time, this aspect has not yet been consistently attained and (too) majority of projects delay while others are exposed to significant risks associated with delay completions like KTSP which by 2018 was at 35.0% completion. The need for extra information, mainly relating management of time, presents the basis for looking at how project performance is affected due to involvement of non-involvement of stakeholders.

2.2 Concept of Project Performance

Project performance measure on two distinct features which are project product success and project management success (Serrador & Turner, 2014). Eyiah-Botwe (2015) distinguishes that performance as successful completion of project in relation to quality, time and cost as an explanation of project management success. The three aspects of performance show the extent of effectiveness of project implementation (Amadi, 2017). Secondly, product realisation of the project loos on the impact of the final product of the project. Despite project product performance being identifiable from project management

performance, effective results of the two are inseparably connected (Al-Hajj & Zraunig, 2018).

The three aspects of performance, budget, quality and time indicators appear in most explanations related project management success and performance (Omezzine, 2017). Nevertheless, specifications budget and time are not adequate to measure the performance of projects as aspects such as quality of it and stakeholders' satisfaction need also to be factored. Project performance provides a sense of where the institution is and where it is going. Project performance measurement could be utilised to direct constant and progress towards established objectives and recognise stagnation or shortfalls.

Project performance has to satisfy project objectives which are time, cost and quality and safety. Project performance also entails realising expectations of clients and ensuring the task is performed within the accepted limitations of time, quality and cost. Bal et al. (2013) indicated that project performance can be said to be effective when it has attained goals, within cost, within time at the designated level of performance while utilising allocated resources efficiently and effectively. Kerzner (2009) saw project success as activity completion within the limitations of cost, time and performance. From foregoing definitions, project performance can be defined in the following basis: to consist of completion of project within the specified time, with the planned budget, at the accurate performance or particular level with the approval by the customer within the least or jointly agreed upon capacity change, without unsettling the key workflow of the institution and without altering the business culture. These are the indicators of project performance that are applied in this investigation.

Sakyi (2015) study assessed the views on the degree of project failures, reasons for failure of projects and its effect on stakeholders of Ghanaian public projects. Two members of the public, two appointed contractor's employees and 6 project management experts formed the sample. Data was collected through semi-structured interview guide. Results showed that all respondents agreed that majority of project failed to meet the designated time, had cost overruns, required more supplies of materials, stakeholders were dissatisfied with the outcomes of the project. These factors of performance significantly affected the attainment of project goals in Ghana. This means that public funded projects face significant challenge in terms of performance and it is not known where KTSP experience the same, a focus of this investigation.

2.3 Concepts of Stakeholder's Participation

Various definitions have been provided with regard to stakeholder participation. According to Usadolo and Caldwell (2016), participation is where individuals, organisations or groups meet together to make decisions and being involved in the process of addressing issues affecting a particular project. The project life cycle has been investigated from many fronts and this section looks at stakeholders' participation in different aspects of projects relating to; project initiation, participatory involvement of stakeholders makes sure that all members in the society are included in arriving at various decisions on every project stage. Members of the community undertake active tasks in identification process, planning stage, implementation stage, monitoring and control phase as discussed in the next sub-sections.

2.3.1 Project Initiation

This is the lead stage in the life cycle of the project, and it is the phase where project is usually conceptualised. According PMBOK (2013), the initiation stage involves the processes done to describe a new project by attaining approval to commence the phase or project. This is the phase where the project designs comes up from different springs of thoughts (Wangeci, 2013). The ideas generated at this stage are to find solutions to various problems that are experienced in a specific area from various stakeholders who have been incorporated into it. During this phase, the project needs documentation, people to take part in directing out their wants, and classifying them in relations to the most pressing (Wangeci, 2013).

If all stakeholders participate in project identification phase, they eventually own the project and effectively manage it (Boon, Bawole, & Ahenkan, 2012). Participatory growth is effective since it begins an enablement course that allow the project beneficiaries to assume accountability for designing and developing initiatives, implementing, and guaranteeing high points of project success are upheld (Luyet *et al.*, 2012). Participation alone is a goal, and is viewed as an enabling procedure where individuals gain skills, knowledge, and experience to pursue bigger responsibility for their growth (Barasa & Jelagat, 2013).

2.3.2 Project Planning

Planning is described as the role of choosing entire prize objectives and creating procedures, programmes, and policies for accomplishing them (Finzi, 2009). Its aim is to lead the project implementation stages. The process of planning is classified in three stages; the tactical plans that are established by the management or client emphasizing on

the change the project must bring out, the operational plans that are developed by the functional department and joined to form the unified project plan, and the management plan developed by the management on the project including the project director (Wangeci, 2013).

The planning stage involves the public participating in the planning for resources, growth of project plans, as well as activities (Namiyingo *et al.,* 2016). Project planning aids in advancing timelines to achieve the project goals (Ntuala, 2010). The benefits of stakeholder participation in the process of planning include a decrease in mistrust of the project procedure or its outcome, an upsurge in commitment to the objectives and processes of the project, and increased credibility (Nuttavuthisit, Jindahra & Prasarnphanich, 2015). Participation in planning by the stakeholders facilitates consensus building and ownership of project findings, and enhances stakeholder commitment towards the achievement of the project goals (Namiyingo *et al.*, 2016). This means stakeholders should be concerned during the planning of the project objects, developing of the supplies, and when opportunities and risks are being assessed before execution begins.

2.3.3 Project Implementation

It is the third stage of project sequence, and it accounts for 80-85% of the project work usually happens (PMI, 2004). The implementation stage is well-thought-out as the most significant stage in the life cycle of a project, where activities of the project are materialized. Thus, understanding stakeholders' intricacy impacts to the project application is critical to enable the results of the project (Nguyen & Aguilera, 2010). Due to its influence, it is essential to monitor, coordinate, and control together with application

of all methods of project management in this effort of communication management, phase-planning, motivation, and change management (Tengan & Aigbavboa, 2017). Doings in project execution include employing mandatory manpower, teaching them on the job expectations, assigning responsibilities, establishing performance standards, and also the reportage of the process (Wangeci, 2013).

Involvement of stakeholders in the implementation of the project is crucial as it allows integrating of resources to warrant the project activities are efficiently and effectively carried to ascertain the project objectives are timely and effectively achieved (Nuttavuthisit, Jindahra & Prasarnphanich, 2015). Stakeholder participation at the implementation stage of the project cycle leads to efficiency, effectiveness capacity building of stakeholders or beneficiaries, self-reliance, empowerment, commitment and project sustainability (Namiyingo *et al.,* 2016). This study investigated whether participation of stakeholders in the implementation phase has affected the performance of KTSP.

2.3.4 Project Monitoring and Evaluation

Project monitoring and Evaluation has received increasing attention in recent times. Project monitoring process makes sure that activities are implemented as planned (Wangeci, 2013). Evaluation it useful in problem identification in the project and facilitating flexibility. The essence of openness in monitoring and evaluation calls for stakeholder engagement and participation (Tengan & Aigbavboa, 2017). Broader participation of stakeholders further enhances the quality, commitment and credibility of monitoring and evaluation and the likelihood of appropriate follow up action (Freund & Carmeli, 2003). This shows the importance of implementing firms to incorporate

participatory M&E practices in projects. Whenever possible (may be limited by areas where skill and competencies are needed), all stakeholders should be involved in participatory in the process of monitoring and evaluation. Involved project monitoring and evaluation aids in ensuring the project is done rightfully. PM&E assists in the amendment of faults and inclusion of lapses in projects (Sulemana, Baba & Kaba, 2018). Therefore, PM&E pursues to include all key stakeholders in the course of monitoring and evaluation process a focus of this investigation for KTSP.

2.4 Empirical Review

This segment offers review of experimental studies that have been steered by researchers in different parts of the world relating to the study on stakeholder participation and performance of project.

2.4.1 Project Initiation and Performance

Akhmouch and Clavreul (2016) presented key conclusions, and policy supervision from a research by the Organisation for Economic Co-operation and Development (OECD) on "Stakeholder Engagement for Inclusive Water Governance". This research comprised inclusive approaches such as an analysis overseen to 215 stakeholder groups universally and distinctly, 69 case studies of precise stakeholder engagement enterprises on the management of water. They found out that engagement of stakeholders during initiation of water projects would result to effective implementation and performance. The research was conducted across the world whereas this investigation is done in Kenya to establish how various stakeholders are involved in project initiation activities.

In South Africa, Erevbenagie and Caldwel (2016) investigated a project from the rural community (Nguni Cattle Project) that uses an involved Rural Appraisal (PRA) as a tool for its operative focus. The objective of the research was to identify how the PRA goal of the project are reflected by stakeholders. The involved patterns of the stakeholders were then evaluated, with prominence on the points of connections where the patrons meet to ensure that the recipients are knowledgeable about the project. Interviews, information collected from organizational documents, and meetings observations were used as methods of data collection. The data analysis revealed that mutual indulgent through continuous combined relationships amongst the stakeholders was vital. Therefore, this study focused on establishing how PRA was used in project initiation and its effect on performance.

Wamugu and Ogollah (2017) evaluated the role of stakeholders' contribution on Kenya's constituency fund development performance of Mathira East Constituency. A descriptive study design was implemented, where a questionnaire from Mathira East constituency was used in collecting the qualitative and quantitative statistics. The involvement in initiation, planning, execution, and involvement had a constructive and noteworthy impact on CDF projects performance. The research established that most notably contribution in the initiation of the project activities like identification, selection, and assortment is the most crucial as it is the stage where stakeholders can have the uppermost effect on enactment of CDF projects. Therefore, this study investigated whether stakeholders' participation in project initiation affected performance of KTSP.

Nabifwo and Kimutai (2017) the research investigated aspects prompting the sustainability of the health projects and water sanitation implemented by AMREF in

Nairobi County-Kenya. A sample analysis was used to define the conclusions on health projects and water sanitation without prejudice in selected Beneficiary's heads of households in Kibera slums in Nairobi County. A population of 10,515 respondents was targeted. The research established that that there is a substantial positive effect of technical expertise, community involvement, political factors, and funds utilization on sustainability of health projects and water sanitation. The gap created in this study is that the project was implemented by NGO whereas KTSP is implemented by AWSB (a government parastatal).

2.4.2 Planning and Project Performance

In Australia, Heravi, Coffey and Trigunarsyah (2015) inspected the existing level of stakeholder participation through the project's preparation course. A sequence of literature evaluations was conducted to categorise important stages involved in the process of planning. A questionnaire study was designed and disseminated to almost 200 firms who participated in the residential construction in Australia for data collection purposes. Results analysis proved the levels of appointment of the four stakeholder groups that contributed in the preparation course and determine a foundation for additional stakeholder participation enhancement. The study was conducted in Australia building sector while this study was on water and sanitation sector. The gap created for this study is that they failed to connect stakeholder participation in planning activities with performance a focus of this study.

In Uganda, Namiyingo et al. (2016) examined the stakeholder commitment mediation effect in the bond amid stakeholder involvement and the sustainability of the project. Data from 86 NGOs in Uganda was collected using a self-structured questionnaire. Results

revealed that stakeholder participation in project identification was as a significant predictor of the project sustainability. The research took place in Uganda while this research was conducted in Kenya by measuring on sustainability while this study focuses on performance.

In Kenya, Wangeci (2013) analyzed elements affecting performance of Agricultural projects with exceptional reference to the NALEP projects in Ruiru Sub County. The target populace was 41 NALEP. A descriptive study methodology was assumed in the research. The researcher used the census analysis of the 41 out of the 59 NALEP tasks that were completed in 2010 and 2011. The study findings were that the process planning of the project greatly affected the enactment of the NALEP project followed by the process of commencement of the project, execution of the project, and project monitoring and evaluation, while stakeholder contribution was ranked to have the smallest amount of influence. Poor project preparation and ineptitude in management change to standard strategies were majorly sighted to adversely impact on the process of implementation of the project and overall performance. The ineffectiveness of poor project planning could be as a result of non-involvement of stakeholders to which this research centres on.

A research carried out by Njogu (2014) community involvement in the fruitful enactment of Kerwa Sub-Location water projects determined that resources are not set and followed, over expenditure, misappropriation of finances become quite high, and chances of misallocation. The study noted that with no budget, it was impossible to strategize how to use the money poised. Further it was determined that lack of a budget makes it challenging to recognize who should account for every expense. The research observes that the level of community participation in budgeting was low and this could in one way affect the

performance of projects. Whereas Njogu study was in Kiambu County, this study is being done in Kajiado County.

2.4.3 Implementation and Project Performance

Implementation is the critical and important stage of project life cycle. More than 80% of activities are undertaken during this stage and therefore participation of key stakeholders is important. Therefore, this section presents the review of related literature on how stakeholder participation in project implementation influences performance. A study done in Vietnam, Nguyen and Aguilera (2010) investigated the impact of key projects stakeholders past the initial stages of the phase of a project, concentrating particularly on the operation stage. Study findings revealed comparisons and variances where they reported that the influence of the main stakeholders are likely to be more counter-productive than useful to the application of the project. The likenesses of the conclusions show that the two distinct projects have similar concerns in the execution stage, whilst the variances can be explicated by the definite situations surrounding the projects. The study by Nguyen and Aguilera (2010) was conducted ten years ago and there have been a lot of changes in the field of stakeholder participation in terms of policy and action from various fronts.

In Rwanda, Kobusingye, Kyalo and Mulyungi (2017) evaluated stakeholders' participation in the project conclusion by collecting and examining data on the stakeholders' participation level in the project cycle management process (PCM). This research used a descriptive survey design approach. Several stakeholders in the WASH project in Rwanda were the target population in this research. A sample of 409 respondents was used to collect data. This research found out that stakeholders'

involvement in the project implementation contributed to project outcome. The research was carried out in Rwanda, while the study is in Kenya to survey how participation of stakeholders in various areas of implementation affected the project performance.

Otieno and Makori (2017) assessed the influence of stakeholder involvement on completion of water and sanitation supply projects in informal settlements, in Nairobi City County, Kenya. The design of this research was a descriptive study. The data collected from the project managers was done using structured questionnaire. The research concluded that completion of sanitation and water supply projects in informal settlements in Kenya was affected by independent variables. The funding of the project followed by communication were the key features that affected the completion of sanitation projects and water supply in informal settlements in Kenya. It means that non-participation of stakeholder could have affected the attainment of WASH projects objectives an issue that this study investigated.

Muronga, Ondeko and Kyalo (2017) examined the confines of conventional stakeholder-involvement prototypes in the project's management, and plan a stakeholder-involvement model with the capability to work on such limits. A research used a case study, which got in on four market place arcades projects in Vihiga County of Kenya. Document review was used for collecting data, surveillance, thorough focus group debates, and interviews; and content study was used for data examination. The discoveries establish that the models of stakeholder-participation lack capability to address limits that come up during their projects application, and, therefore, cannot be depended on for fruitful projects. The gap created from this study is that the conventional stakeholder models were not linked with

performance and therefore their effectiveness in project work would be substantiated in this investigation.

Njeru and Kimutai (2018) established how involved the management of a project impacts the achievement of slum improvement projects in Korogocho informal settlements. The partakers were carefully chosen through group sample and a modest random sampling. The study used both qualitative and quantitative. The findings indicate that involved project management points to the attainment of the slum advancement projects. The judgements show that the increase in contribution in: project documentation, development, and the execution of the project rises probabilities of success of slum advancement projects. The study by Njeru shows that lack of participation of stakeholders in implementation may affect project performance. The study therefore goes further to examine how stakeholder participation in KTSP influences performance.

2.4.4 Monitoring and Evaluation and Project Performance

This section looks at empirical studies conducted in different areas with regard to projects participatory monitoring and evaluation and performance. Tengan and Aigbavboa (2017), in Ghana, studied the stakeholder engagement level in project involvement and delivery in public construction projects' monitoring and evaluation in Ghana. Structured questionnaire schedule, and interview guide was used to collect statistics from respondents. They established that poor involvement of shareholders in M&E delivery of local government projects of was due to various challenges faced in the country due to stakeholder's isolation during implementation. These challenges consisted of: delayed project delivery, procurement gaps which led to bad payment plans, lack of safety and health compliance, non-conformity to project specification, fraudulent practices in the

manufacture industry and client's dissatisfaction. Tenga and Aigbavboa failed to show incidents where participatory M&E was used in implementation of local government projects and this study determines areas where PM&E was used and its effect on projects performance.

Still in Ghana, a research by Sulemana et al. (2018) investigated how participatory monitoring and evaluation was done. A case study research design guided their study that had a mock-up population of one hundred and ninety-six respondents. The discoveries showed how participatory M&E was high among district assembly members and municipal planning and coordinating unit associates, but very low at the community and zonal council levels. According to respondents, this state negatively impacted on project sustainability, accountability and transparency. The gap created in this study is that it was done in different geographical setting than the current study and they failed to link PM&E on performance of projects.

A study by Iribagiza et al. (2015) determined how efficiently catastrophe projects being implemented by community-based NGOs were observed and evaluated through participatory approaches. Target respondents consisted of 150 workforces of the Ministry of Disaster Management, and Refugee Affairs (MIDIMAR). The research design used a graphic survey with a questionnaire for collecting data from MIDIMAR project managers and M&E officials. The Findings showed that participation of stakeholders in PM&E improved the environmental assessment processes leading to projects being implemented delivering the societal benefits, minimised environmental costs and increased financial and economic benefits. The gap created in this study is that it involved the project implementers and failed to involve all those affected by the project.

Waithera and Wanyoike (2015) sought to determine factors which influence M&E performance of agri-business projects funded by youth fund located Bahati Sub-County, Nakuru County, Kenya. They utilised a descriptive survey where the study period took six weeks. Considering that the target projects by youth groups were not high, a census was used involving 50 agri-businesses in the sub county. Results revealed that out of the factors studied, training of staff had statistically significant effect on PM&E agri-business projects performance. It was concluded that fund managers needed to consider introducing formal and short M&E training seminars to all youth groups that have benefited from the funds to enable their performance improvement. Therefore, lack of knowledge on M&E could be one of the reasons that affect stakeholder participation as seen from Waithera and Wanyoike study.

Ondieki (2016) investigated the stakeholders' participation role in capacity building in M&E urban Health projects and Water and sanitation instigated by the Kisii County government, Central Ward. The data was collected using interview schedules and a questionnaire from public health officers, county officers, water officers, and Kisii Town project committee members. The research determined that insufficient capacity building adds little involvement of stakeholders in M&E of Kisii Town community projects. The conclusions of the study determined that capacity building affects shareholders' involvement in health and water projects' monitoring and evaluation. The gap that created from Ondieki study is that they failed to link stakeholders involvement in PM&E and performance of urban health and water projects started by county governments which is of interest in this investigation.

Kamau (2017) evaluated the effect of M&E in stakeholder involvement to the projects' extent responsibility assumed by Umande Trust. The research's target population comprised of 240 workforces in the 20 Bio-centre projects in Kibera. A sample was taken using stratified selection where the projects were kept as levels. The research determined that stakeholders come up with the concepts. A covenant that Umande monitors Bio-centers administration in quest of women, village, the youth, elders, and the disabled views was determined. Respondents noted that Umande trust incessantly contacted the youth, disabled, women, and men, in finding building locations for purposes of monitoring. Umande trust committee contacts of the community that runs assortments for activities to generate revenue to influence evaluation. The above result shows that some organisations (private like Umande Trust) value the input of stakeholders in PM&E and this study checked whether this had been factored in by implementers of KTSP.

Ndonga (2017) determined extent to which the need for stakeholder involvement influences the implementation of M&E among NGOs in Murang'a County, Kenya. The research populace being 100 and data collection instruments were questionnaires. A pilot research was done to find the instruments' dependability. Data collected was evaluated using expressive figures through percentages, and frequency. The study found out that the NGOs had small sized budgets allocated for purposes of M&E which hampered implementation of M&E. It also established that there was lack of professionalism on part of qualified practitioners as most employees were diploma and certificate holders in order to pay them low wages due to inadequate financial resources. This study determined the academic qualifications of project implementers and beneficiaries since it is a key indicator of their awareness of various aspects of PM&E

Mueni (2018) the research sought to establish the impact of performance on involved monitoring and evaluation of projects in community schools in Mutomo Sub-County, Kenya. The study targeted a total of 33 public secondary schools. The sample strategy that the research used is purposeful sampling. The research determined that stakeholders were not part of the process of school projects management. Furthermore, it established that strengthening of institutions can be enhanced by open seminars, forums, and meetings, comprising of stakeholders to give their opinions and exchange their viewpoints. The result show that schools tend not to involve stakeholders in project work and therefore this study sought to know how PM&E affected performance of KTSP.

Kihuha (2018) research studied the routine of Monitoring and Evaluation Projects at the United Nations Environment Program Global Environment Facility in Kenya and the effect it has on the performance of the Project. The research registered the whole UNEP GEF project staff population to answer a comprehensive discrete questionnaire. The research populace of 32 support staff, 15 project managers, and 5 monitoring and evaluation staffs was used. The research determined the flexibility of the arrangement process and methodological knowledge on the allocation of funds for M&E, growth of flawless M&E plans/tools, analysis, and steady collection of M&E information, M&E staff preparation, and attracting expert M&E staffs with middling flexibility on the needs of M&E assessment. The gap created in this study is that it did not involve the direct beneficiaries of UNEP GEF projects as respondents but the implementing agency hence lacking the aspect of PM&E.

2.5 Conceptual Framework

This theoretical framework presents the link between the research variables as shown in Figure 2.1.

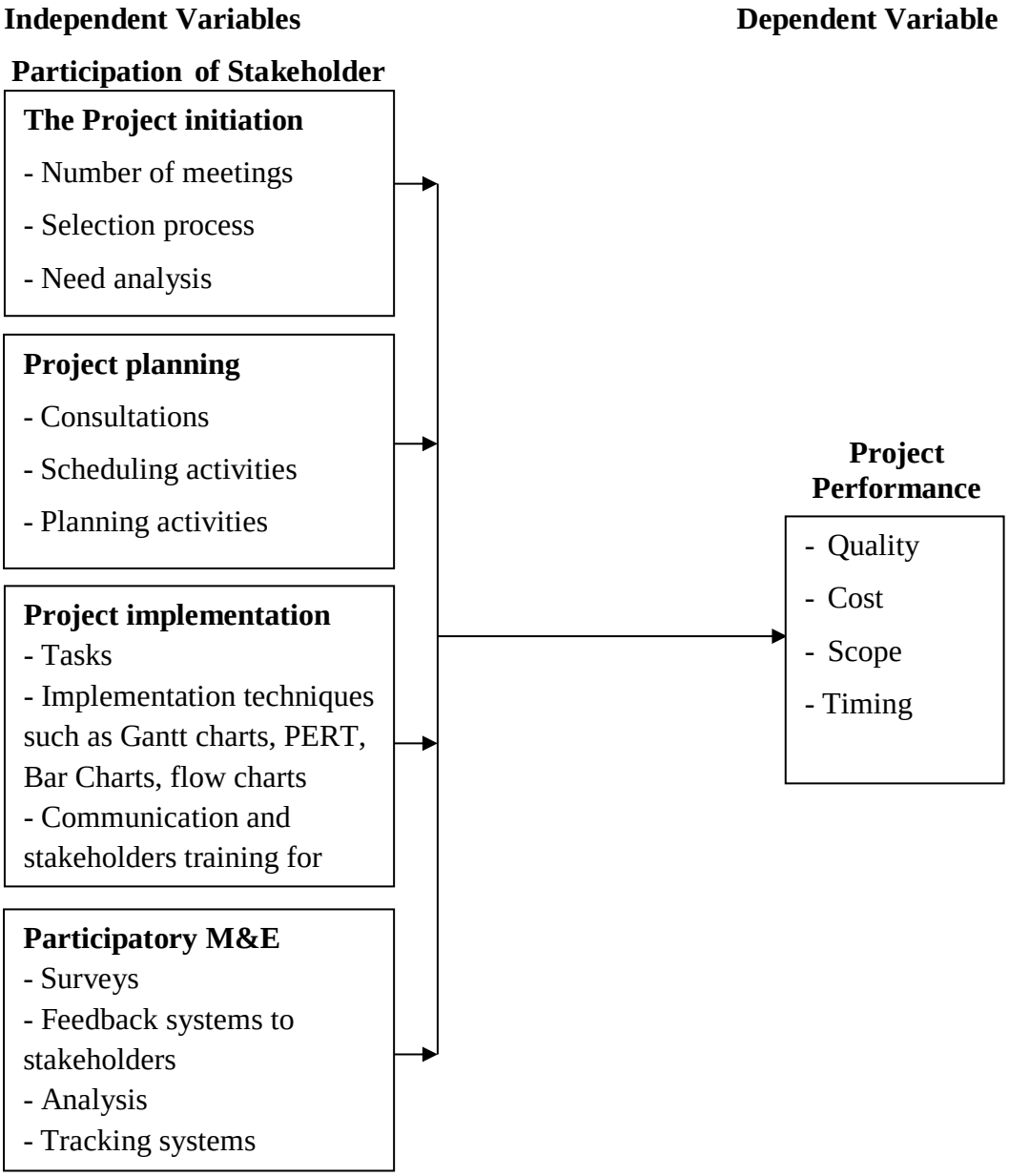

Figure 2.1 Conceptual Framework

Source: Researcher (2019)

The autonomous variable presents four project cycle; initiation, implementation, planning, and monitoring and evaluation. The first stakeholder participation stage is initiation of projects. Stakeholders are supposed to participate in needs analysis, project identification,

prioritisation and screening process. The second variable is participatory project planning which covers stakeholders' involvement in budgeting processes, regular consultations, attending planning and scheduling meetings and cost planning activities.

The third variable is implementation which represents 80% of the life cycle phases. In this stage, stakeholders can be involved through formation of project management committees, assignment of tasks to undertake and formation of teams. The last phase is monitoring and evaluation which involves regular checking and scrutinising of projects to ensure what was planned is being implemented. The phase may involve stakeholder participation in survey studies, being given feedback and being involved in tracking the project progress. The four independent variables are assumed to have a linear association with reliant variable denoted by; project performance. Project performance was measured using the following indicators; establishing the phases completed, determining the phases completed on budget, assessing external stakeholder satisfaction with progress and checking on the quality of the work under implementation.

2.6 Chapter Summary and Research Gap

This section has revised hypothetical, conceptual, contextual and empirical literature relating to stakeholder participation and project performance. Table 2.1 identified some specific gaps observed from the empirical studies reviewed.

Table 2.1 Research Gaps

Author(s)	Objective	Methods	Findings	Research Gaps	Departure of the current study
Nabifwo & Kimutai, 2017	Factors influencing sustainability of WASH projects implemented by AMREF in Nairobi County	Targeted 10,515 slum residents of Kibera	Significant effect of community participation and sustainability of WASH projects	The dependent variable was sustainability while	This study is focused on project performance
Ondieki (2016)	Role of capacity building on stakeholders' participation in M&E urban WASH projects	A sample size of 45 respondents was selected	Project staff and the stakeholders have low prospects of improving their M&E skills and competencies	Focused on training aspect of M&E while	This study was participatory M&E
Heravi et al. (2015)	Level of stakeholder involvement in project planning	200 companies were distributed with questionnaires	Stakeholders were engaged in four levels	Failed to link engagement with project performance	The study linked stakeholder engagement and project performance
Namiyingo et al., (2016)	Mediation effect of Stakeholder Commitment in the Relationship between Stakeholder Participation and Project Sustainability	86 questionnaires were used to collect data from NGOs	Stakeholder Participation was a significant predictor of stakeholder commitment in project sustainability	Participation was a mediating variable	Participation this study was the main independent variable

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter discusses various stages followed in completing the study. It provides a general framework for the procedures and techniques used in data collection and analysis under the following sub-headings: the research design, target population, sampling size determination and sampling procedures, data collection instruments, data collection procedures, data analysis techniques and ethical considerations.

3.1 Research Approach

To achieve the objective of the study on stakeholder participation and performance of Kiserian township sanitation project, and pragmatism approach was used as the theoretical stance, because of its usefulness in studying pluralistic research problems (Johnson & Onwuegbuzie, 2004). Pragmatism allows for various forms of data collection, different categories and sources of data, and different forms of data analysis (Creswell, 2013). This paradigm helped in determining the types of questions to be asked, selection of participants, how data was collected, and the way interpretation of results was going to happen. Pragmatism also guided the research on the appropriate research design to adopt.

3.1.1 Research Design

According to Bryman (2012), research design refers to set-up of regulations for collecting and analysing data. The study had research questions answered; the study used descriptive survey research design. This is because it aimed to collect qualitative and quantitative data from various respondents and sources. Furthermore, it involves

collection of research data from a large group of respondents. This research design was used to answer the research objective on influence of stakeholders' participation and performance of sanitation project in Kiserian Township in Kajiado County, Kenya. In addition, this study utilised correlation research design to establish the significant relations that exist between independent variables on dependent variable. It assisted to determine degree to which a change in independent variable affects dependent variable. This helped in testing research hypotheses for the study. The two designs allowed collection of data using questionnaires and interview schedule.

3.2 Description of the Study Area

This study was conducted in Kiserian town, which is located in Kajiado County. It is an urban town originally inhabited by the Maasai community but has witnessed an influx of other communities in the past fourty years. The town lies at the foot of the Ngong Hills along Magadi road adjacent to Kiserian dam (Kaptuya, 2013). The town has a market centre, public schools, private schools and some middle colleges offering art-based subjects. Because of the increased population, the demand for water and sewerage services prompted the government to build Kiserian dam from 2008-2013. Increased urbanisation called for need of establishment of sewerage systems to treat effluent from direct beneficiary households safely with minimal effects on the environment and residents. This explains the initiative taken by Athi Water Services Board to construct sewerage systems in the town to prevent the spread of water borne diseases (AWSB, 2018).

3.3 Target Population

The target population for this study involved stakeholders (internal and external) affected by the project and include; direct beneficiary's, Stansha Company Limited (employees), Athi Water Services Board (AWSB) employees, Kajiado County government deployed officers and Gath Consulting Engineers (project consultant) as indicated in Table 3.1.

Table 3.1 ***Target Populating for the Study***

	Respondents	**Number**
1	Direct Beneficiary's (household heads)	600
2	Contractor's employees	42
3	AWSB employees	15
4	Kajiado county government officers	5
5	Project consultant	1
	Total	**663**

Source: AWSB (2019)

A total of 663 respondents formed the study target population. This population was in best position to give feedback because they are viewed to be more conversant with the initiation, planning, implementation, monitoring and evaluation of the Kiserian township sanitation project.

3.4 Sampling and Sampling Techniques

3.4.1 Sample Size Determination

Considering that 600 direct beneficiaries' household heads that were targeted by KTSP, a sample was undertaken to act as a representative of the whole population. To arrive

at the appropriate sample size, Yamane's (1967) formula was adopted to determine the sample size as indicated below:

$$n = \frac{N}{1 + N(e^2)} \qquad Equation\ 3.1$$

Where,

n is the desired sample size

N is the finite population, which is 600

e is the margin error/ level of precision taken as 0.05

Based on a target population of 600 Beneficiary's household heads, a sample size of 240 was obtained to participate in the study as shown in Equation 3.2

$$n = \frac{600}{1+600(0.05^2)} = 240 \qquad Equation\ 3.2$$.

3.4.2 Sampling of Beneficiary's household heads

For direct beneficiaries' household heads affected by the project, simple random sampling was used through lottery method. The number of beneficiary's household's heads numbers were written pieces of paper and churned thoroughly where the researcher started picking one by one until the required sample of 240 out of 600 was obtained. The two sampling methods ensured that each respondent has an equal chance of participating in the study.

3.4.3 Selection of Key Informants

Appointed contractor's employees were 42, Athi Water Service Board (AWSB) appointed employees were 15, Kajiado county government deployed officers were 5 and one appointed project consultant was 1; this population was not high and therefore all of them were selected to participate in the study. County government officials

involved those working at Keenyokie Ward administration offices representing various departments in charge of water and sanitation were the ones selected through purposive sampling method to participate in the study.

The same procedure (purposive) was used to select the consultant who was tasked with overseeing the project from onset till now. Further, purposive sampling method was used to select AWSB officers in charge of projects in Kajiado County. The contractor's employees involved in the project were also selected through purposive sampling method. The reason for using this purposive sampling selection method is because respondents hold critical information that is of benefit for this study.

3.5 Data Collection Instruments

The study collected data through questionnaires and interviews guides while secondary data was collected from AWSB report (Chapter one on background and problem statement). The sections below present the description of data collection instruments.

3.5.1 Questionnaire for beneficiary's household heads

Questionnaires were prepared for household's representatives to seek their responses on how they participate in four project cycles (Appendix I). The questionnaire comprised of close ended questions. The responses were recorded in Likert scale to determine the frequency of the stakeholder participation in the project. The first Likert scale was expressed as: Always (5), Often (4), Sometimes (3), Rare (2) and Never (1). The questionnaire was divided into six sections; section one had demographic data while section 2-5 had items on stakeholder participation. The last section (Section F)

consisted of questions on dependent variable measure on a Likert scale of five: Very High (5), High (4), Moderate (3), Low (2) and Very Low (1).

3.5.2 Questionnaire for appointed contractor's employees

Questionnaires were prepared for appointed contractor's employees to seek their responses on how different stakeholders participated in the four project cycles. (Appendix II). The questionnaire for the study consisted of close ended questions. The close ended questions involved Likert scale questions determining the frequency to which stakeholder participation was promoted when executing Kiserian township sanitation project. Several forms of Likert scale measurements were used to establish stakeholder participation and project performance. The first Likert scale to be used was: Always (5), Often (4), Sometimes (3), Rare (2) and Never (1). The questionnaire was divided into six sections; section one had demographic data while section 2-5 had items on stakeholder participation. The last section consisted of questions on dependent variable measured on a Likert scale of five: Very High (5), High (4), Moderate (3), Low (2) and Very Low (1).

3.5.3 Interview Schedules

Three types of interview were developed for the following respondents Athi Water Services Board appointed Employees (Appendix III), county government of Kajiado deployed officers (Appendix IV) and appointed project consultant (Appendix V), and. The purpose of using interviews for the three is to corroborate quantitative data obtained from household and contractor questionnaires.

The interview schedule for this study was administered for AWSB employees, Consultant and county government of Kajiado officials to give their input on how all stakeholders are involved in the implementation of KTSP in Kiserian. The instrument was semi-structured to allow probing and asking of more questions as it arises during interview sessions. The interview provided mainly qualitative information with regard to stakeholder participation and performance of Kiserian Township sanitation.

3.6. Pilot Study

According to Sekaran (2006) a pilot study is conducted when a questionnaire is given to just a few people with an intention of pre-testing the questions. Pilot test is conducted to detect weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample (Cooper & Schindler, 2011). It assists the research in determining if there are flaws, limitations, or other weaknesses within the questionnaire design and allows him or her to make necessary revisions to the questionnaire prior to the implementation of the study (Kvale, 2003). A pilot study constituted 10 per cent of sample of sample size. This satisfied the provision that the size of the pilot group may range from 10 to 20 percent subjects depending on the method to be tested but the respondents do not have to be statistically selected (Cooper & Schindler, 2011). The aim was to test the reliability and validity of the questionnaire. It also aimed at determining if there are flaws, limitations, or other weaknesses within the questionnaire design and therefore allow for revisions to be made to the questionnaire prior to the implementation of the study.

The study conducted a mini study to establish the time to which one particular respondent took either to answer questions in the questionnaire and also interview

period. A water project being undertaken in the neighbouring Ongata Rongai was the pilot area for this study. The pilot study was also conducted to prepare the researcher on the experiences of the main study. Ambiguity of some research questions was determined during pilot testing stage. A total of 400 respondents formed the pilot target population. The sample of the pilot study was 40 respondents involving 10 appointed contractor's employees and 30 beneficiary household heads.

3.6.1 Validity

Validity is the degree to which a test measures what it is supposed to measure, and results represent the phenomena under study. The validity of the research instruments used in the study was determined through face, content and criterion validation methods. At first, the researcher scrutinised the questions and items in the research instruments and established that they measured the aspects that the research was interested in. Further, face validation was made to ensure that the research instruments are aligned to the objectives of the study.

Thirdly, the research supervisors and experts from Moi University were contacted to provide their ratings on the content validity of research instrument. They were asked in a scale of five 1- not valid to 5-Valid to rate each question. A summary was computed for the number of questions valid against the total. The validity index threshold was at 75% as recommended by Bryman (2012). Based on the experts' comments, the validity index of the research instruments was rated at 89.67%. Modifications were done for research questions not validity before they were subjected for reliability test.

3.6.2 Reliability

Reliability of a research instrument is the extent to which the data collection instrument yields the same results on repeated trials. The reliability of the research instrument was determined through test retest technique. Cronbach's Coefficient Alpha was the measurement tool appropriate in measuring internal consistency or test. This is the extent to which all items in a test measure the same concept (Cohen, Manion& Morrison, 2007).

A correlation co-efficient of 0.00 indicated total unreliability and 1.00 indicated perfect reliability, 0.5 indicate unacceptable reliability, 0.6-0.8 indicates acceptable reliability, while 0.8-0.9 indicates high reliability (Cohen, Manion& Morrison, 2007). The research questionnaire was administered in Ongata Rongai involving 40 respondents at an interval period of two weeks. The Cronbach alpha was computed by comparing the results from the first and second trials. The study obtained a reliability value for the two questionnaires as; direct beneficiary household heads (R=0.8123) and appointed contractor's employees working in Ongata Rongai water supply project (R=0.8413). Based on the statistics above, the instruments were deemed to be reliable.

3.7 Data Collection Procedure

The researcher obtained a letter from the postgraduate office to introduce the researcher pursuing a Master's degree at Moi University (Appendix VII). This letter assisted in acquisition of research permit from National Commission for Science, Technology and Innovation (NACOSTI) (Appendix VIII). The researcher then proceeded to seek permission from Kajiado county government to allow gathering of data from respondents from the study.

In administering the questionnaire to household heads, they were visited in their homes from which the investigator explained the details of the work while seeking consent from them. Considering their busy schedule, some questionnaires were administered and filled during that day while others were collected after three days. In areas where some direct beneficiary households members could not understand English, the researcher made an effort of interpreting the items not understood by the in English.

For appointed contractor employees, the questionnaires were administered to them at the project site. They filled the questions on their own after providing consent to participate in the study. The method use in the administration of this instrument was drop and pick method. Because of the nature of their work, it was impossible for them to left with the instrument. They mostly filled the questionnaire during lunch time and evening hours.

Interview with the project consultant was arranged one week in advance and conducted at KTSP project offices. The interview with AWSB officials in charge of KTSP was done in their offices in Nairobi after seeking an appointment with them one week prior to the interview. The last interview was conducted with three Kajiado County government officials at the Ward Administration offices in Kiserian town. In the four interview sessions conducted, the feedback was recorded through note taking. Majority of interviews was undertaken between 15-20 minutes. The period of data collection lasted for three months (May – July 2019).

3.8 Data Analysis

Analysis of data is a process of inspecting, cleaning, transforming, and modelling data with the goal of discovering useful information, suggesting conclusions, and supporting decision making. The data collected in this study was in qualitative and quantitative forms. Quantitative data analysis involved use of descriptive and inferential statistics. Descriptive statistics was used research questions while inferential statistics tested the research hypothesis at 95.0% significance level. Quantitative data was coded and entered in electronic spreadsheets with the help of SPSS statistics (Version 22.0). Analysis of data was made through frequencies, percentages, standard deviation and means for descriptive analysis. This was done to answer the four research questions.

Inferential statistics; correlations were used to determine the direction and strength of relationship between independent and dependent variable. To quantify the relationship and strength of the relationship between the variables, the study used Karl Pearson's coefficient of correlation. The Pearson product-moment correlation coefficient (or Pearson correlation coefficient for short) is a measure of the strength of a linear association between two variables and is denoted by *r*. The Pearson correlation coefficient, *r*, can take a range of values from +1 to -1. A value of 0 indicates that there is no association between the two variables. A value greater than 0 indicates a positive association, that is, as the value of one variable increase so does the value of the other variable. A value less than 0 indicates a negative association, that is, as the value of one variable increases the value of the other variable decreases

In addition, a multiple regression technique was used to test the research hypothesis as shown in Equation 3.3

$$y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \varepsilon \qquad Equation\ 3.3$$

Where;

y-Project performance

β_0-Represents the y-intercept

β = Beta (constant)

β_1..... β_4 = Beta coefficient to be estimated

x_1_Projectinitiation

x_2-Project planning

x_3-Project implementation

x_4-Monitoring and evaluation

ε - Error term.

The entire four hypothesis (refer to Table 3.2) were tested at 95.0% confidence level. Qualitative data from open ended questions was analysed using thematic analysis. Thematic analysis can be either inductive or theory-driven. This analysis was driven both by theoretical interest and the nature of the data to be collected. This means that the analysis recognizes the dialectical relationship between theoretical perspective and data analysis. The study used thematic analysis in identifying, analysing, and reporting patterns (themes) within data. Thematic analysis is a qualitative approach which analyzes classifications and illustrates patterns (themes) that emerge from the data (Yin, 2014).It minimally organises and describes data set in (rich) detail. Qualitative data from close ended questions was analysed into various thematic areas and data was presented by use of narrations, frequencies and charts. Table 3.2 presents the summary of data analysis as per research hypothesis.

Table 3.2 Summary of Data Analysis per Hypotheses

No	Hypothesis	Independent: Stakeholder participation in:	Dependent: KTSP performance:	Statistical Test	Decision Rule
H_{01}	There is no significant influence of stakeholders' participation in project initiation on performance of KTSP	- Number of meetings - Selection process - Need analysis	- Quality - Cost - Scope - Timing	Multiple Linear Regression	$p<0.05$ Reject Or $p>0.05$ Accept
H_{02}	There is no significant influence of stakeholders' participation in planning on performance of KTSP	- Consultations - Scheduling activities - Budgeting activities	- Quality - Cost - Scope - Timing	Multiple Linear Regression	$p<0.05$ Reject Or $p>0.05$ Accept
H_{03}	There is no significant influence of stakeholders' participation in project implementation on performance of KTSP	- Tasks - Implementation techniques such as Gantt charts, PERT, - Communication	- Quality - Cost - Scope - Timing	Multiple Linear Regression	$p<0.05$ Reject Or $p>0.05$ Accept
H_{04}	There is no significant influence of stakeholders' participation in monitoring and evaluation on performance of KTSP	- Surveys - Feedback systems to stakeholders - Analysis - Tracking systems	- Quality - Cost - Scope - Timing	Multiple Linear Regression	$p<0.05$ Reject Or $p>0.05$ Accept

3.9 Ethical Considerations

Ethical research practices were observed throughout the study. First, consent to carry out the research was sought from Moi University, School of Post Graduate Studies (Appendices VI &VII). This helped in acquisition of research permit from NACOSTI

and other government agencies (Appendix VIII). Secondly, the purpose of the study was clearly explained to the respondents before they were allowed to respond. The respondents also were informed that the responses they provided were to be treated with great confidentiality. The respondents were assured that the participation in the research was voluntary.

3.10 Limitation of the study

The study should have been conducted in all the sanitation projects in Kenya but the research concentrated on Kiserian Township Sanitation Project. Some of the respondents were unwilling to respond to the questionnaires and to engage to face-to-face interviews because of fear of victimization and thus not willing to share essential information about stakeholders' participation and performance of Kiserian Township Sanitation project. A letter seeking the consent of the respondents was administered to each respondent and assured them of their anonymity and that the research was for academic purposes only (Appendix VI). The researcher also encountered the challenge of returning questionnaires and postponement of interview dates. To overcome this limitation, the questionnaires were self-administered to the respondents by the researcher and the research assistants. Researcher and research assistants dropped the questionnaires to the respondents and picked them later

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

The chapter presents the outcomes of data collected from the field on stakeholder participation and performance of KTSP in Kajiado County, Kenya. Questionnaires were administered to direct beneficiaries (household head) and contractor employees in the project. Further, data was collected from interviews from, AWSB appointed employees, Kajiado county government deployed officers and appointed project consultant. The analysis of data has been done using descriptive and inferential statistics. Interview results are presented in verbatim in tandem with study themes and sub themes for the study. The presentation of results follows the research objectives. Table 4.1 presents the response rate for the study:

Table 4.1 ***Response Rate***

		Number	**Returned**	**% Returned**
1	Direct beneficiaries (household heads) questionnaire	240	209	87.08
2	Appointed contractor's employees' questionnaire	42	42	100.0
3	Interview with AWSB appointed employees	15	10	66.67
4	Interview with Kajiado county government deployed officers	5	3	60.0
5	Interview with appointed project Consultant	1	1	100.0
	Total /Average	**303**	**265**	**82.75**

Source: Field Data (2019)

The data in Table 4.1 shows that 100% return rate for the instrument was recorded for questionnaires issued to the appointed contractor's employees and the appointed project consultant who were found on site. Secondly, the beneficiary household heads targeted for the study had a response rate of 87.08%. The least responded instrument was for Kajiado county government deployed officers (60.0%) and AWSB appointed employees (66.7%). The average response rate for the research instrument stood at 82.75%. Kothari (2011) suggested that instrument return rate of 75% and above is acceptable in survey research studies.

4.1.1 Demographic Information of Respondents

Direct beneficiary's household heads were asked to indicate the period of time they had been living in Kiserian Town. The research results are presented in Figure 4.1.

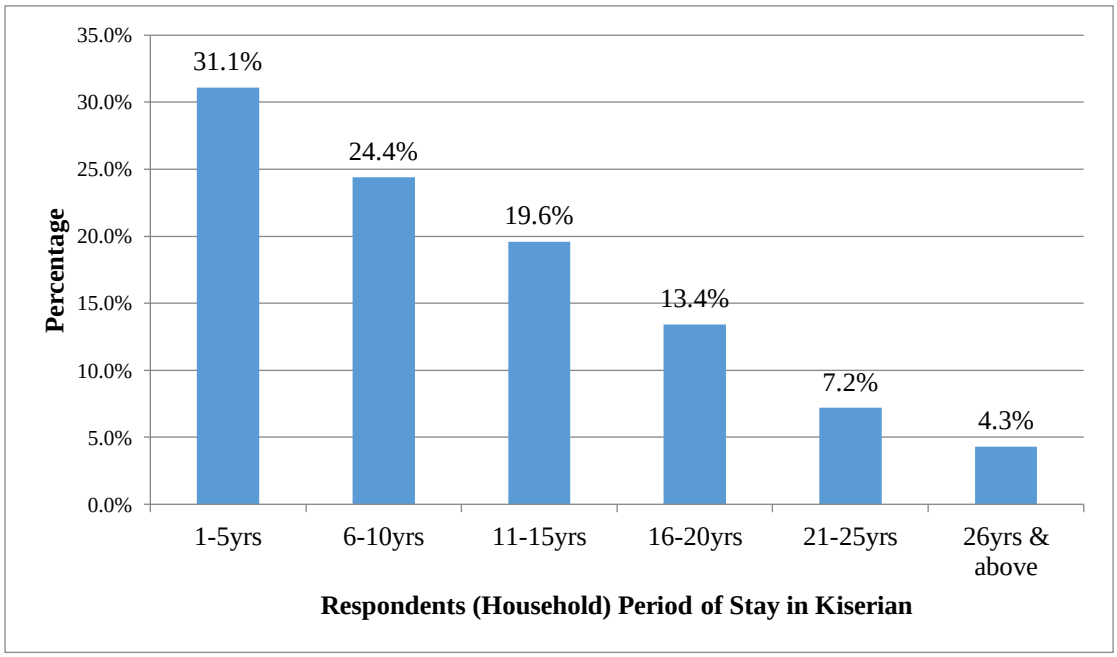

Figure 4.1 Period of Stay by Household Representative in Kiserian Town

Source: Field Data (2019)

Results in Figure 4.1 show that 65 (31.1%) had stayed for a period of less than five years, 51 (24.4%) had stayed in Kiserian for 6 – 10 years, 41 (19.6%) had lived for 11 – 15 years, 28 (13.4%) for 16-20 years, 15 (7.2%) for 21-25 years while 9 (4.3%) had lived for more than 26 years. The outcome shows that most respondents have lived in the study area for more than five years (68.9%) time and therefore confirm of their understanding of stakeholders' participation and performance of Kiserian township sanitation project.

4.1.2 Performance of Kiserian Township Sanitation Project

The dependent variable for this study was performance of KTSP. The indicators of project performance were measured on a Likert scale with ratings of 1 -5 where 1 was very low, 2 was low, 3 was moderate, 4 was high and 5 was very high for the performance of Kiserian township sanitation project. Therefore, both beneficiary's household heads and appointed contractor's employees were asked to indicate the level of achievement on various performance areas. The statistics are presented in Table 4.2.

Table 4.2 ***Rating of Performance of Kiserian Township Sanitation Project***

	Beneficiary's household heads			Appointed contractor's employees		
Performance area	**N**	**M**	**SD**	**N**	**M**	**SD**
Phases completed as per work schedule	209	2.61	1.26	42	2.20	1.17
Project quality under implementation	209	2.93	1.29	42	3.07	1.11
Project budget utilisation as per the plan	209	2.55	1.99	42	2.57	1.17
Stakeholders satisfaction with project progress	209	2.69	1.36	42	2.71	1.17
Costs overrun associated with project implementation	209	2.71	1.39	42	2.98	1.23
Project safety measures	209	2.53	1.39	42	2.75	1.24
Resources allocated for the project are utilised prudently	209	2.92	1.37	42	2.73	1.25
Provision of feedback	209	3.01	1.53	42	2.71	1.16
Valid N (Listwise)	**209**	**2.75**	**1.43**	**42**	**2.71**	**1.19**

Key: N-Sample, M-Mean & *SD*-Standard Deviation
Source: Field Data (2019)

Results in Table 4.2 show that appointed contractor's employees said that the phases of project completed under the work schedule was low (*M*=2.20 & *SD*=1.17) whereas the beneficiary's household heads indicated that it was on moderate level (*M*=2.61 & *SD*=1.26). This shows that difference exist between beneficiary's household heads and appointed contractor's employees on the attainment of phases target as per work schedule. To confirm why the project has taken long to be completed, one Kajiado county government deployed officer No. 1 had this to say:

> *"There has been delay in completing some of the phases of the projects due to financial challenges and also delays by the contractor"*

Considering the Kajiado county government is involved in the supervision works and are not the funders, sometimes delay in releasing tranches of money agreed during award of contract is a challenge affecting sanitation projects phases' completion. In contrast to the response mentioned above by Kajiado County government officer, One AWSB appointed employee (No. 6) during interview had confirmed the following with regard to slow implementation of the project:

> *"I agree there has been delay in completing the project phases on time due to release of money by the treasury. In addition, the contractor given the job has sub contracted other companies who have been slow in implementing the project."*

This shows that the issue of project phases completion has been due to funds delay and also procedures that main contractor undertakes in sub-contracting works to other individuals and firms who in most cases my drag on or may not be capable to implement the project as per the earlier design. To support this outcome, Wambugu and Ogollah (2017) found out that majority of projects in the country derail in completion while others are left not completed. This explains why it has taken more than three years for the project to reach 35.0%.

Secondly, both beneficiary's household heads (M=2.93 & SD=1.29) and appointed contractor's employees (M=3.07 and =1.11) agreed that quality of the project being done in KTSP was on moderate level. This implies that although it has taken long to implement various phases of the project, quality is being maintained. This was confirmed by one Kajiado county government deployed officer No. 3 who said that:

> *"Through our ward offices, we get weekly reports on the project progress to ensure they conform to the standards outlined in the original design plan."*

The finding confirms that the county officers are making efforts in monitoring on project performance through requesting regular progress reports from the appointed contractor's employees. Further, the appointed project consultant revealed the following with regard to maintenance of project quality

> *"...always make sure that I provide advice to the AWSB appointed employees and appointed contractor's employees on the importance of ensuring that all quality requirements are adhered to ensure project goals are attained."*

This means that efforts are made by appointed consultant to ensure that project quality is not compromised during implementation of sanitation project in Kiserian. Thirdly, the study outcome also shows that both beneficiary's household heads (M=2.55 & SD=1.99) and appointed contractor's employees (M=2.57 & SD=1.17) agreed that budget utilisation as per the plan of the project was at average level. This shows that the budget planned is not regularly utilised or dispatched to ensure the projects proceeds well. This problem is compounded by delayed disbursement of project funds to the contractor hence resulting to increased budget cost of the project.

Further, appointed contractor's employees (M=2.71 & SD=1.17) indicated that stakeholders were moderately satisfied with the project progress same as beneficiary's household heads who showed moderate ratings (M=2.69 & SD=1.36). This shows that not all residents of Kiserian are satisfied with the pace at which the KTSP is taking. Some residents are satisfied while others are dissatisfied based on high standard deviations values (above 1) obtained in this research. In contrast to the study findings, Eyiah-Botwe (2015) study in Ghana found out that stakeholders were not satisfied with the delivery of polytechnic projects.

When asked about the level of cost overrun of the project, both appointed contractor's employees (*M*=2.98 *& SD*=1.23) and beneficiary's household heads (*M*=2.71 *& SD*=1.39) agreed that it was a moderate level. This implies that the initial budgeted cost had overrun to an average level. This information is backed up by responses from one Kajiado county government deployed officer who disclosed to the researcher that:

> *"From the initial budgeted cost, the cost of implementing the project has increased year in year to almost double."*

This shows that project costs have doubled and to support, this claim by the Kajiado county deployed officer, one AWSB appointed employee in a rare incident acknowledged cost overruns on the project by saying that:

> *"We have had some incidents of cost overruns but all efforts are being made to ensure that we do not incur huge cost overruns."*

Therefore, appropriate measures need to be taken to ensure that the cost overrun is maintained to the minimal or lowest level to ensure that citizens get value for taxes. Even the appointed project consultant said that as a result of fund delays, the project costs have doubled from the initial amount that was budgeted for at the inception stage. To confirm this outcome with similar projects, Muronga et al. (2017) discovered that most projects in the Kenya do experience cost overruns.

On the level of project safety measures application, appointed contractor's employees (*M*=2.75 *& SD*=1.24) indicated it to be on average, just like beneficiary's household heads (*M*=2.53 *& SD*=1.39). The outcomes nevertheless, shows the scores of beneficiary's household heads to nearly 2.5 while the appointed contractor's employees are at 2.7 suggesting that not all safety measures have been taken to consideration when

implementing the Kiserian township sanitation project. Further, there could be incidents whereby the contractor has disregarded OSHA and NEMA policies in implementing the development project in the study area. In agreement with the study findings, a studyby Nabifwo and Kimutai (2017) found out that there was some laxity by AMREF appointed contractor's employees in ensuring water and sanitation projects conformed to safety standards in Kibera slum. This put the project at a situation of being unsustainable.

Results also showed that both beneficiary's household heads (*M*=2.92 *& SD*=1.37) and appointed contractor's employees (*M*=2.73 *& SD*=1.25) rated as moderate prudent utilisation of resources that have been allocated for the project. Higher standard deviation values project that not all resources that were released for the purpose of implementing the KTSP were well utilised hence causing delays and cost overruns during implementation. With regard to feedback rate provision, both beneficiary's household heads (*M*=3.01 *& SD*=1.53) and appointed contractor's employees (*M*=2.71 *& SD*=1.16) rated it as moderate level. This shows that occasionally, feedback is given to concerned stakeholders in the project during its implementation. In line with the research findings, Ndonga (2017) study found out that feedback systems in M&E by NGOs involved in several projects in the county of Murang'a were not effectively utilised hence affecting the performance of projects. This goes against the principles of stakeholder theory that expects proper feedback to be provided to stakeholders.

Composite mean show that both appointed contractor's employees (*M*=2.71 *& SD*=1.19) and beneficiary's household heads respondents (*M*=2.75 *& SD*=1.43) agreed that the performance of sanitation project in Kiserian township, Kajiado County was on

moderate level, this is different from Kihuha (2018) who found out that UNEP GEF project reported good performance on timeline, cost, quality, goals, visibility, donor fulfilment and achievement of targets and poorly on scope, acceptance, visibility, reputation and impact. Nevertheless, obtained values for project performance are used as the dependent variable for the study from both beneficiary's household heads and appointed contractor's employees' perspectives in the sub-sections to follow.

4.2 Stakeholders' Participation in KTSP Initiation on Performance

The first objective of the study intended to assess extent to which stakeholder participated in initiation of township sanitation project and its influence on performance. data was collected from two instruments; questionnaires for beneficiary's household heads and appointed contractor's employees and interview with key informants from county government of Kajiado, AWSB employees and project consultant. At first, the study asked both beneficiary's household heads and appointed contractor's employees to indicate the frequency at which stakeholders (all) had been involved in project initiation phase. The outcomes of analysis are given in Table 4.3.

Table 4.3 ***Stakeholder Participation in Project Initiation***

Level of participation in Project initiation	**Beneficiary's household heads**			**Appointed contractor's employees**		
	N	**M**	**SD**	**N**	**M**	**SD**
All stakeholders participated in idea selection for project	209	2.94	1.58	42	1.83	0.97
The community of Kiserian identified and prioritized this project	209	2.94	1.41	42	2.48	1.17
Every stakeholder input was considered during initiation	209	2.75	1.41	42	3.05	1.29
All stakeholders gave approval for the site of sewage works	209	2.69	1.42	42	2.57	1.19
Need analysis was conducted prior to the launch of this project	209	2.58	1.32	42	2.71	1.21
Ideas for this project came from different stakeholders	209	2.63	1.37	42	2.91	1.27
Communication was made on the resolution made during stakeholders meeting	209	3.13	1.56	42	2.80	1.00
Stakeholders were involved in surveying the environment of project work	209	2.54	1.48	42	2.91	1.46
Valid N (Listwise)	**209**	**2.78**	**1.43**	**42**	**2.65**	**1.20**

Key: N-Sample, M-Mean *&* *SD*-Standard Deviation
Source: Field Data (2019).

Result in Table 4.3 shows that beneficiary's household heads agreed that all stakeholders sometimes (*M*=2.94 *& SD*=1.58) while appointed contractor's employees said that stakeholders rarely (*M*=1.83 *& SD*=0.97) participated in the initiation of project. The outcome shows disparity in responses from the two sets of respondents.

Appointed contractor's employees feel that the level of involvement of stakeholders was low whereas the beneficiary's household heads said that it was high. This could be due to the fact that at the initiation stage, the appointed contractor's employees were not present as the idea was conceptualized by AWSB and the tender was given to the appointed contractor's employees later. This information was supported by the project consultant interviewed who said that stakeholders did not conceptualise the idea but the funding agency and the county government of Kajiado. This goes against Freeman (1984) stakeholders theory tenets that demand for equal consideration of stakeholders in all phases of the project to ensure success. This aspect seems not to be regularly followed in the study area because the implementing authority (AWSB) has not valued the input that resident of Kiserian might bring.

Secondly, outcomes show (Table 4.3) that beneficiary's household heads indicated that sometimes (M=2.94 & SD=1.41) Kiserian residents identified and prioritized this project while appointed contractor's employees indicated that this rarely happened (M=2.48 & SD=1.17). The outcome shows disparity in responses from the two parties and that the community believed that they called for the project to be prioritized while the appointed contractor's employees showed that their input and participation was at a lower level. Different from what appointed contractor's employees and household said, AWSB appointed employees interviewed said that communities' members were involved in project identification stage. This was confirmed by official No. 10 who said that:

> *"Members of the community were initially called upon to come and give their proposal at the ward offices through notices at Ward admin level in Kiserian to come and give their input on what was going to be done."*

In contrast to the above opinion by AWSB appointed employees, the appointed project consultant reported that involvement of all stakeholders did not happen in all initiation activities as recorded:

> *"…. not all stages of project initiation were all stakeholders involved because AWSB developed the idea which they shared with county government and after which a potential funder/donor was sought by working with national treasury....and here residents were not included."*

This shows that not all levels and stages of project initiation did stakeholders (mostly beneficiary's household heads participate). This implies that appropriate channels were not used in inviting members to participate in project conception phases. When pressed as to why a considerable member of the public did not participate, the officers from AWSB indicated that they relied on county government of Kajiado officers for the task of mobilising residents. To support this claim, Otieno and Makori (2017) found out that the communication methods used to invite members of the public influences their level of participation in conception phases.

Result (Table 4.3) showed that both appointed contractor's employees (M=3.05 & SD=1.29) and beneficiary's household heads (M=2.75 & SD=1.41) agreed that at a moderate level, the input of each stakeholder was considered during township sanitation project initiation. This shows that to a moderate degree, stakeholder input was put into consideration in the project under study. Nevertheless, the values for appointed contractor's employees are high compared to those of beneficiary's household heads suggesting that not all inputs were considered by the implementing agency during execution of the project. This finding corresponds with response from one Kajiado county government official who said that not all views given by the stakeholders were incorporated during the design stage. It was explained by one AWSB official (No. 7)

who indicated that most residents of the area do not have the technical capacity to be fully involved in the conception stages.

Fourthly, findings (Table 4.3) showed that both beneficiary's household heads (*M*=2.69 & *SD*=1.42) and appointed contractor's employees (*M*=2.57 & *SD*=1.19) agreed that sometimes all stakeholders affected directly and indirectly by the project provided approval for the site where sanitation project were going to be based on. This implies that to a moderate degree, Kiserian residents' input was put into consideration when choosing the appropriate sites for sanitation project.

Outcomes (Table 4.3) also showed that both appointed contractor's employees (*M*=2.71 & *SD*=1.21) and beneficiary's household heads (*M*=2.58 & *SD*=1.32) indicated that sometimes need analysis was conducted to prior to the launching of township sanitation project in Kiserian. The mean values for appointed contractor's employees are higher compared to residents suggesting slight variations in terms of responses. This may imply that need analysis procedure of project initiation was not sufficiently conducted to get every stakeholders opinion and view prior to launch of various projects in the study area.

The findings (Table 4.3) also revealed that both sets of respondents; beneficiary's household heads (*M*=2.63 & *SD*=1.37) and appointed contractor's employees (*M*=2.91 & *SD*=1.27) agreed that sometimes ideas from the project being implemented originated from different stakeholders involved. The findings further show that the mean values for appointed contractor's employees is higher compared to beneficiary's

household heads' responses suggesting that residents did not provide much of ideas on what was going to be done in terms of sanitation works in Kiserian.

Results (Table 4.3) showed that beneficiary's household heads (M=3.13 & SD=1.56) and appointed contractor's employees (M=2.80 & SD=1.0) agreed that sometimes communication was provided on decisions made during stakeholders' meetings. Findings (Table 4.3) revealed that disparities where the mean statistics for beneficiary's household heads were higher compared to appointed contractor's employees on that particular statement. Nevertheless, the outcomes suggest that communication was not made well on the decisions and resolutions that came from project initiation meetings were not communicated to all stakeholders as expected. This implies that there existed communication gaps in provision of feedback for resolutions made during project initiation stage when implementing Kiserian township sanitation project.

Lastly, outcomes (Table 4.3) reveal that both appointed contractor's employees (M=2.91 & SD=1.46) and beneficiary's household heads (M=2.54 & SD=1.48) agreed that at times, all stakeholders were involved in surveying the location and environment for the project work to be conducted upon. The results shows that the mean values for appointed contractor's employees is significantly (p<0.05) higher compared to the ones from beneficiary's household heads implying that the decision to where projects works were to be done upon rested on the implementing authorities and not all stakeholders as expected by the constitution of Kenya (2010).

Composite statistics (Table 4.3) shows that both beneficiary's household heads (M=2.78 & SD=1.43) and appointed contractor's employees (M=2.65 & SD=1.20)

agreed that sometimes internal and external stakeholders were involved in the ignition of KTSP in the county of Kajiado. This shows that the participation of stakeholders in project initiation activities in Kiserian were at moderate level.

Therefore, to establish the effect of this outcome on performance of sanitation project, a Karl Pearson correlation analysis was computed for the two sets of scores at 95% (0.05) confidence level. The correlation analysis from beneficiary's household heads is given in Tables 4.5

Table 4.4 ***Stakeholder Participation in KTSP Initiation on Performance***

		Project initiation	Project Performance
Project initiation	Pearson Correlation	1	.313**
	Sig. (2-tailed)		.001
	N	209	209
Project Performance	Pearson Correlation	.313**	1
	Sig. (2-tailed)	.000	
	N	209	209

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

Source: Field Data (2019)

The correlation result in Table 4.4 shows that there exists significant positive relationship (r=0.313 and p=0.001) between stakeholder participation in project initiation activities and performance of township sanitation project in Kiserian from beneficiary's household heads responses (at 99.0% confidence level). This implies that continuous participation of stakeholders in initiation phases would result to increase in participation.

The correlation analysis from appointed contractor's employees is given in Tables 4.5.

Table 4.5 ***Stakeholder Participation in KTSP Initiation on Performance***

		Project Initiation	Project Performance
Project Initiation	Pearson Correlation	1	.322*
	Sig. (2-tailed)		.033
	N	42	42
Project Performance	Pearson Correlation	.322*	1
	Sig. (2-tailed)	.033	
	N	42	42

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

Source: Field Data (2019)

Further, the second statistics in Table 4.5 shows that there exists significant positive relationship (r=0.322 and p=0.033) between stakeholders' participation in project initiation and performance of township sanitation project in Kiserian from appointed contractor employees responses (at 95.0% confidence level). This means that an increase in stakeholder participation in project initiation would result to increase in project performance.

The two statistics (Table 4.4 & 4.5), however, show that influence of the independent variable was weak (r is below 0.5). This suggests that moderate level of stakeholder participation in project initiation processes has resulted to average performance of the project in the study area. Nevertheless, the outcome suggests that increased involvement of residents in project initiation process would result to improved project performance not only in Kiserian but other sanitation projects implemented in other areas. In agreement with the project results, a study by Kobusingye, Kyalo and Mulyungi (2017) among WASH projects in Rwanda found out that stakeholders' involvement in project initiation contributed to project outcome. The performance

situation in Rwanda appears different with Kenya calling for more stakeholder involvement during project initiation.

4.3 Stakeholders' Participation in KTSP Planning on Performance

The second objective examined the influence that stakeholder participation in planning activities had on performance of KTSP in Kajiado County. Therefore, the study collected qualitative and quantitative data through beneficiary's household heads' questionnaires, contractor's questionnaires and interview with Kajiado county government deployed officers, AWSB appointed employees and appointed project consultant. Firstly, the study requested both beneficiary's household heads and appointed contractor's employees to indicate how various stakeholders were involved in planning project activities. The responses were analysed and are summarised in Table 4.6.

Table 4.6 ***Stakeholder Participation in KTSP Planning Activities***

Level of participation in project planning	**Beneficiary's household heads**			**Appointed contractor's employees**		
	N	**M**	**SD**	**N**	**M**	**SD**
All project planning meetings incorporated all stakeholders	209	2.89	1.68	42	2.32	1.12
All stakeholders participated in budgeting of this project	209	2.88	1.43	42	2.75	1.14
All stakeholders participated in layout of this project	209	2.56	1.43	42	2.68	1.22
Time schedule for the project was developed and approved by all stakeholders	209	2.48	1.28	42	2.75	1.12
All stakeholders participated in development of project objectives	209	2.60	1.38	42	2.77	1.08
The plan for measuring performance and project impact was developed through consensus and agreement by all stakeholders	209	2.82	1.29	42	2.61	1.08
Stakeholders were involved when key decisions of this projects were made	209	2.81	1.51	42	2.86	1.09
Stakeholders were involved when risks and opportunities of this project was being assessed	209	2.44	1.46	42	2.66	1.38
Valid N (Listwise)	**209**	**2.68**	**1.43**	**42**	**2.68**	**1.15**

Key: N-Sample, M-Mean & *SD*-Standard Deviation
Source: Field Data (2019)

Results (Table 4.6) show that beneficiary's household heads indicated that sometimes (*M*=2.89 & *SD*=1.68) all project planning meetings included all stakeholders. However, appointed contractor's employees had a different opinion where they stated that on rare

occasions (*M*=2.32 & *SD*=1.12) all stakeholders participate in planning meetings. This shows that appointed contractor's employees do not consider the participation of all stakeholders in planning meetings whereby the beneficiary's household heads prefer. To confirm how stakeholders were involved in planning meetings, one deployed officer from the Kajiado county government (No. 2) disclosed the following:

> *"Meetings were organised at the ward level and very few people came to participate and this explains that not many of them were aware of the importance of participating in project initiation forums."*

When asked as to why few people participated in meeting organised for planning implementation of Kiserian project, one appointed officer from AWSB (No. 9) said that members of the public were aware on the importance for them to attend planning meetings as indicated:

> *"...not all people came for the planning meetings because adequate information was not communicated by their elected leaders on their importance of attending such meetings."*

To support this observation on rare participation in planning meetings by most stakeholders, Sulemana, Baba and Kaba (2018) discovered that stakeholders were rarely involved in planning meetings due to lack of concerted efforts by government officials to inform residents on the importance of participating in planning meetings

Secondly, it is revealed (Table 4.6) that both beneficiary's household heads (*M*=2.88 & *SD*=1.43) and appointed contractor's employees (*M*=2.75 & *SD*=1.14) agree that sometimes all stakeholders participated in project budgeting process. Result implies that not all times are residents of Kiserian involved in project budgeting, sometimes they are invited to such meetings. This corresponds with study conducted by Namiyingo *et al.* (2016) in Uganda where residents' participation in project budgeting process was

limited. Interview responses shows that appointed project consultant indicated that considering the lengthy process of budgeting, it is impossible for stakeholders to be involved in the process. To address this concern of limited participation the consultant said that county government officials represented members of the public of Kiserian during project initiation meetings.

With regard to participating in layout of the project, both appointed contractor's employees (*M*=2.68 *& SD*=1.22) and beneficiary's household heads (*M*=2.56 *& SD*=1.43) indicated that sometimes all concerned stakeholders participated in design and layout of the Kiserian Township sanitation project. This implied that to a lower level, all stakeholders were involved in laying out the KTSP. In agreement with the study findings, Wamugu and Ogolla (2017) found out that in the country, non-participation or low involvement of local communities and other stakeholder in project identification and selection was one of the challenges facing success of constituency development funded projects.

Findings (Table 4.6) also revealed that appointed contractor's employees indicated that sometimes (*M*=2.75 *& SD*=1.12) said that the time schedule was developed and approved by all stakeholders whereas beneficiary's household heads said that this rarely happened (*M*=2.48 *& SD*=1.28). This means that participation of beneficiary households in developing schedule is minimal and therefore could affect project performance negatively. This finding was found out by Wangeci (2013) who said that lack of participation by stakeholders in project scheduling activity was due to the fact that project planning was creative and demanding activity of working the length of the project and minimal stakeholder participation was needed. The result therefore implies

that considering members of the public are not qualified in setting project work schedule; this responsibility is left to the project technical committee led by the contractor, the supervisor and the funding body.

Study result (Table 4.6) also revealed that both appointed contractor's employees (*M*=2.77 *& SD*=1.08) and beneficiary's household heads (*M*=2.60 *& SD*=1.38) agreed that at times do all stakeholders participate in development of project objectives. This shows that the project objectives appear to be the sole function of the project funders (AWSB and Kajiado County government) and residents who are beneficiaries are left out at this critical stage. The standard deviation values may also suggest that some beneficiary households had been involved in setting the KTSP objectives. This finding was corroborated by interview sessions with the two entities where one AWSB appointed employee No. 3 indicated that:

> *"We sat with the members of the county government of Kajiado to plan on developing specific objectives of the project and we felt that county government being in the table would present the wishes of the residents of Kiserian."*

The study findings acknowledge that minimal numbers of stakeholders are involved in developing project objectives. Therefore, this could explain the slow performance of the project from the time it started. This information was confirmed by the appointed project consultant who indicated that:

> *"The development of project objectives usually occurs with specific technical committee personnel who are tasked with the responsibility with minimal input from residents who are going to be affected by the project."*

The results from KTSP are different from Tengan and Aigbavboa (2017) where stakeholders were considered primary in development and structuring of project objectives. This means that Ghana is miles ahead in incorporating all stakeholders in developing objectives for the project compared to Kenya which is lagging.

Results (Table 4.6) also show that both beneficiary's household heads (M=2.82 & SD=1.29) and appointed contractor's employees (M=2.61 & SD=1.08) indicated that sometimes the plan for measuring performance and project impact was developed through agreement and consensus by all stakeholders. But there seems to be significant difference (p<0.05) between the two means as ratings from beneficiary's household heads appear to be higher than for the appointed contractor's employees. This implies that the technical project committee is fully responsible for developing plans for measuring project achievements at every phase and not all stakeholders. The study findings were supported by response from the appointed project consultant interviewed who said that:

> *"Indicators of project performance measurement are developed by project technical committee comprising the county government officials in charge of water and sanitation, the funding agency and the consultant."*

On a rare situation, one AWSB appointed employee No. 8 admitted the views shared by the appointed project consultant by sharing the following:

> *"This is usually what happens, in most cases only technical personnel are the ones charged with the responsibility of developing project performance measurement indicators which means residents are not always involved*."

Study findings (Table 4.6) also showed that both appointed contractor's employees (M=2.86 & SD=1.09) and beneficiary's household heads (M=2.81 & SD=1.51) agreed

that sometimes stakeholders were involved when key decision of the KTSP were planned. This implied moderate involvement of stakeholders at decision making stages of the project in Kiserian.

The study (Table 4.6) showed that appointed contractor's employees said that sometimes (*M*=2.66 *& SD*=1.38) stakeholders were involved when risks and opportunities of the KTSP were being assessed. However, the beneficiary's household heads in the study said that involvement in risks and opportunities assessment of KTSP was on rare occasions (*M*=2.44 *& SD*=1.46). This implies that stakeholders rarely participated in project risk assessment. This means that other parties in the project (contractors, consultant and county government officials) were the ones who were involved in this activity. This level of participation was described by Sulemana et al. (2018) as tokenistic and consultation which did not represent deeper levels of participation from the individuals affected by the project and therefore affected project performance.

Composite data (Table 4.6) for the eight statements shows that both beneficiary's household heads (*M*=2.68 *& SD*=1.43) and appointed contractor's employees (*M*=2.68 and 1.15) had similar opinion on the level of stakeholder participation in project planning activities which was at slightly average for Kiserian township sanitation programme. Therefore, outcome showed that stakeholder participation in project planning was sometimes done and this could have significant effect on project performance as seen in the findings below.

To establish the influence of stakeholder participation in KTSP planning on project performance, a Karl Pearson correlation statistic was computed for each type of respondent. The outcomes of analysis on direct beneficiary are illustrated in Tables 4.7.

Table 4.7 ***Stakeholder Participation in KTSP Planning on Performance***

		Project Planning	**Project Performance**
Project Planning	Pearson Correlation	1	.311**
	Sig. (2-tailed)		.001
	N	209	209
Project Performance	Pearson Correlation	.311**	1
	Sig. (2-tailed)	.000	
	N	209	209
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Field Data (2019)

Correlation statistics result reveal that there existed significant positive influence (r=0.311 and p=0.001) between beneficiary's household heads' responses on stakeholder participation in planning activities and performance of Kiserian township sanitation project. This implies that the effect of stakeholder participation is positive and when they are involved regularly, project performance will too increase.

Further, the outcomes of analysis on appointed contractors employees are illustrated in 4.8

Table 4.8 ***Stakeholder Participation in KTSP Planning on Performance***

		Project Planning	Project Performance
Project Planning	Pearson Correlation	1	.422**
	Sig. (2-tailed)		.004
	N	42	42
Project Performance	Pearson Correlation	.422**	1
	Sig. (2-tailed)	.004	
	N	42	42
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Field Data (2019)

Further, data in Table 4.8 also showed existence of significant positive influence (r=0.422 and p=0.004) between appointed contractor's employees view on stakeholder involvement in planning activities and performance of KTSP. Moreover, the correlation statistics (in Tables 4.7 & 4.8) appear to be below 0.5 suggesting a weak positive influence both from appointed contractor's employees and beneficiary's household heads' perspective. This implies that due to low stakeholder participation in planning activities, it has resulted to low performance of KTSP, Kajiado County, Kenya. Nevertheless, when asked to indicate the importance of stakeholders input in performance of project, all AWSB appointed employees, appointed project consultant and all Kajiado county government deployed officers agreed that increased stakeholder engagement in planning activities would have significant effect on the performance of the sanitation project in Kiserian. This means that stakeholder input in planning process is key to improved project performance. In agreement with the study results, Heravi, Coffey and Trigunarsyah (2015) found out that stakeholder involvement in planning influences performance of projects. This shows that failure to conduct participatory planning could be blamed for slow implementation of KTSP.

4.4 Stakeholders' Participation in KTSP Implementation on Performance

The third objective of this study endeavoured to determine the precise influence of stakeholder involvement in project implementation processes on performance of sanitation programme in Kiserian Township, Kajiado County, Kenya. To answer the third research question, the study developed questionnaires that were administered to beneficiary's household heads and appointed contractor's employees, while face-to-face interviews were conducted for AWSB appointed employees, Kajiado county government deployed officers and appointed project consultant. Table 4.9 presents the

outcome of analysis of beneficiary's household heads and appointed contractor's employees' questionnaires. The analysis used was descriptive for comparing means and standard deviation the two sets of respondents.

Table 4.9 ***Stakeholder Participation in KTSP Implementation Activities***

Level of participation in project implementation	**Beneficiary's household heads**			**Appointed contractor's employees**		
	N	**M**	**SD**	**N**	**M**	**SD**
Local residents have been hired by the contractor	209	2.39	1.55	42	2.36	1.08
Communications is made to all stakeholders at this stage	209	2.99	1.28	42	2.84	1.28
Resources for use by the project come from nearby areas	209	2.97	1.39	42	2.41	1.37
All stakeholders developed performance standards	209	2.65	1.46	42	2.73	0.99
All stakeholders participate in reporting process	209	2.87	1.38	42	2.93	1.23
All stakeholders are involved in resource mobilisation process	209	2.58	1.56	42	2.41	1.09
Stakeholders without adequate skills on projects are provided with training	209	2.78	1.55	42	2.80	1.25
Stakeholders are assigned various responsibilities during project implementation	209	2.49	1.50	42	2.61	1.28
Valid N (Listwise)	**209**	**2.71**	**1.46**	**42**	**2.64**	**1.20**

Key: N-Sample, M-Mean *&* *SD*-Standard Deviation
Source: Field Data (2019)

Table 4.9 result reveal that both beneficiary's household heads (*M*=2.39 *& SD*=1.55) and appointed contractor's employees (*M*=2.36 *& SD*=1.08) agree that rarely have local

Kiserian residents hired in the KTSP. This shows that the appointed contractor's employees hire individuals outside the town to do project works. This situation of not offering labour to the locals would impede on project progress as it would receive a lot of resistance from the residents of Kiserian. The standard deviation statistics shows that few locals were hired by the contractor in KTSP. The finding was supported by one Kajiado county government deployed officer (No. 3) who remarked that:

> *"Efforts have been made that contractor procures 70% of the labour from the locality. This we ensure through constant analysis and also scrutiny of human resource profile records kept by the appointed contractor's employees."*

This implies that efforts were made to ensure that local residents participate in project implementation. In agreement with the study findings, Iribagiza et al. (2015) found out that stakeholder involvement during the process leads to better environmental assessment. Nevertheless, this never happened at KTSP.

When asked whether communication is made to all stakeholders at the implementation stage, both the beneficiary's household heads (M=2.99 & SD=1.28) and appointed contractor's employees (M=2.84 & SD=1.28) agreed that it happens on occasional basis. This implies that concerted efforts are made to ensure that communication is made to all stakeholders during project implementation phases. This is to ensure that all parties in the project are informed on what is ongoing. In contrast to the study results, Otieno and Makori (2017) found out that project communication was the second important factor that influenced completion of water supply and sanitation projects in informal settlements in Kenya. This means that implementers of KTSP have failed to incorporate communication systems as a way of promoting interaction and involvement with residents.

Findings also showed (Table 4.9) that beneficiary's household heads said that sometimes (*M*=2.97 & *SD*=1.39) resources for the project come from Kiserian (Kajiado North) while other times it does not. Different from that of appointed contractor's employees said that resources for use by the construction firms rarely (*M*=2.41 & *SD*=1.37) comes from the area. This state of affairs indicates that lack of raw materials for construction within the study area (considering it is an urban setting) makes it impossible for the contractor to utilise local available material for sanitation project in Kiserian. Muronga, et al. (2017) noted that project stakeholders are often the source of the much sought-after resources and have ability to positively or negatively influence outcome of the project therefore their non-inclusion in providing the required resources would negatively affect the project.

Study finding (Table 4.9) revealed that both the appointed contractor's employees (*M*=2.73 & *SD*=0.99) and beneficiary's household heads (*M*=2.65 and S.D =1.46) agree that sometimes all stakeholders developed performance standards for the project. This implies that it may sometimes prove difficult to establish whether performance targets during the implementation phase are attained because not all stakeholders were involved. This could be difficult for stakeholders who may have interest in knowing the project progress hence the project may be implemented according to the wishes of the implementing agency. Corresponding to the research results, Mueni (2018) found out that stakeholder had little knowledge on participatory monitoring and evaluation and if the objectives will be achieved efforts can be made by the appointing authority to train selected stakeholders.

Findings (Table 4.9) also showed that both appointed contractor's employees (*M*=2.93 & *SD*=1.23) and beneficiary's household heads (*M*=2.87 & *SD*=1.38) agree that sometimes all stakeholders participate in project reporting. This means that participation of all stakeholders in project reporting initiatives for KTSP happens at moderate level. Therefore, stakeholders may encounter difficulty explaining various aspects of the project as information is not regularly relayed, and functional reporting procedures exist.

Results (Table 4.9) also revealed that beneficiary's household heads said that sometimes (*M*=2.58 & *SD*=1.56) all stakeholders are involved in resource mobilization processes. However, appointed contractor's employees said that rarely (*M*=2.41 & *SD*=1.09) do all stakeholders participate in mobilisation of resources required for implementation of KTSP. The mean values are not significantly different to each other suggesting that all stakeholders rarely mobilise resources required to implement the project in the study area. This could explain why incidents of cost overrun were reported together with delays which could be associated with lack of required materials to implement the project effectively.

Study result revealed (Table 4.9) that both beneficiary's household heads (*M*=2.78 & *SD*=1.55) and appointed contractor's employees (*M*=2.80 & *SD*=1.25) agreed that stakeholders who do not possess competency skills required to implement the project were sometimes provided with training. This implies that training is moderately provided to some stakeholders who are not aware of project deliverables to ensure that the projects are implemented well and professionally. Nevertheless, not all stakeholders are involved as the ones considered are those who directly participate or are affected by

their project from their localities and this may influence the way residents may embrace the project when it is being implemented.

Lastly, research outcomes showed that appointed contractor's employees said that sometimes (*M*=2.61 *& SD*=1.28) stakeholders are assigned tasks during project implementation whereas the beneficiary's household heads indicated that this happened on rare occasions (*M*=2.49 *& SD*=1.50). This means that stakeholders are rarely assigned various responsibilities by appointed contractor's employees at KTSP in Kajiado County. This implies that participation of beneficiaries and implementers was not considered important going against the principal of legitimacy theory by Deegan and Samkin (2009) that considers community members as individuals who are responsible for sustainability of the project outcomes.

Further, the composite statistics (Table 4.9) shows that both beneficiary's household heads (*M*=2.71 *& SD*=1.46) and appointed contractor's employees (*M*=2.64 *& SD*=1.20) agreed that sometimes stakeholders participate in project implementation while other times they are not. This means that the level of stakeholder participation in implementation of KTSP was found to be at moderate level. This is different from observations made by Njeru and Kimutai (2018) where community members were involved in project implementation hence success of slum upgrading projects. The situation appears to be different with KTSP which is at 35.0% completion rate.

To establish the influence of stakeholder participation level in implementation on performance of the said project, a Karl Pearson correlation was computed for both sets

of respondents. The outcome of analysis for direct beneficiary household heads is illustrated in Tables 4.10.

Table 4.10 ***Stakeholder Participation in KTSP Implementation on Performance***

		Project Implementation	**Project Performance**
Project Implementation	Pearson Correlation	1	.264**
	Sig. (2-tailed)		.001
	N	209	209
Project Performance	Pearson Correlation	.264**	1
	Sig. (2-tailed)	.000	
	N	209	209

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

Source: Field Data (2019)

Table 4.10 results show that there exists a significant positive influence (r=0.264 and p=0.001) between stakeholder participation in project implementation and performance of project as reported by beneficiary's household heads. This means that involvement of stakeholders in project implementation activities is at a lower level and this explains below average performance of KTSP.

The outcome of analysis for appointed contractor employees is presented in Tables 4.11.

Table 4.11 ***Stakeholder Participation in KTSP Implementation on Performance***

		Project Implementation	**Project Performance**
Project Implementation	Pearson Correlation	1	.358*
	Sig. (2-tailed)		.017
	N	42	42
Project Performance	Pearson Correlation	.358*	1
	Sig. (2-tailed)	.017	
	N	42	42

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

Source: Field Data (2019)

Further, the study result in Table 4.11 showed that there exists a significant positive influence (r=0.358 and p=0.017) between stakeholder participation in project implementation and performance of sanitation works in Kiserian town. The statistics further reveal that the correlation values are below 0.5 suggesting that the influence was weak. Nevertheless, the outcomes suggest that increased involvement of all stakeholders in the implementation of project phases would result in improved performance of sanitation project in Kiserian town, Kajiado County, Kenya. To support the study results Erevbenagie and Caldwell (2016) study in South Africa found out that where stakeholders were involved in project implementation initiatives, performance of the project would increase significantly. Therefore, involvement of stakeholders in ensuring project succeeds is key.

4.5 Stakeholders' Participation in KTSP M&E on Performance

The fourth objective of the study was to examine the influence of monitoring and evaluation on performance of sanitation project in Kiserian Township, Kajiado County, Kenya. The study collected qualitative and quantitative data from beneficiary's household heads' questionnaire, questionnaire for appointed contractor's employees and interview with Kajiado county government deployed officers, AWSB appointed employees and appointed project consultant. The study requested the beneficiary's household heads and appointed contractor's employees to indicate the extent to which participatory M&E was performed. The outcomes of the analysis are presented in Table 4.12.

Table 4.12 ***Stakeholder Participation in KTSP M&E Activities***

Level of Participatory M&E	**Beneficiary's household heads**			**Appointed contractor's employees**		
	N	**M**	**SD**	**N**	**M**	**SD**
All stakeholders are informed of the project progress	209	2.54	1.62	42	2.32	1.22
Feedback systems have been established for all stakeholders	209	2.99	1.35	42	2.68	0.98
Stakeholders can check on the project progress deviations	209	2.66	1.41	42	2.82	1.17
All audit reports are shared with all stakeholders	209	2.42	1.32	42	2.61	0.99
M&E results are communicated to all stakeholders	209	2.88	1.86	42	2.80	1.17
Challenges noted by stakeholders are acted upon	209	2.80	1.37	42	2.57	1.17
Project implementers are accountable to all stakeholders	209	2.81	1.48	42	2.77	1.33
Stakeholders proposes solutions for issues during M&E stage	209	2.66	1.51	42	2.59	1.13
Valid N (Listwise)	**209**	**2.72**	**1.49**	**42**	**2.64**	**1.14**

Key: N-Sample, M-Mean *&* *SD*-Standard Deviation
Source: Field Data (2019)

Study outcomes (Table 4.12) shows that beneficiary's household heads indicated that sometimes (*M*=2.54 *& SD*=1.62) all stakeholders are informed on project progress. However, appointed contractor's employees indicted rarely are all stakeholders informed on project progress (*M*=2.32 *& SD*=1.22). The outcomes suggest that information on how the township sanitation project proceeds is not provided on regular basis which goes against the policy on information access to individuals directly and

indirectly affected by public project. In agreement with the findings, Namiyingo et al. (2016) found out that stakeholders were not regularly informed on ongoing M&E programme hence affecting the project sustainability. This is because the needs of stakeholders were not sought during M&E process.

Secondly, study result (Table 4.12) revealed that beneficiary's household heads (*M*=2.99 *& SD*=1.35) and appointed contractor's employees (*M*=2.68 *& SD*=0.98) agreed that sometimes feedback systems have been established for all stakeholders. This is to ensure that queries and information that stakeholders may need, needs to be provided promptly. This implies that not all times are feedback systems working to provide clarifications and information to all stakeholders with regard to project progress. However, the mean statistics (Table 4.12) for beneficiary's household heads appear to be higher because they are considered to be the recipient of information on the feedback systems used. In agreement with the study results, Wangeci (2013) found out that due to low level of formal training that stakeholders had, they were not provided with feedback even after raising several complaints with regard to agricultural projects in Ruiru Sub County. This shows that majority of public projects have no established feedback systems for their stakeholders.

Study results (Table 4.12) also showed that both appointed contractor's employees (*M*=2.82 *& SD*=1.17) and beneficiary's household heads (*M*=2.66 *& SD*=1.41) concurred that all stakeholders sometimes check project progress deviations. It is worth to note that the mean values (Table 4.12) for appointed contractor's employees are a higher compared to beneficiary's household heads implying that the latter feels that they cannot check on deviation of projects at any time that they want. This implies that

not all times can stakeholders spot deviations in project progress given an opportunity to raise the issue with the implementing agencies.

Findings of the study (Table 4.12) further revealed that appointed contractor's employees indicated that sometimes (*M*=2.62 *& SD*=0.99) all audit reports are shared with all stakeholders whereas beneficiary's household heads indicated that this process rarely (*M*=2.42 *& SD*=1.32) happens. The outcome suggests that audit reports on the KTSP are not regularly released or shared with other stakeholders in the study area. This would make it difficult for stakeholders to raise key audit queries with regard to how the project is implemented or performing hence affecting its ability to realise planned and set objectives. In agreement with the study findings, Sulemana et al. (2018) found out that keeping some members of the grassroots out of M&E raised questions of transparency and accountability in the execution of projects and programmes.

Moreover, the study outcomes (Table 4.12) showed that both beneficiary's household heads (*M*=2.88 *& SD*=1.86) and appointed contractor's employees (*M*=2.80 *& SD*=1.17) indicated that sometimes results of M&E are communicated to all stakeholders in the project. This activity of releasing M&E results appears to be done on occasional basis contrary to the expectations that they should be communicated as often as possible after the M&E process is accomplished. One Kajiado county government deployed officer (No. 1) had this to say with regard to how results of M&E were communicated to stakeholders:

> *"Communication on M&E happens with the elected leaders when they have been pressed by the electorate to demand answers on different aspects of the project and this has been the norm with KTSP."*

To support the results, another AWSB appointed employee No. 5 said that:

> *"The system that we have been using to reach all stakeholders and especially residents of Kiserian is through their elected leaders rather than going directly to them."*

This admission from the government officials showed that clear channels of communication had not been set up by the funding agency and therefore could lead to inadequate participation of stakeholders in M&E activities hence affecting project performance.

Study findings (Table 4.12) also revealed that both respondents; beneficiary's household heads (M=2.80 & SD=1.37) and appointed contractor's employees (M=2.57 & SD=1.17) said that sometimes challenges and mistakes noted by stakeholders during the process of project implementation were acted upon. This implies that not all times do challenges and issues noted by stakeholders are acted upon by the implementing agency during project execution. In some cases, the investigator confirmed that some information is disregarded while in some cases challenges and issues noted by stakeholders are faced by bureaucracy nature of the funding agency and also the supervisors. In addition, some appointed contractor's employees may disregard the opinion of residents hence rendering the outcome of the project not to be perfect. The outcomes disagree with Otieno and Makori (2017) findings that revealed that project communication influenced completion of water supply and sanitation projects in informal settlements in Kenya. It can be deduced that inadequate effective communication to stakeholders could be the reason for slow implementation of the Kiserian Sanitation Project.

Study findings (Table 4.12) also revealed that all respondents; beneficiary's household heads (*M*=2.81 and D=1.48) and appointed contractor's employees (*M*=2.77 & *SD*=1.33) agreed that sometimes project implementers are accountable for all stakeholders. The result implies that at average level, KTSP contractors are accountable to its stakeholders. In some cases, the appointed contractor's employees appeared not to remain accountable to direct beneficiaries thereby creating a poor relationship between the two parties that may derail project performance. In agreement with the study results, Njogu (2014) study in Kerwa location Kiambu County found out that poor performance of water projects was as a result of lack of accountability to stakeholders by the institutions charged with implementation.

Lastly, both beneficiary's household heads (*M*=2.66 & *SD*=1.51) and appointed contractor's employees (*M*=2.59 & *SD*=1.13) agreed that at times stakeholders propose solutions for issues identified at M&E stage. This shows that due to non-involvement in some M&E process, stakeholders may not offer solutions or strategies of addressing challenges observed from the M&E report. This result is corroborated with appointed project consultant views who said that rarely do the findings from M&E are acted upon by the appointed contractor's employees, county government of Kajiado deployed officers and even AWSB appointed employees as remarked here:

> *"...in some cases, suggestions made by some stakeholders when conducting monitoring and evaluation activities is not taken into consideration during the result-based management process and this may affect the project progress in some way through delays."*

According to project management institute, lack of utilisation of M&E results would result to poor performance of projects (Akhmouch & Clavreul, 2016). Therefore, M&E results need to be acted upon to ensure positive performance of KTSP.

Composite data shows (Table 4.12) that both respondents; beneficiary's household heads (*M*=2.72 & *SD*=1.49) and appointed contractor's employees (*M*=2.64 & *SD*=1.14) agree that sometimes participatory M&E has been considered and applied when implementing KTSP in Kajiado county, Kenya. This shows the level of PM&E usage remains at moderate level in the study area. In agreement with the study findings, Sulemana et al. (2018) findings showed that stakeholders were rarely involved in M&E of projects and programmes due to lack of concerted effort by the government for grass root stakeholder participation.

To establish the influence of M&E on project performance, a Karl Pearson correlation was computed. The result of direct beneficiary households' analysis is given in Table 4.13.

Table 4.13 ***Stakeholder Participation in KTSP M&E and Performance***

		Project M&E	**Project Implementation**
Project M&E	Pearson Correlation	1	.238**
	Sig. (2-tailed)		.001
	N	209	209
Project Performance	Pearson Correlation	.238**	1
	Sig. (2-tailed)	.001	
	N	209	209

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

Source: Field Data (2019)

The correlation results show in Table 4.13 that there exists significant positive relationship between household ratings of PM&E (*r*=0.238 and *p*=0.001) and performance of Kiserian Township sanitation project. This means that there is a positive

influence of PM&E on project performance from beneficiary's household heads' perspective.

The results of direct appointed contractor employees analysis is provided in Table 4.14.

Table 4.14 ***Stakeholder Participation in KTSP M&E and Performance***

		Project M&E	Project Implementation
Project M&E	Pearson Correlation	1	.501**
	Sig. (2-tailed)		.001
	N	42	42
Project Performance	Pearson Correlation	.501**	1
	Sig. (2-tailed)	.001	
	N	42	42

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

Source: Field Data (2019)

Further, Table 4.14 outcome shows existence of average significant positive relationship between appointed contractor's employees' ratings of M&E (r=0.501 and p=0.001) and performance of the above-named project. The study therefore suggests that increased usage of M&E approaches would likely result in an increase in project performance. In line with the study result, Sakyi (2015) found out that effective participation of stakeholders in M&E of projects and programmes can improve transparency, accountability, project and programme sustainability and ensure positive community level stakeholder attitude to projects. This would at the long run results to improved performance of projects.

4.6 Hypothesis Testing

The study developed four hypotheses to test them and enable the study make concrete conclusions with regards to items under research. There were four hypotheses for the study and to test them, the study collected quantitative data from appointed contractor's employees and beneficiary's household heads. To test the hypotheses, a Multiple Linear Regression Analysis was computed. The assumptions made prior to performance of this statistical procedure. Regression assumes that variables have normal distributions.

The relationship between the Independent Variable (IV) and the Dependant Variable (DV) should be linear in nature so as to accurately estimate the relationships. This was facilitated through carrying out ANOVA f-test using SPSS. Other assumptions made while conducting this test was: there existed linear relationships between the independent and dependent variables used in this study; there is same level of relationship throughout the range of the independent variables through the use of internal data, absence of outliers and data range that is not truncated. Therefore, analysis was done for the two sets of respondents and outcomes given in Table 4.15 for model data.

Table 4.15 ***Model Summary***

Model	R	R Square (R^2)	Adjusted R Square	Std. Error of the Estimate
1. Beneficiary's Household Heads	.422[a]	.178	.162	.63317
2. Appointed contractor's employees	.532[a]	.283	.209	.53789

a. Predictors: (Constant), Project M&E, Project Implementation, Project Planning, Project initiation

Source: Field Data (2019)

Result in Table 4.15 show that the overall coefficient for Model 1 from beneficiary's household heads are positive but weak (R=0.422) compared to Model 2 for appointed contractor's employees which is on average (R=0.532). The outcomes suggest that stakeholder participation has significant positive influence on performance of township sanitation project in Kiserian. Further, the model summary Table shows that the R squared value for Model 1 is 0.178 which implies that 17.8% of change in project performance could be related to stakeholder participation as per responses from beneficiary's household heads. In addition, the R square statistic for Model 2 is 0.283 which implies that 28.3% of change in performance of KTSP is influenced by the four variables on stakeholder participation. The rest 82.2% for Model 1 and 71.7% for Model 2 could be explained by other variables that were not investigated in this research.

Further, an f-test (ANOVA) was computed to check on the linearity of the two models. The outcomes are given in Table 4.16.

Table 4.16 ***ANOVA[b]***

Models		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1 – Beneficiary's Household Heads	Regression	17.727	4	4.432	11.054	.000[a]
	Residual	81.785	204	.401		
	Total	99.512	208			
2 - Appointed contractor's employees	Regrssion	4.424	4	1.111	3.840	.010[a]
	Residual	11.284	39	.289		
	Total	15.727	43			

a. Predictors: (Constant), Project M&E, Project Implementation, Project Planning, Project initiation

b. Dependent Variable: Project Performance

Source: Field Data (2019)

The results of f-test ANOVA for the two models show that the p-value = 0.001 for beneficiary's household heads model and p=0.01 for appointed contractor's employees which is less than the set level of significance of 0.05. the outcomes further reveal that the model 1 had an F-ratio of 11.054 and Model 2 had an F-ratio of 3.84 which was higher than the critical table value (df_1=4,204 and df_2=4,39) = F-3.26 implying that the linear models was significant. This implies that at least one of the variables for each of the two models could predict the relationship between independent and dependent variables for the study. Table 4.17 shows the regression coefficient for each independent variable in each model (1 and 2).

Table 4. 17 ***Coefficients***[a]

Models		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1 – Beneficiary's Household Heads	(Constant)	.989	.289		3.420	.001
	Project initiation	.206	.077	.188	2.663	.008
	Project Planning	.223	.080	.195	2.806	.006
	Project Implementation	.143	.072	.136	1.977	.049
	Project M&E	.098	.072	.095	1.365	.174
2 - Appointed contractor employees	(Constant)	.873	.540		1.616	.114
	Project Initiation	.038	.179	.036	.213	.832
	Project Planning	.110	.228	.095	.484	.631
	Project Implementation	.171	.185	.146	.923	.362
	Project M&E	.375	.200	.357	1.873	.069

a. Dependent Variable: Project Performance

Source: Field Data (2019)

There are two regression equations for the two models (based on the two types of respondents) who were involved in this research and they are denoted as equation 4.1

(beneficiary's household heads) and equation 4.2 (appointed contractor's employees): For beneficiary's household heads responses, the regression model equation

$$y = 0.989 + 0.206x_1 + 0.223x_2 + 0.143x_3 + 0.098x_4 \qquad Equation\ 4.1$$

In the equation (4.1) from beneficiary's household heads, stakeholder participation in planning activities had a stronger coefficient (β=0.223) compared to stakeholder participation in PM&E activities whose coefficient was the least in the model (β=0.098).

For appointed contractor's employees' responses, the regression model equation

$$y = 0.873 + 0.038x_1 + 0.110x_2 + 0.171x_3 + 0.375x_4 \qquad Equation\ 4.2$$

In the second equation model (4.2), the study shows that stakeholder participation in M&E activities had a stronger coefficient (β=0.375) compared to stakeholder participation in project initiation activities that had the least coefficient score (β=0.038). The statistics in the two models shows all of the four variables have positive coefficient with the performance of sanitation project in Kiserian town, Kajiado County. The overall outcomes of the coefficient model suggest that if applied in higher frequencies, stakeholder participation would improve the performance of projects. This coincides with Namiyingo et al. (2016) study in Uganda that found that stakeholder commitment to project worked performed partial mediation role on the relationship between participation and health projects sustainability.

To test the hypothesis for the study, data for significance levels (sig) were utilized and not t-values (the sample is more than 30) and are presented in sub –sections below.

The first hypothesis stated that:

H_{01} There is no significant influence of stakeholders' participation in project initiation on performance of Kiserian Township sanitation project

Results in Table 4.17 for beneficiary's household heads is (β=0.206 and p=0.008) and appointed contractor's employees' outcome were (β=0.038 and p=0.832). The decision to reject null hypothesis is made on the responses from the beneficiary's household heads responses (p<0.05) hence the conclusion that there exists significant influence of stakeholders' participation in project initiation on performance of Kiserian Township sanitation project. But the researcher accepts the null hypothesis based on appointed contractor's employees' responses (p>0.05) meaning that there is no significant influence of project initiation and performance of sanitation project in Kiserian town, Kajiado County. This shows that respondents have opposing decisions with respect to the first hypothesis for the study. This could be because of the fact that appointed contractor's employees are not usually involved in project initiation activities unlike beneficiary's household heads that conceptualise the idea. In contrast to the study findings, the research by Njeru and Kimutai (2018) found out that in instances where stakeholders participated in project initiation stage, it resulted to increase in success of the slum upgrading projects in Korogocho.

The second hypothesis for the study stated that:

H_{02} There is no significant influence of stakeholders' participation in planning on performance of Kiserian Township sanitation project

Results in Table 4.17 for beneficiary's household heads is (β=0.223 and p=0.006) and appointed contractor's employees' outcome were (β=0.110 and p=0.631). The decision to reject null hypothesis is made on the responses from the beneficiary's household

heads responses ($p<0.05$) hence the conclusion that there exists significant influence of stakeholders' participation in planning activities and performance of Kiserian Township sanitation project. But the study accepts the null hypothesis based on appointed contractor's employees' responses ($p>0.05$) meaning that there is no significant influence of stakeholders' participation in planning activities and performance of sanitation project in Kiserian town, Kajiado County. This shows that respondents have different perceptions with regard to how planning influences performance of projects. The appointed contractor's employees perceive it would be of no help while the beneficiary's household heads perceive it would bring change in performance of project if they are included in planning stages of the project. The findings are different from Kobusingye et al. (2017) results from Rwanda that showed that project planning had significant positive relationship with performance of WASH projects.

The third null hypothesis stated that:

H_{03} There is no significant influence of stakeholders' participation in project implementation on performance of Kiserian Township sanitation project

Results in Table 4.17 for beneficiary's household heads is (β=0.143 and p=0.049) and appointed contractor's employees' outcome were (β=0.171 and p=0.362). The decision to reject null hypothesis is made on the responses from the beneficiary's household heads responses ($p<0.05$) hence the conclusion that there exists significant influence of stakeholders' participation in project implementation processes and performance of KTSP. However, the study accepts the null hypothesis based on appointed contractor's employees' responses ($p>0.05$) meaning that there is no significant influence of stakeholders' participation in project implementation activities and performance of sanitation project in Kiserian town, Kajiado County. This shows division in the

hypothesis testing where beneficiary's household heads perceived that there is a likelihood of project performance improving if all stakeholders are involved in the planning processes.

The fourth hypothesis for the study stated that:

H_{04} There is no significant influence of stakeholders' participation in monitoring and evaluation on performance of Kiserian Township sanitation project.

Findings in Table 4.17 for beneficiary's household heads is (β=0.098 and p=0.174) and appointed contractor's employees' outcome were (β=0.375 and p=0.069). The decision to accept null hypothesis is made on the responses from both the beneficiary's household heads respondents and appointed contractor's employees (p>0.05). This leads to the conclusion that there is no significant influence of monitoring and evaluation on performance of Kiserian Township sanitation project. The research result implies that as of now, participatory monitoring and evaluation does not significant influence performance of Kiserian Township sanitation project. This means that all respondents agree that low participation of stakeholders in PM&E activities has not led to significant impact on the performance of Kiserian township sanitation project. This is in contrast to Sulemana et al. (2018) who found out that participatory Monitoring and Evaluation (PM&E) of projects and programmes promotes greater transparency and accountability in development governance. The outcome suggests more still needs to be done to improve PM&E activities to ensure project goals are realised. Table 4.18 and Table 4.19 summarize the hypotheses from beneficiary's household heads and appointed contractor's employee respectively.

4.7 Qualitative Data on Stakeholders' Participation in KSTP and Performance

A qualitative data on open ended question (What can be done to stakeholders to improve performance of sanitation projects in Kenya?) was obtained from AWSB appointed employees (10), Kajiado County government deployed officers (3) and one appointed project consultant (1). The open-ended question was analysed from all the respondents and five thematic areas were identified namely; Involvement of stakeholders on project initiation, Involvement of stakeholders on project planning, Involvement of stakeholders on project implementation, Involvement of stakeholders on project monitoring and evaluation. Table 4.20 indicates summary of key thematic areas identified, while figure 4.2 shows that 21%, 29%, 29% and 14% of the respondents advocated for involvement of stakeholders in project initiation, planning, implementation and monitoring and evaluation respectively which would influence positively performance of sanitation project.

Table 4.18 ***Summary of Hypotheses from Beneficiary Household Heads***

Objective No.	Objective	Hypothesis	Rule	P-Value	Comment
Objective 1	To assess the influence of stakeholders' participation in project initiation on performance of sanitation project in Kiserian township in Kajiado County	**H01:** There is no significant influence of stakeholders' participation in project initiation on performance of Kiserian Township sanitation project	Reject Ho if p value < 0.05	p<0.05	The null hypothesis was rejected hence there is significant influence of stakeholders' participation in project initiation on performance of Kiserian Township sanitation project
Objective 2	To establish the influence of stakeholders' participation in planning on performance of sanitation project in Kiserian township in Kajiado County	**H02:** There is no significant influence of stakeholders' participation in planning on performance of Kiserian Township sanitation project	Reject Ho if p value < 0.05	p<0.05	The null hypothesis was rejected hence thereis significant influence of stakeholders' participation in planning on performance of Kiserian Township sanitation project
Objective 3	To determine the influence of stakeholders' participation in project implementation on performance of sanitation project in Kiserian township in Kajiado County	**H03:** There is no significant influence of stakeholders' participation in project implementation on performance of Kiserian Township sanitation project	Reject Ho if p value < 0.05	p<0.05	The null hypothesis was rejected hence there is significant influence of stakeholders' participation in project implementation on performance of Kiserian Township sanitation project
Objective 4	To assess the influence of stakeholders' participation in monitoring and evaluation on performance of sanitation project in Kiserian township in Kajiado County	**H04:** There is no significant influence of stakeholders' participation in monitoring and evaluation on performance of Kiserian Township sanitation project.	Reject Ho if p value < 0.05	p<0.05	The null hypothesis was accepted hence there is no significant influence of stakeholders' participation in monitoring and evaluation on performance of Kiserian Township sanitation project.

Table 4.19 ***Summary of Hypotheses from Appointed Contractor's Employees***

Objective No.	Objective	Hypothesis	Rule	P-Value	Comment
Objective 1	To assess the influence of stakeholders' participation in project initiation on performance of sanitation project in Kiserian township in Kajiado County	**H01:** There is no significant influence of stakeholders' participation in project initiation on performance of Kiserian Township sanitation project	Reject Ho if p value < 0.05	p< 0.05	The null hypothesis was accepted hence there is no significant influence of stakeholders' participation in project initiation on performance of Kiserian Township sanitation project
Objective 2	To establish the influence of stakeholders' participation in planning on performance of sanitation project in Kiserian township in Kajiado County	**H02:** There is no significant influence of stakeholders' participation in planning on performance of Kiserian Township sanitation project	Reject Ho if p value < 0.05	p< 0.05	The null hypothesis was accepted hence there is no significant influence of stakeholders' participation in planning on performance of Kiserian Township sanitation project
Objective 3	To determine the influence of stakeholders' participation in project implementation on performance of sanitation project in Kiserian township in Kajiado County	**H03:** There is no significant influence of stakeholders' participation in project implementation on performance of Kiserian Township sanitation project	Reject Ho if p value < 0.05	p< 0.05	The null hypothesis was accepted hence there is no significant influence of stakeholders' participation in project implementation on performance of Kiserian Township sanitation project
Objective 4	To assess the influence of stakeholders' participation in monitoring and evaluation on performance of sanitation project in Kiserian township in Kajiado County	**H04:** There is no significant influence of stakeholders' participation in monitoring and evaluation on performance of Kiserian Township sanitation project.	Reject Ho if p value < 0.05	p< 0.05	The null hypothesis was accepted hence there is no significant influence of stakeholders' participation in monitoring and evaluation on performance of Kiserian Township sanitation project

Table 4.20 ***Thematic Areas Analysed Interviews with KEY Informants***

Thematic areas	Number of Respondents	% Number of Respondents
Involvements of Stakeholders in Project Initiation Stage	3	21
Involvements of Stakeholders in Project Planning Stage	4	29
Involvements of Stakeholders in Project Implementation stage	4	29
Involvements of Stakeholders in Project Monitoring & Evaluation Stage	2	14
Others	1	7
Total	**14**	**100**

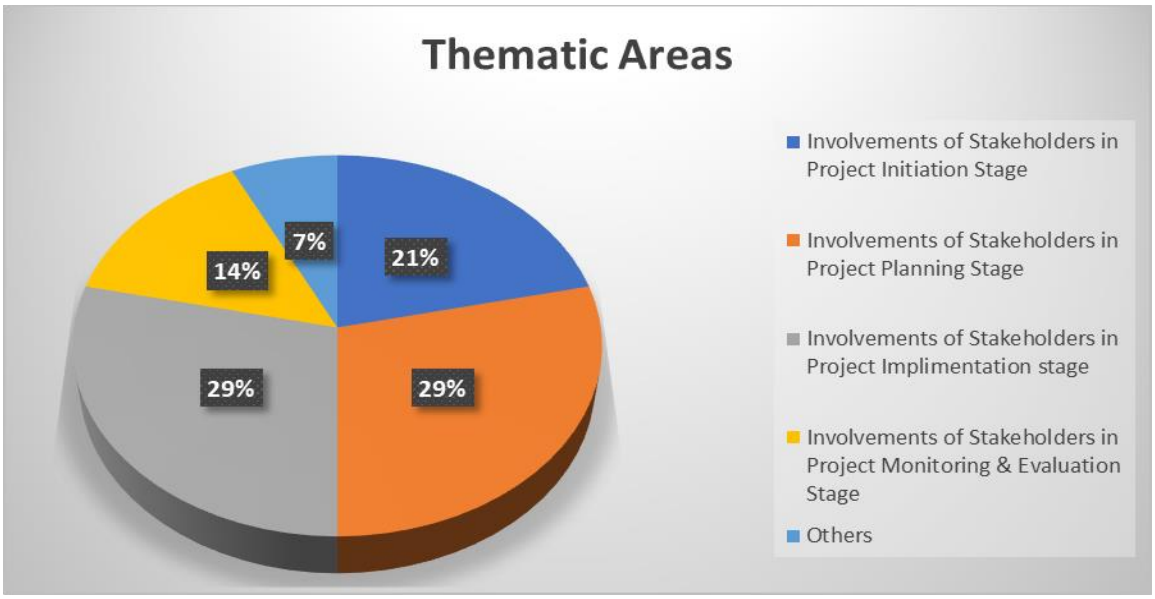

Figure 4.2 Thematic Areas analysed from, Key Informants

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of findings, conclusions arrived at and the recommendations made.

5.1 Summary of Findings

This study was conducted in Kiserian Town, Kajiado County with an intention of establishing how stakeholders' participation during project initiation, planning, implementation, monitoring and evaluation affected the performance of KTSP. It has been seen that that infrastructural projects cannot succeed without dedicated participation from its stakeholders. Therefore, to collect data for the study, the investigator relied on information from beneficiary's household heads, appointed contractor's employees, Kajiado county government deployed officers, AWSB appointed employees and appointed project consultant, who were sampled from the population. The study found out that the project commenced on November 2015 and by 2019 it had not yet been completed and the goal of the study was examined whether stakeholder participation (keeping other factors constant) could have resulted affected the performance of KTSP.

5.1.1 Stakeholder Participation in KTSP Initiation and Performance

The study found out that both the beneficiary's household heads (M=2.78) and appointed contractor's employees (M=2.65) indicated that stakeholder participation was done on average basis at the sanitation project in Kiserian township. This meant

that stakeholders did not participate in all activities that concerned project initiation phases and this explains the obtained correlation statistic was below average r=0.313 for beneficiary's household heads and r=0.322 for appointed contractor's employees. This implied that moderate involvement of stakeholders in initiation activities further led to minimal influence on performance of Kiserian township sanitation project.

The study found out that beneficiary's household heads rated highly (M=3.13) that communication was made on resolution made during stakeholders meeting at times whereas appointed contractor's employees rated highly (M=2.80) that every stakeholder input was sometimes considered during initiation phases of the project. The first null hypothesis was rejected (p<0.05) for beneficiary's household heads responses and accepted for appointed contractor's employees (p>0.05). This implied mixed responses with regard to stakeholder participation in project initiation activities and performance of sanitation project in Kiserian Township in Kajiado County, Kenya. The outcomes differs with principles of Freeman stakeholder theory which regards participation of stakeholders at conceptual stage as critical rather than other minor decisions making area.

5.1.2 Stakeholder Participation in KTSP Planning on Performance

The second objective was to establish the influence of planning on performance of sanitation project in Kiserian Township. The study result showed that there existed no significant difference (p<0.05) between beneficiary's household heads (M=2.68) and appointed contractor's employees (M=2.68) who agreed that stakeholder participation in planning activities was sometimes done. Explicitly, beneficiary's household heads rated highly (M=2.88) that all project planning meetings incorporated all stakeholders

sometimes whereas appointed contractor's employees rated highly (M=2.32) that stakeholders were sometimes involved when key decisions of projects were made.

Correlation statistics computed showed that there existed a weak positive influence of stakeholder participation in planning activities and performance of KTSP from appointed contractor's employees (r=0.422) and beneficiary's household heads responses (r=0.311). This showed that moderate participation of all stakeholders in planning phase of the project had little contribution on performance of the Kiserian township sanitation project. The second hypothesis was rejected from the coefficient values of beneficiary's household heads responses (p<0.05) and accepted from the coefficient data from appointed contractor's employees (p>0.05). This implied that the two kinds of respondents exhibited various positions with regard to how stakeholders were involved in planning activities for Kiserian township sanitation project. Lack of adequate stakeholder involvement in planning activities resulted to slow implementation of the said project. This outcome goes against the principle of stakeholder theory which stresses the need for maximum participation of stakeholder in planning process to ensure project success.

5.1.3 Stakeholder Participation in KTSP Implementation on Performance

Project implementation phase is the critical one that determines whether the projects goals and outcomes can be attained or not. Therefore, resources (human and material) have to be mobilised within the specified time to ensure all processes of project execution are performed with minimal or no interruptions. Result showed that both respondents agreed that sometimes all stakeholders participated in the implementation phases of project. What came out of the study is that beneficiary's household heads

agreed that sometimes (M=2.99) communication was made to all stakeholders on what was happening at implementation phase.

Different from that, appointed contractor's employees said that sometimes (M=2.84) all stakeholders participated in reporting process. The outcomes showed that there was no common agreement between residents, funding agencies and appointed contractor's employees with regard to ways through which project implementation ensured full participation of stakeholders. This explains why computed correlations were found to be weak for beneficiary's household heads responses (r=0.264) and appointed contractor's employees (r=0.358). This means that low participation of stakeholders in the implementation phases resulted to low project performance levels.

The third null hypothesis revealed mixed outcomes where Beneficiary's household heads members responses showed existence of significant influence (p<0.05) but responses from appointed contractor's employees showed existence of non-significant influence (p>0.05) of stakeholders' participation in implementation activities and performance of sanitation project in Kiserian township, Kajiado County, Kenya.

5.1.4 Stakeholder Participation in KTSP M&E on Performance

The fourth objective of the study investigated how participatory monitoring and evaluation techniques were applied during the implementation of Kiserian township sanitation project. Previous studies have recorded that local residents' participation in M&E activities have been disregarded by project implementing agencies and this was found to be the true situation in Kiserian. Despite government policies requiring social audit to be conducted by all stakeholders' study outcomes revealed that not all were

involved in the processes. What came out from the study findings is that the item that was ranked highly by beneficiary's household heads was that sometimes (M=2.99) feedback systems were established for all stakeholders where they could relay their views on the project progress. Appointed contractor's employees highly ranked the statement that sometimes (M=2.68) stakeholders had the opportunity of checking the project progress deviations. This outcome implied that participatory M&E involving all stakeholders was not fully embraced in the project under study. This contributed to slow performance of the project. Moreover, the fourth null hypothesis was accepted (p>0.05) by both beneficiary's household heads and appointed contractor's employees implying there was no likelihood that participatory M&E would result to improved performance of KTSP in Kajiado County, Kenya.

5.2 Conclusions

This study investigated stakeholder participation and performance of KTSP in Kajiado County. Data from beneficiary's household heads, appointed contractor's employees, AWSB appointed employees, Kajiadp county government deployed officials and appointed project consultant showed the level of performance of the project from the time it was commissioned was on average level. Overall stakeholder participation was rated to be performed on average from beneficiary's household heads perspective (M=2.72 & SD=1.49) and appointed contractor's employees (M=2.64 & SD=1.14). The study found out that stakeholders considered to be fully participating were a few and majority of them felt excluded from all the four phases of the project. This was against expectations of stakeholder theory that demands that there needs to be a closer interaction between parties involved in project work. The study concluded that lack of adequate stakeholder participation in various phases of project resulted to poor

performance and delay of KTSP. This indicated that not much focus was put on the aspect of stakeholder participation during conception, planning and implementation of the sanitation project in Kiserian town.

5.3 Recommendations

Based on the findings, the following policy recommendations were made to various agencies for action. The recommendations emanated from findings of the study.

(i) Stakeholders need to be consulted more in identifying the project(s) that would be beneficial to them before planning and implementing any project. Further, during project initiation, stakeholders need to be involved in the mapping out exercise (surveying works) so that they can provide views with regard to place where the project site needs to be located. This would avoid conflicts associated with environmental pollution or site (land disputes).

(ii) There is need to involve all stakeholders in the planning process so that they can own the outcome of the project. Moreover, when developing risks and opportunities that the project would bring in the implementation site, stakeholders need to be made aware. In addition, the policy aspect of public members participation in budgeting process needs to be strengthened in future projects.

(iii) There is need for the appointed contractor's employees to ensure that casual labour is sourced from Kiserian town rather than hiring labour from outside the project area. This therefore calls for the strengthening of constitution of Kenya clauses (Articles 27, 33, 69(1), 174(d) among others) that calls for public participation in projects. This would result to residents providing necessary support required for the project. Further, the stakeholders involved need to be

assigned various responsibilities during implementation phases. Local materials for construction need also to be sourced within the locality other than far away.

(iv) Stakeholders to be educated on their involvement in social auditing process. Further, information on M&E activities needs to be relayed by the concerned authorities on frequent basis. All M&E audit reports need to be shared regularly with all stakeholders. There is need for the Water Act 2016 to be strengthened to incorporate all stakeholders as key people in the implementation of water related projects and not only national and county governments or other national government parastatals. In addition, Article 201 (a) of the Kenyan constitution needs to be fully implemented to ensure that citizens get value for their money through set up of accountability structures.

5.4 Suggestions for Future Research

The study suggests future research should focus on the following areas in relation to the study title and infrastructural development projects aimed at achievement and ensuring the country becomes industrialised by the year 2030:

(i) The influence of stakeholder participation on beneficiary satisfaction

(ii) The influence of stakeholder training on performance of infrastructural development projects

(iii) The moderating influence of government policy on stakeholder participation and performance of infrastructural development projects.

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APPENDICES

Appendix I: Questionnaire for Beneficiary's Household Heads

Instructions

Please complete this questionnaire as honestly as possible. Please give answers in the spaces provided and tick (√) in the box that matches your responses to the questions where applicable. The responses you give will be treated with utmost confidentiality.

Section A: Demographic Data

1. How long have been a resident of Kiserian town? .....

Section B: Stakeholder Participation in Project Initiation

2. Indicate the frequency to which all stakeholders (internal and external) were involved during initiation of this KTSP in this area on statements presented in the table.

	Stakeholder participation	**Never**	**Rarely**	**Sometimes**	**Often**	**Always**
a	All stakeholders participated in idea selection for project					
b	The community of Kiserian identified and prioritized this project					
c	Every stakeholder input was considered during initiation					
d	All stakeholders gave approval for the site of sanitation project					
e	Need analysis was conducted prior to launch of this project					
f	Ideas for this project came from different stakeholders					
g	Communication was made on the resolution made during stakeholder meetings					
h	Stakeholders were involved in surveying the environment of project work					

Section C: Stakeholder Participation in Project Planning

2. Indicate the frequency to which all stakeholders (internal and external) were involved during planning of this KTSP in this area on statements presented in the table below.

	Stakeholder participation	**Never**	**Rarely**	**Sometimes**	**Often**	**Always**
a	All project planning meetings incorporated all stakeholders					
b	All stakeholders participated in budgeting of this project					
c	All stakeholders participated in layout of this project					
d	Time schedule for the project was developed and approved by all stakeholders					
e	All stakeholders participated development of project objectives					
f	The plan for measuring performance and project impact was developed through consensus and agreement by all stakeholders					
g	Stakeholders were involved when key decisions of this projects were made					
h	Stakeholders were involved when risks and opportunities of this project was being assessed					

Section D: Stakeholder Participation in Project Implementation

3. Indicate the frequency to which all stakeholders (internal and external) were involved during implementation of this KTSP in this area on statements presented in the table below.

	Stakeholder participation	**Never**	**Rarely**	**Sometimes**	**Often**	**Always**
a	Local residents have been hired by the contractor					
b	Communication is made to all stakeholder at this stage					
c	Resources for use by the project come from nearby areas					
d	All stakeholders developed performance standards					
e	All stakeholders participate in reporting process					
f	All stakeholders are involved in resource mobilisation process					
g	Stakeholders without adequate skills on projects are provided with training					
h	Stakeholders are assigned various responsibilities during project implementation					

Section E: Stakeholder Participation in Project Monitoring and Evaluation

4. Indicate the frequency to which all stakeholders (internal and external) were involved during monitoring and evaluation of this KTSP in this area on statements presented in the table below.

	Stakeholder participation	**Never**	**Rarely**	**Sometimes**	**Often**	**Always**
a	All stakeholders are informed of the project progress					
b	Feedback systems have been established for all stakeholders					
c	Stakeholders can check on the project progress deviations					
d	All audit reports are shared with all stakeholders					
e	M&E results are communicated to all stakeholders					
f	Challenges noted by stakeholders are acted upon					
g	Project implementers are accountable to all stakeholders					
h	Stakeholders proposes solutions for issues during M&E stage					

Section F: Performance of KTSP

5. With the far that this sanitation project has reached, how can you rate in terms of performance in the following table

	Performance area	**Very low**	**Low**	**Moderate**	**High**	**Very high**
a	Phases completed as per work schedule					
b	Project quality under implementation					
c	Project budget utilisation as per the plan					
d	Stakeholder satisfaction with project progress					
e	Costs overrun associated with project implementation					
f	Project safety measures					
g	Resources allocated for the project are utilised prudently					
h	Provision of feedback					

Appendix II: Questionnaire for Appointed Contractor's Employees

Instructions

Please complete this questionnaire as honestly as possible. Please give answers in the spaces provided and tick (√) in the box that matches your responses to the questions where applicable. The responses you give will be treated with utmost confidentiality.

Section A: Demographic Data

1. How long have you been involved in this kind of project (sanitation and sanitation project?) …….

Section B: Stakeholder Participation in Project Initiation

2. Indicate the frequency to which all stakeholders (internal and external) were involved during the initiation of this KTSP in this area on statements presented in the table below.

	Stakeholder participation	**Never**	**Rarely**	**Sometimes**	**Often**	**Always**
a	All stakeholders participated in idea selection					
b	The community identified and prioritized this project					
c	Every stakeholder input was considered during initiation					
d	All stakeholders gave approval for the site of sanitation project					
e	Need analysis was conducted prior to launch of this project					
f	Ideas for this project came from different stakeholders					
g	Communication was made on the resolution made during stakeholder meetings					
h	Stakeholders were involved in surveying the environment of project work					

Section C: Stakeholder Participation in Project Planning

3. Indicate the frequency to which all stakeholders (internal and external) were involved during planning of this KTSP in this area on statements presented in the table in the next page.

	Stakeholder participation	**Never**	**Rarely**	**Sometimes**	**Often**	**Always**
a	All project planning meetings incorporated all stakeholders					
b	All stakeholders participated in budgeting of this project					
c	All stakeholders participated in layout of this project					
d	Time schedule for the project was developed and approved by all stakeholders					
e	All stakeholders participated development of project objectives					
f	The plan for measuring performance and project impact was developed through consensus and agreement by all stakeholders					
g	Stakeholders were involved when key decisions of this projects were made					
h	Stakeholders were involved when risks and opportunities of this project was being assessed					

Section D: Stakeholder Participation in Project Implementation

4. Indicate the frequency to which all stakeholders (internal and external) were involved during implementation of this KTSP in this area on statements presented in the table below.

	Stakeholder participation	**Never**	**Rarely**	**Sometimes**	**Often**	**Always**
a	Local residents have been hired by the contractor (s)					
b	Communication is made to all stakeholder at this stage on areas of project to be executed					
c	Resources for use by the project come from the community					
d	All stakeholders developed performance standards					
e	All stakeholders participate in reporting process					
f	All stakeholders are involved in resource mobilisation process					
g	Stakeholders without adequate skills on projects are provided with training					
h	Stakeholders are assigned various responsibilities during project implementation					

Section E: Stakeholder Participation in Project Monitoring and Evaluation

5. Indicate the frequency to which all stakeholders (internal and external) were involved during monitoring and evaluation of this KTSP in this area on statements presented in the table below.

	Stakeholder participation	**Never**	**Rarely**	**Sometimes**	**Often**	**Always**
a	All stakeholders are informed of the project progress					
b	Feedback systems have been established for all stakeholders					
c	Stakeholders can check on the project progress deviations					
d	All audit reports are shared with all stakeholders					

e	M&E results are communicated to all stakeholders					
f	Challenges noted by stakeholders are acted upon after M&E					
g	Project implementers are accountable to all stakeholders					
h	Stakeholders proposes solutions for issues during M&E stage					

Section F: Performance of KTSP

6. With the far that this sanitation project has reached, how can you rate in terms of performance in the following table

	Performance area	**Very low**	**Low**	**Moderate**	**High**	**Very high**
a	Phases completed as per work schedule					
b	Project quality under implementation					
c	Project budget utilisation as per the plan					
d	Stakeholder satisfaction with project progress					
e	Costs overrun associated with project implementation					
f	Project safety measures					
g	Resources allocated for the project are utilised prudently					
h	Provision of feedback					

Appendix III: Interview Schedule for AWSB Appointed Employees

Introduction

This interview seeks your view on the influence of stakeholder participation and performance of KTSP in Kiserian town.

Interview questions

1. What is the general government policy on stakeholder participation?
2. In this type of project, who are the main stakeholders?
3. Kindly indicate the extent to which the identified stakeholders were involved in the following life cycles of project

(a) Project initiation

(b) Project planning

(c) Project implementation

(d) Monitoring and evaluation

4. From the above question, indicate how stakeholder participation in each stage has influenced the performance of this KTSP so far?

(a) Project initiation

(b) Project planning

(c) Project implementation

(d) Monitoring and evaluation

5. Could you say that lack or participation of stakeholders has influenced the performance of this project so far? Kindly explain
6. What are the challenges to effective stakeholder participation in this project here at Kiserian?
7. What do you think needs to be done to address the challenges you have mentioned above?
8. What can be done to stakeholders to improve performance of sanitation projects in Kenya?

Appendix IV: Interview Schedule for Kajiado County Government deployed Officers

Introduction

This interview seeks your view on the influence of stakeholder participation and performance of KTSP in Kiserian town.

Interview questions

1. What is the general government policy on stakeholder participation?
2. In this type of project, who are the main stakeholders?
3. Kindly indicate the extent to which the identified stakeholders were involved in the following life cycles of project

(a) Project initiation
(b) Project planning
(c) Project implementation
(d) Monitoring and evaluation

4. From the above question, indicate how stakeholder participation in each stage has influenced the performance of this KTSP so far?

(a) Project initiation
(b) Project planning
(c) Project implementation
(d) Monitoring and evaluation

5. Could you say that lack or participation of stakeholders has influenced the performance of this project so far? Kindly explain
6. What are the challenges to effective stakeholder participation in this project here at Kiserian?
7. What do you think needs to be done to address the challenges you have mentioned above?
8. What can be done to stakeholders to improve performance of sanitation projects in Kenya?

Appendix V: Interview Schedule for Appointed Project Consultant

Introduction

This interview seeks your view on the influence of stakeholder participation and performance of KTSP in Kiserian town.

Interview questions

1. What is the general government policy on stakeholder participation?
2. In this type of project, who are the main stakeholders?
3. Kindly indicate the extent to which the identified stakeholders were involved in the following life cycles of project

(a) Project initiation

(b) Project planning

(c) Project implementation

(d) Monitoring and evaluation

4. From the above question, indicate how stakeholder participation in each stage has influenced the performance of this KTSP so far?

(a) Project initiation

(b) Project planning

(c) Project implementation

(d) Monitoring and evaluation

5. Could you say that lack or participation of stakeholders has influenced the performance of this project so far? Kindly explain
6. What are the challenges to effective stakeholder participation in this project here at Kiserian?
7. What do you think needs to be done to address the challenges you have mentioned above?
8. What can be done to stakeholders to improve performance of sanitation projects in Kenya?

Appendix VI Consent Letter

Ndirangu Mathenge

P.O. Box 8 - 20307

Igwamiti, via Nyahururu

Tel: 0720 605 658

Dear Respondent,

RE: ACADEMIC RESEARCH

I am a post-graduate student pursuing a Master of Science Degree in Project Planning and Management at Moi University, Nairobi Campus. I am currently conducting a research. I am required to submit a research report on **Stakeholders Participation and Performance of Sanitation Project in Kiserian Township in, Kajiado Kenya.** I would highly appreciate if you could kindly complete the questionnaire/interview schedule to assist me collect data. Your information alongside others will help me in my research and will be used strictly for academic purposes and will be treated as confidential, therefore, do not write your name on the questionnaire.

Thank you in advance,

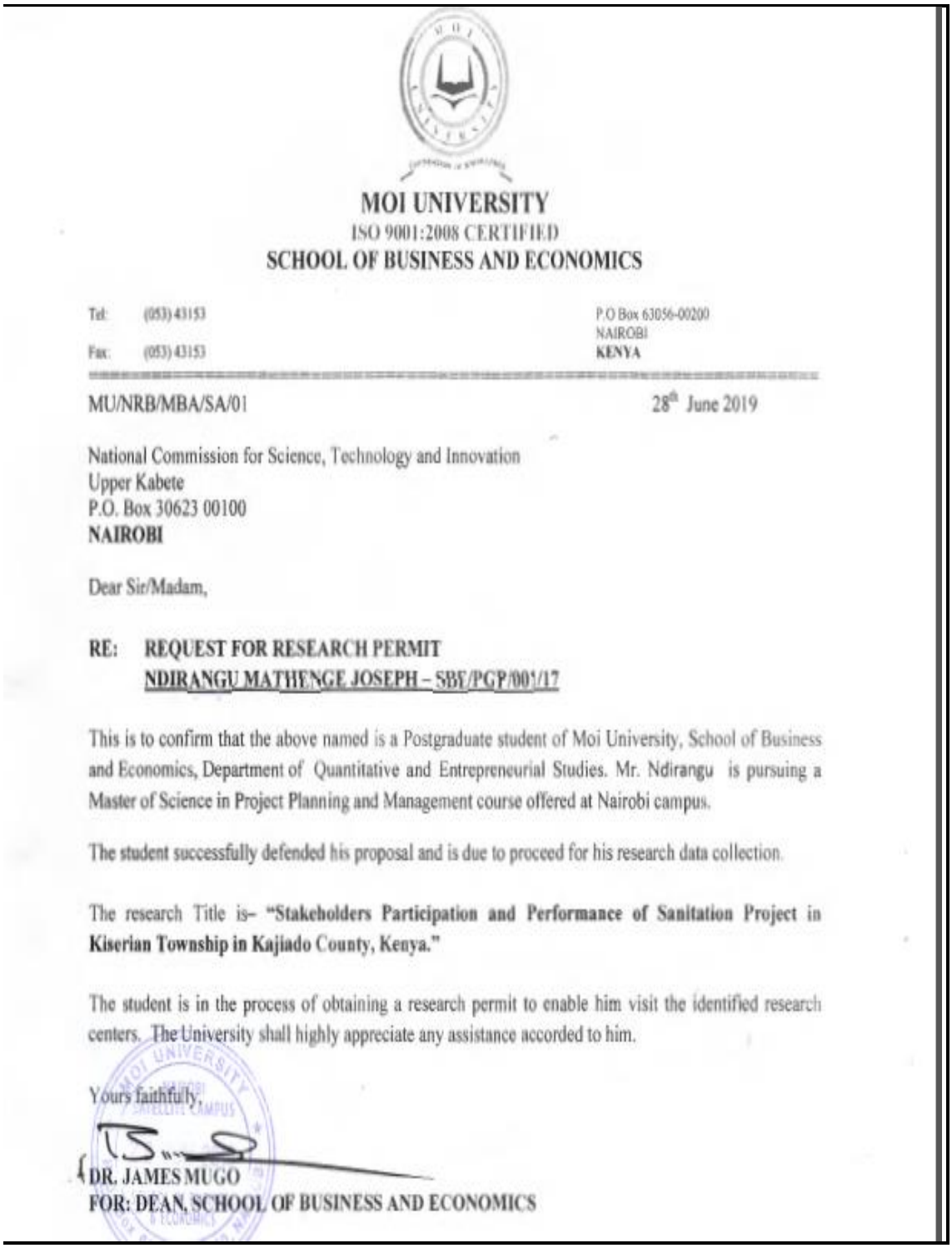
Yours Faithfully,

……

Ndirangu Mathenge

MSc. Student
Moi University

Appendix VII: Moi University Letter



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NAIROBI
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MU/NRB/MBA/SA/01

28th June 2019

National Commission for Science, Technology and Innovation
Upper Kabete
P.O. Box 30623 00100
NAIROBI

Dear Sir/Madam,

RE: REQUEST FOR RESEARCH PERMIT
NDIRANGU MATHENGE JOSEPH – SBE/PGP/001/17

This is to confirm that the above named is a Postgraduate student of Moi University, School of Business and Economics, Department of Quantitative and Entrepreneurial Studies. Mr. Ndirangu is pursuing a Master of Science in Project Planning and Management course offered at Nairobi campus.

The student successfully defended his proposal and is due to proceed for his research data collection.

The research Title is– **"Stakeholders Participation and Performance of Sanitation Project in Kiserian Township in Kajiado County, Kenya."**

The student is in the process of obtaining a research permit to enable him visit the identified research centers. The University shall highly appreciate any assistance accorded to him.

Yours faithfully,

DR. JAMES MUGO
FOR: DEAN, SCHOOL OF BUSINESS AND ECONOMICS

Appendix VIII: Research Authorisation Letter

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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

Ref No. **NACOSTI/P/19/39184/31769**

Date **24th July 2019**

Joseph Mathenge Ndirangu
Moi University
P.O. Box 3900-30100
ELDORET

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Stakeholders participation and performance of sanitation project in Kiserian Township in Kajiado County, Kenya"*** I am pleased to inform you that you have been authorized to undertake research in **Kajiado County** for the period ending **23rd July 2020.**

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

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

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

Copy to:

The County Commissioner
Kajiado County.

The County Director of Education
Kajiado County.

National Commission for Science, Technology and Innovation is ISO/IEC 2008 Certified

Appendix IX: Research Permit

THIS IS TO CERTIFY THAT:
MR. JOSEPH MATHENGE NDIRANGU
of MOI UNIVERSITY , 8-20307
Nyahururu,has been permitted to
conduct research in *Kajiado County*
on the topic: *STAKEHOLDERS PARTICIPATION AND PERFORMANCE OF SANITATION PROJECT IN KISERIAN TOWNSHIP IN KAJIADO COUNTY,KENYA.*
for the period ending:
23rd July,2020

Permit No : NACOSTI/P/19/39184/31769
Date Of Issue : 24th July,2019
Fee Recieved :Ksh 1000

Applicant's Signature

Director General
National Commission for Science, Technology & Innovation

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

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

CONDITIONS

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

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REPUBLIC OF KENYA

National Commission for Science, Technology and Innovation

RESEARCH LICENSE

Serial No.A 25923

CONDITIONS: see back page