

**FACILITATION STRATEGY AND PERFORMANCE OF DONOR ASSISTED
WATER SUPPLY AND SANITATION DEVELOPMENT PROJECTS IN
WAJIR COUNTY, KENYA**

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DECLARATION

This research project is my original work and has not been presented for a degree in any other University.

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I confirm that the work reported in this project was done by the candidate under my supervision as the University Supervisor.

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DEDICATION

This research project is dedicated to my mother Kheira Sikh Abdullahi, my sister Hallima Shalle and brother Hasan Shalle for their continuous encouragement, moral and financial support while undertaking this research project work.

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TABLE OF CONTENTS

Declaration.....	ii
Dedication	iii
Acknowledgement	iv
Table of Contents	v
List of Tables	ix
List of Figures.....	x
Operational Definition of Terms	xi
Abbreviation and Acronyms	xii
Abstract.....	xiii
CHAPTER ONE: INTRODUCTION	1
1.1 Background to the Study.....	1
1.1.1 Organizational Performance	4
1.1.2 Facilitation Strategies.....	6
1.1.3 Donor Assisted Water Supply and Sanitation Development Projects in Wajir County.....	8
1.2 Statement of the Problem.....	9
1.3 Objectives of the Study	10
1.3.1 Specific Objectives	11
1.4 Research Hypotheses	11
1.5 Significance of the Study	12
1.6 Scope of the Study	13
1.7 Limitation of the Study	13
1.8 Organization of the Study	14

CHAPTER TWO: LITERATURE REVIEW.....	15
2.1 Introduction.....	15
2.2 Theoretical Review	15
2.2.1 Resource Based View Theory.....	15
2.2.2 Stakeholder Engagement Theory.....	17
2.2.3 Open Systems Theory	18
2.3 Empirical Literature Review.....	19
2.3.1 Funding and Performance of Donor assisted water supply and sanitation development projects	19
2.3.2 Strategic Partnership and Performance of Donor assisted water supply and sanitation development projects.....	23
2.3.3 System Maintenance and Performance of Donor assisted water supply and sanitation development projects.....	25
2.3.4 Stakeholders Engagements and Performance of Donor Assisted Water Supply and Sanitation Development Projects.....	28
2.4 Summary of Literature and Research Gaps	31
2.5 Conceptual Framework.....	34
CHAPTER THREE: RESEARCH METHODOLOGY	36
3.1 Introduction.....	36
3.2 Research Design.....	36
3.3 Target Population.....	36
3.4 Sampling Procedure and Sample Size	37
3.5 Data Collection Instrument.....	38
3.6 Pre-testing/Pilot Study	39

3.6.1	Validity of the Instrument	39
3.6.2	Reliability of the Instrument	39
3.7	Data Collection Procedure	40
3.8	Data Analysis and Presentation	41
3.9	Ethical Considerations	42
CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS		43
4.1	Introduction.....	43
4.2	Analysis of Response Rate and General Information of Respondents and Surveyed Water Supply and Sanitation Development Projects.....	43
4.2.1	Questionnaire return Rate	43
4.3	General Information of Respondents and Surveyed Water Supply and Sanitation Development Projects	44
4.3.1	Gender of the Respondents	44
4.3.2	Period the Project was started	44
4.3.3	Distribution of Respondents by Type of Project.....	45
4.3.4	Rating of Water Supply Projects in Order of Respondents' Priority.....	46
4.4	Facilitation Strategy and Performance of Donor assisted Water Supply and Sanitation Development Projects	47
4.5	Inferential Statistics	60
4.5.1	Results of Correlation Analysis	60
4.5.2	Results of Regression Analysis.....	63
4.5.3	Testing Null Hypotheses.....	65

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND	
RECOMMENDATIONS.....	67
5.1 Introduction.....	67
5.2 Summary.....	67
5.3 Conclusions.....	70
5.4 Recommendations of the Study.....	71
5.5 Recommendations for Further Research.....	72
REFERENCES.....	73
APPENDICES.....	79
Appendix I: Letter of Introduction.....	79
Appendix II: Questionnaire.....	80
Appendix III: Research Authorization Letter.....	85
Appendix IV: Research License from NACOSTI.....	86

LIST OF TABLES

Table 2.1: Summary of Research Gaps.....	32
Table 3.1: Target Population.....	37
Table 3.2: Sample size	38
Table 3.3: Reliability Test Results.....	40
Table 4.1: Gender distribution of Respondents	44
Table 4.2: Period the Project was started.....	45
Table 4.3: Distribution of Respondents by Type of Project	46
Table 4.4: Rating of Water Supply Projects in Order of Priority	47
Table 4.5: Influence of Funding.....	48
Table 4.6: Influence of Strategic Partnerships.....	51
Table 4.7: Influence of System Maintenance	54
Table 4.8: Influence of Stakeholder Engagement.....	56
Table 4.9: Facilitation Strategy on Performance	59
Table 4.10: Correlation Matrix	61
Table 4.11: Model Summary	63
Table 4.12: Analysis of Variance.....	64
Table 4.13: Regression Coefficients	64

LIST OF FIGURES

Figure 2.1: Conceptual Framework	34
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OPERATIONAL DEFINITION OF TERMS

- Facilitation:** Refers to a process of intervention in the work environment to increase the productivity and efficiency of the group and prevent project failure
- Funding:** Refers to the action of providing financial resources, usually in the form of cash, or other values such as effort or time, necessary finance, program and project by the donors
- Household:** The smallest unit of a family headed by either a father, mother or elder wife.
- Stakeholder Involvement:** Refers to the participation of interest groups (e.g representatives of locally affected communities) in the planning or decision-making process.
- Strategic Partnership:** Refers to a relationship or collaboration with other partners such as the national government or county government with the intention to produce common benefits in a project
- System Maintenance:** Relate to all the activities required to operate a water supply and sanitation system, except for the construction of new facilities.

ABBREVIATION AND ACRONYMS

COK:	Constitution of Kenya
IBNET:	International Benchmarking Network
IWA:	International Water Association
KNBS:	Kenya National Bureau of Statistics
KPI's:	Key Performance Indicators
M&E:	Monitoring and Evaluation
MDG:	Millennium Development Goal
NWP:	National Water Policy Draft
RBV:	Resource-Based View
UN:	United Nations
UNDP:	United Nations Development Programme
UNICEF:	United Nations Children Emergency Fund
UNU:	United Nations University
WASH:	Water, Sanitation, and Hygiene
WHO:	World Health Organisation
WRF:	Water Research Fund

ABSTRACT

Donor assisted water supply and sanitation development projects have been of immense help to the communities living in Wajir County. While these water projects are a top priority for residents, majority are unsustainable, ineffective, inefficient, either broken, damaged, or abandoned due to failures in operation and maintenance, inappropriate technology, or insufficient community interest. As a result, the communities continue to depend on unimproved drinking water sources and unsafe sanitation and hygiene conditions, which contribute significantly to the high incidence of water-related diseases, high mortality and morbidity, especially among children under the age of five and great losses in productive time for women and school going time for children. The purpose of this study, therefore, was to establish the influence of facilitation strategy on the performance of donor assisted water supply and sanitation development projects in Wajir County, Kenya. Anchored on the resource-based view theory, stakeholders' engagement theory and the agency theory, the study sought to investigate the extent to which funding, strategic partnerships, system maintenance and stakeholders' engagement influence the performance of donor assisted water supply and sanitation development projects in Wajir County. The study was based on the descriptive survey research design. The target population was 51 donor assisted water supply and sanitation development projects and the 220 households in the study area which were Elnur, Lakoley, Wargadud and Sarman. Systematic sampling and purposive sampling techniques was applied in selecting a sample size of 111 heads of household and 51 project members from the target population. The study used questionnaires to collect data from the respondents. Validity of the questionnaire was ensured through content validity and face validity while reliability of the instrument was ensured through a test-retest procedure. Quantitative data was analyzed using correlation analysis and regression analysis. The findings of the study revealed that most of the water supply and sanitation development projects in received funding. It also found that there was presence of strategic partnerships and these partnerships helped the project leadership to do the work more efficiently. Further findings indicated that most of the water supply and sanitation development projects lacked or had improper system maintenance practices. Another finding revealed that there was involvement of stakeholders in several aspect of the project. The study concluded that funding is crucial in the running of a project. The projects would not have achieved their goals without the partnership. The stakeholders of the donor assisted water supply and sanitation development projects were involved in several aspects of the project. The study recommended that there is need to ensure timely disbursement of project funds; all organizations that intend to enter into a relationship put in place mechanisms that will ensure that they adhere to them otherwise the partnership will not be successful; management of the water and sanitation facility should devise ways of reducing the high maintenance costs, and that project leaders should be communicating with and involving all the key stakeholders in any donor funded projects.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

On planet, earth water is essential for life, critical to sustainable development and human rights. However, efforts to meet the water requirements of global population, especially in developing countries, are insufficient. The World Health Organization appraises that 2.1 billion Individuals do not get to safe drinking water and 4.5 billion need access to better hygiene while 1.1 billion practice open defecation. The worldwide inclusion of individuals who have improved access to safe drinking water stands at an average of 89%, 1% above the target Millennium Development Goal (MDG) goal. The coverage is highest in the developed countries at 99%; it is 86% in developing countries and 68% in the less developed countries (WHO/UNICEF, 2017).

Clean sanitation facilities are basic to general wellbeing and furthermore for individuals at home. Since 1990, the quantity of individuals who approach improved sanitation has expanded from 54% to 68% however about 2.3 billion individuals still do not have toilets or latrines (WHO/UNICEF, 2018). Developed countries have the highest coverage in 95%, developing countries at 59% and 40% in least developed countries. From the regional perspective, the coverage stands at 89% in North Africa, 84% in Western Asia, Latin America and the Caribbean account for 75%, East Asia 67% and Sub-Saharan Africa 33% (WHO/UNICEF, 2017). Within countries, improved coverage of water and sanitation in urban and rural regions vary considerably. Most nations in Europe, for example, Germany, United States, United Kingdom, Japan, Belgium, Bulgaria and France have 100% inclusion in urban and rural areas (WHO/UNICEF, 2017).

In North America, Brazil is the country where there is improved water coverage of 100% in urban zones, contrasted with 85% in country zones and 88% improvement in sanitation coverage in urban zones contrasted with 49% in country zones. In India improved water coverage stands at 96% in urban zones and 89% in country zones, while improved sanitation coverage is at 60% in urban zones contrasted with 24% in rural zones. In Africa, Egypt is the country that has improved water coverage by 100% in urban areas and 90% in rural areas, where improved sanitation in urban areas stands at 97% compared to 93% in rural areas. In Kenya, 83% of the urban populace approaches improved water contrasted with 54% in rural zones, while only 31% have access to improved sanitation in urban zones and 29% in rural zones. Another 25% of the population uses shared latrines, while 15% do not have access to latrines and practice open defecation (WHO/UNICEF, 2017).

Poor access to improved water and sanitation has huge ramifications. The World Health Organization (WHO, 2017) estimates that out of the 3.4 million individuals who die each year from water and sanitation related ailments, 99% of the cases occurred in developing countries. Basic sanitation facilities are inadequate, resulting in cases of diarrhea, cases of chronic malnutrition and chronic intestinal parasitic infections in children (UNU, 2015). Apart from the impact on health, poor access to improved water leads to enormous waste of productive man-hours. Approximately 200 million hours are spent worldwide gathering water day by day for residential use, with women and children, mostly girls, who bear the greatest responsibility (UN, 2015) and often collect water from polluted sources away from household expenses between 4 and 6 hours on a day (WHO, 2016).

Increasing access to improved water and sanitation has numerous favorable circumstances. The United Nations Water (2016) has found that improving these conditions can reduce the burden of global disease by 10%. Moreover, 55% of child deaths (about 4.2 million) in poor rural areas can be prevented by basic interventions of water and sanitation (UNICEF, 2016; Hill *et al.*, 2001). Improving sanitary facilities and hygienic practices, such as hand washing with soap, may also decrease (Curtis and Cirencross, 2003). Hand washing with soap can prevent more than 2 million annual deaths of children under five years (Khandekar *et al.*, 2006).

Projects that are funded by donors operate under a challenging environment, more especially those projects that deal with essential goods and services such as health and water. Among the challenges the donor projects face includes funding, availability of reliable partners, system maintenance and influence of stakeholders' engagement. This study is going to focus on donor assisted water supply and sanitation development projects which deal with essential good which is water and essential service which is sanitation. For such project to survive and operate efficiently, they need to practice strategic management.

Strategic management includes an organisation examination, decisions and operations to gain and maintain competitive advantage (Dess, Lumpkin & Taylor, 2005). It includes basic leadership about an association's targets. As indicated by Davenport (2007) making a splendid procedure is nothing contrasted with executing it effectively. Execution is basic to progress, without a cautiously and all around arranged way to deal with execution, vital objectives cannot be achieved. Hence, in endeavoring to accomplish expected outcomes, great systems ought to be appropriately actualized. Strategy implementation involves changing over the key

arrangement enthusiastically and after that into results. This strategic process is tailored to improve the efficiency of a company.

1.1.1 Organizational Performance

Performance in this conceptualization will concentrate on water facilities and utilities' efficiency and effectiveness in relation to particular elements of utility operation and system behaviour. There are several key performance indicators used to measure the performance of water supply systems. One of them is performance indicators created by the International Water Association (IWA). The International Water Association (IWA) has built up a progression of 170 weight sensors dependent on 232 factors that ought to have been routinely controlled (Alegre *et al.*, 2016). These were commonly classified as personal indicators, water indicators, quantity of water supplied indicators, operational indicators, quality and financial indicators.

Another key performance indicator for measuring the performance of water supply systems is the framework for benchmarking performance offered by the Water Research Foundation. In 2014, the Water Research Fund (WRF) distributed a write about performance correlation for adequately overseen water services. The examination project built up an administration the management system that would viably oversee water benefits and distinguished the "ten properties of proficiently overseen water services": Community sustainability, operational optimization, product quality, water resource adequacy, financial viability, infrastructure stability, customer satisfaction, , employee and leadership development, operational resiliency and stakeholder understanding and support (WRF, 2014).

The International Benchmarking Network (IBNET platform) is also one of the major performance indicators of water supply systems. The IBNET platform contains meanings of the pointers and setting data contained in the IBNET information documents. These pointers are expected for services that disseminate water and/or gather wastewater, and may likewise set aside and treat water and/or treat wastewater and is assembled under twelve headings as pursues; Service coverage, metering practices, pipe network performance, billings and collections, water consumption and production, financial performance, non-revenue water, process indicators, costs and staff, quality of services, affordability of services and assets (Alegre *et al.*, 2016).

In this review, it is noted that the key performance indicators for water supply systems discussed are most purely featuring government supply water systems in developed countries and also in urban centres of developing countries. For example, the IBNET platform is features billings and collections, metering practices and pipe network performance. Performance indicators developed by International Water Association (IWA) under operational indicators it indicates about public taps and standpipes. In this study, the researcher will measure the performance of donor assisted water supply and sanitation development projects using the following indicators; Sanitation projects worked and kept up by the donors, access and usage of sanitation facilities, recurring water and hygiene expenses provided by donors, availability and access to safe quality drinking water for persons and animals, number of built water supply systems and number of family units with all year access to water.

1.1.2 Facilitation Strategies

Facilitation in management of project is a process of intervention in the work environment to increase the productivity and efficiency of the group and prevent project failure (Grabovski, 2012). According to Morgan (2012), the facilitation strategy means the specific interventions used to ensure smooth and proper implementation of the project. The purpose of a particular promoted project is to create a strategic plan for the organization, or to improve the effectiveness of a particular process, or to define a solution to a difficult problem.

There are several facilitation strategies that can be used to ensure donor assisted water and sanitation development projects are managed effectively and efficiently. One of the facilitation strategies is funding. Funding is the activity of giving financial resources to a program or project, for the most part by an institution or organization (Mishkin, 2013). Funding sources incorporate credit, investment, gifts, stipends, funds, endowments, and assessments. Assets, for example, gifts, endowments, and stipends that do not have an immediate interest for return are portrayed as "delicate financing" or "group financing" (Clifford, 2014).

The second facilitation strategy is strategic partnerships. A strategic partnership or strategic alliance is a connection between two business organizations, generally formalized by at least one business contracts. Partnership is a key component of donor-assisted projects. There is a difference between collaboration and partnership. Since collaboration is defined as joint work, partnership is a form of formal collaboration. Partnership is a between authoritative joint effort where associations cooperate in a straightforward, libertarian and practical way, and when those

characterized as accomplices' consent to make assets and share risks just as the advantages related with organization (Balloch & Taylor, 2001).

Another facilitation strategy is system maintenance. System maintenance relate with every one of the exercises required to operate and keep well a water supply and sanitation system. System maintenance planning starts from the get-go in the procurement procedure with the development of a support idea. Maintenance planning is coordinated to create and set up prerequisites and errands that must be accomplished so as to accomplish, reestablish and keep up the operational ability of the system. All together for the system to be kept up all through its system life cycle, the maintenance process should be carried out in parallel with the process of operation (Blanchard & Fabrycky, 2011).

Stakeholder's engagement or stakeholder involvement is also a strategy to facilitate a project. Stakeholder involvement alludes to the support of intrigue gatherings in the arranging or basic leadership process (Griffith, 2012). As indicated by Howlett and Nagu (2001), there must be agreement at the national dimension and donor level for project manageability; it implies inclusion of all recipients in project structure and usage in light of the fact that the most imperative thing is enabling those without power who are targeted by development programs. When stakeholders hold a consensual opportunity to participate in donor-funded development projects, there is always an improvement of creativity and abilities and realization within communities and this, in turn, helps them to impact the monetary and social financial action of the general public which is the reason for human improvement (UNDP, 2012).

1.1.3 Donor Assisted Water Supply and Sanitation Development Projects in Wajir County

The County of Wajir has thirty-three (33) donor assisted water supply projects and eighteen (18) donor assisted sanitation development projects registered at the Ministry of Environment, Water and Natural resources (MEWNR), whose sole purpose is to give drinking water and sanitation administrations to the residents (MEWNR Wajir county Report, 2018). They are already implemented and functioning today. The purpose of the projects is to improve the standard of living of households by providing adequate water and sanitation services. Water projects in Wajir County provide locals with enough water and save them from over 50 km trekking in search of water while sanitation projects provide local members with safe place to dump and set waste. All water projects are drilled boreholes with pumps (Fironze & Carl, 2013).

According to the 2009 Census of Population and Housing, the County of Wajir was estimated to have 661,941 people, with Degoodi being the majority of Wajir County (KNBS, 2010). The county has a poverty rate of 84% and the main economic activity is pastoralism with some agro-pastoralism being drilled in the northern piece of the region. Pastoralism being the main monetary action in Wajir County it employs over 70% of the population and therefore access to the year-round supply of water is key to their economic well-being. This high poverty rate in the Wajir County and the state's failure to fully fulfill its social responsibility established a scenario where donor funding was important in community development. This has led to people seeing donor funding as an alternative solution to community welfare needs (Fironze & Carl, 2013).

1.2 Statement of the Problem

Water and sanitation facilities are a basic human need for human survival. Access to improved water and sanitation has many advantages. United Nations Water (2016) indicated that improvement in these conditions can reduce diseases in the world by 10% and prevent the death of children in poor rural areas by 55%. To stress the importance of access to safe water, the bill of rights under Article 43 of the Constitution of Kenya (COK) 2010 states that entrance to safe water and safe sanitation is a right. The National Water Policy Draft (NWP) 2012 further modifies the part to the new constitution subject to fundamental beliefs the privilege to water by all. The strategy targets of the draft likewise incorporate "Legitimately achieving comprehensive rights for the supply of water and sanitation to all in 2030 in country and urban zones" (NWP, 2012).

Be that as it may, legislative frameworks and increased investment in rural water development, access to improved drinking water remains low. In Kenya, 83% of the urban populace has access to improved water contrasted with 54% in rural areas, while only 31% have access to improved sanitation in urban zones and 29% in country zones (WHO/UNICEF, 2017). Of concern is that the government of Kenya, international institutions and NGOs since 1990s initiated several water and sanitation projects in Wajir in an effort to remedy the situation but with minimal success.

While these water projects are a top priority for residents, majority are unsustainable, ineffective, inefficient, either broken, damaged, or abandoned due to failures in operation and maintenance, inappropriate technology, or insufficient community interest (Freeman *et al.*, 2012). As a result, the communities continued to rely on

unimproved drinking water sources and unsafe sanitation and hygiene conditions, which contribute significantly to the high incidence of water-related diseases (UN Habitat, 2010), high mortality and morbidity, especially among children under the age of five (KNBS, 2015) and great losses in productive time for women and school going time for children (UNDP, 2006).

Mwangi, Namusonge & Sakwa (2016) noted that most development projects have collapsed or been abandoned because development agencies have created projects lacking a facilitation strategy. Researchers have since argued that facilitation strategies such as funding (Gachui, 2017), strategic partnership (Mbom, 2012), system maintenance (WRC, 2014) and stakeholders' engagements (Nanjowe, 2016) have had an independent and significant influence on project performance. These strategies enable project management to ensure that they have smooth and efficient operating processes to achieve their objectives. It was on this setting the investigation looked to build up the influence of facilitation strategy on the performance of donor assisted water supply and sanitation development projects in Wajir County.

1.3 Objectives of the Study

This study sought to establish the influence of facilitation strategy on the performance of donor assisted water supply and sanitation development projects in Wajir County, Kenya.

1.3.1 Specific Objectives

- i. To establish the influence of funding on the performance of donor assisted water supply and sanitation development projects in Wajir County.
- ii. To examine the influence of strategic partnerships on the performance of donor assisted water supply and sanitation development projects in Wajir County.
- iii. To determine the influence of system maintenance on the performance of donor assisted water supply and sanitation development projects in Wajir County.
- iv. To assess the influence of stakeholders' engagement on the performance of donor assisted water supply and sanitation development projects in Wajir County.

1.4 Research Hypotheses

H0₁: Funding does not significantly influence performance of donor assisted water supply and sanitation development projects in Wajir County.

H0₂: Strategic partnerships have no significant influence on performance of donor assisted water supply and sanitation development projects in Wajir County.

H03: System maintenance does not significantly influence performance of donor assisted water supply and sanitation development projects in Wajir County.

H04: Stakeholders engagement has no significant influence on performance of donor assisted water supply and sanitation development projects in Wajir County.

1.5 Significance of the Study

The findings are noteworthy to various partners. To begin with, are the donors of water supply and sanitation projects in Kenya, they would find this study useful in guiding their initiatives and interventions on water and sanitation project management in the area and beyond. Secondly, the community that is the project's primary beneficiary will profit from the information produced on the level of stakeholders engagements, empowerment and ownership that is necessary to ensure targeted performance of projects.

Thirdly, the government as a major stakeholder in the water and sanitation management systems may also find the outcome of the study beneficial in comprehending the dimensions and effectiveness of the facilitation strategies. Therefore, the result of this examination together with other comparable investigations may demonstrate instrumental in molding policy interventions and other facilitations to make the projects as success.

To the academicians and future researchers, the investigation ideally will produce learning that will give helpful bits of knowledge to future researchers and

development organizations on the performance of donor assisted water supply and sanitation development projects and how best to improve their performance. This has been a gray literature that has not been published or shared more so in the Kenyan context.

1.6 Scope of the Study

The focus of this study was on the influence of facilitation strategy on the performance of donor assisted water supply and sanitation development projects. The study was conducted in Wajir County. The population of the study consisted of the resident members who benefited from the project and officials who managed the project. The variable of the study were; funding, strategic partnerships, system maintenance and stakeholders engagements. The study was carried out in the year 2019.

1.7 Limitation of the Study

This investigation confronted a number of confinements. To start with non-response, there was lack of cooperation from the official managing the water projects. The researcher, however, defeats this test by disclosing to the respondents the reason of the examination. Another limitation was absence of comprehension of the investigation factors by the local members. This was overcome by disclosing to them utilizing their neighborhood vernacular and after that denoted the survey as indicated by the appropriate responses they gave. Some of the respondents were too busy doing their work and some hesitated to give out information. This was reduced by way of carrying out regular follow ups. Lastly, the study was limited to donor assisted water and sanitation development projects in Wajir County, hence it was anticipated that the

outcome would not give a conclusive picture of all donor assisted water and sanitation development projects in the county. However, this limitation was tended to by utilizing suitable sampling strategies and instrumentation.

1.8 Organization of the Study

There are five chapters in this study project. The first chapter presents the introduction of the area of study, taking into account the background of the study, the statement of the problem, the purpose of the study, the hypothesis of the research, the significance of the study, the scope of the research and the study limitation. The second chapter examines the various written works that can be accessed in the inquiry. The section includes the theoretical review, empirical literature review, study gaps overview, and conceptual framework.

The third section examines the methodology, taking into account research layout, research place, target population, sampling procedure and sample size, data collection instrument, pilot study, data collection procedure, information analysis and presentation and ethical factors. The results and their debate are included in Chapter four. It also includes response rate, bio information, descriptive analysis and discussion of each goal and inferential analysis and debate. Chapter five is the last chapter that contains the research overview, conclusion and suggestions. This chapter provides an objective overview of the findings. It also provides recommendations for further studies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section on literature review centers around the literature on the influence of facilitation strategy on the performance of donor assisted water supply and sanitation development projects in Wajir County, Kenya. More specifically this chapter discussed the influence of funding, strategic partnership, system maintenance and stakeholders' engagement. The source of material was from published books, periodicals and official articles. This chapter also highlights the theoretical review, empirical review, conceptual framework and the knowledge gap that guided the study.

2.2 Theoretical Review

Theory is an arrangement of interconnected standards and definitions that communicates a deliberate origination of wonders by characterizing connections between factors so as to clarify normal phenomena. The theoretical frameworks are explanations of phenomena and provide research with the lens to clearly see the world (Merriam, 2001). The research was guided by resource-based view theory, stakeholder engagement theory, and agency theory.

2.2.1 Resource Based View Theory

Wernerfelt (1984) propounded the resource-based theory of the firm. The organization's Resource-Based View (RBV) contends that organizations can perform better on the off chance that they can grow exorbitant assets or abilities that can only with significant effort mirror or supplant their rivals (Cooke *et al.*, 2005). RBV can

add to looking into how affiliations see and make exceptional points of confinement and how they are exchanged to new association and structures (Marvel *et al.*, 2013).

Ganali (2010) states that the benefits make the organisation run and the apportioning of these advantages to the organization ought to be finished with alert. Allotting these assets can be troublesome; however, organizations can secure the assets they need through cautious practice. A few instances of authoritative assets are innovation, individuals and cash. All these hierarchical assets are basic to the achievement and development of an establishment.

As demonstrated by Wernerfelt (1984), Resource-Based View considers inside points of confinement in the portraying strategy to accomplish a possible favored point of view in its business segments and projects. If we see the relationship is made of assets and limits which can be organized to furnish it with upper hand; by then its perspective accomplishes without a doubt ended up being back to front. Toward the day's end, its internal capacities choose the key choice it makes in fighting in its outer condition.

Asset has been described in this composition as resources appended semi-for all time to firms and fuses the two intangibles and substantial resources (Maxwell & Joseph, 2013). The central recommendation is that the way by which the sources are dispersed in the firm shapes the apparent method of the firm. Understanding the benefit separation procedure enables one to see how technique is made. Resource based view explains that an affiliation's maintainable upper hand is come to by temperance of one of a kind assets being unprecedented, critical, exceptional, non-tradable, and non-substitutable, similarly as firm-unequivocal.

This theory is applicable to the examination since one of the focal points of the investigation is funding (finance) which is an example of organizational resource. Finances are crucial to the success of an organisation or firm. Asset accessibility and use can affect performance of donor assisted water supply and sanitation development projects in Wajir County. This theory will be pertinent to the investigation since one of the focal points of the examination is funding (finance) which is an example of organizational resource. Financial resources are crucial to the success of an organisation or firm.

2.2.2 Stakeholder Engagement Theory

Freeman (1984) advocated the theory of stakeholder engagement. The theory argues that a firm should make a motivator for all accomplices, not just investors. The theory of stakeholder engagement follows its source to extraordinary wretchedness in the USA in the years 1984 (Pretson, 1990). As appeared by Freeman (1984) he searched for after by referencing the word accomplice as back to examine driven by Stanford Research Institute (SRI) which depict extra as “those get-togethers without whose help the alliance would stop to exist”.

Freeman (1984) in addition build up this thought by including any gathering or person that can impact or influenced by the accomplishment of the association reason. With accomplice duty theory the erraticism of made effort between various intrigue social gatherings can be seen sensibly through firm owners, customers, specialist and suppliers. The theory has been segregated into three viewpoints which are particular, regularizing and instrument perspective.

An unmistakable viewpoint, with this perspective, can obviously depict the attributes of the assistants related with the framework and how the affiliation interfaces with its accessories (Brenner & Cochrane, 1991), illustrative helpers in understanding the relationship between the affiliation and its associates. An institutionalizing viewpoint, this point of view sees the assistant as an end in itself reliant on the standard of mediocrity, that all individuals are totally impacted by any choice, since we all in all have a proportionate and veritable energy for a protected and stable life, as appeared by Chamber (1994) with an accentuation on the need to comprehend and address the requirements of partners being developed by leading a meeting with the invested individual and welcoming an answer from the network itself (Kamar, 1994). An instrumental point of view sees the partners as their own cash and the organizations are approached to think about the partners as this lead to accomplishment at last.

In looking at the influence of stakeholders' engagement, this theory will be fitting for top to bottom investigation of the examination, the theory end up being suitable in get-together data that do the trick the figured research speculation, theory will help in examination of accomplice distinguishing proof, characterizations similarly as understanding their lead to all the more promptly direct them.

2.2.3 Open Systems Theory

Ludwig Von Bertalanfy (1983) progressed the open system theory. The theory is essentially focused on the view that organisations are social frameworks with steady cooperation's with the outer condition and subsystems inside itself. As open system organisations get contributions from their surroundings and discharge its yields to the specific same condition. This trade relationship is viewed as imperative for an

organisation. The open system theory accordingly puts emphasis on the solidarity of organisation with parts within itself and with the external environment. Mwenda (2015) noticed that the primary administrative assignment is to locate a reasonable fit between the organisation and its environment and create legitimate organization structure that will prompt more noteworthy proficiency and viability in an organisation.

Organizations are strongly influenced by their surroundings, which employ forces of a political, economic, socio-cultural and legal nature, but on the other hand, are dependent on this equivalent condition for its key assets important to support the organization and improve its survival within the sight of a dynamic domain. This theory is relevant to the study in that the performance of donor assisted water supply and sanitation development projects in Wajir County depends on the political will of the county government and also the social-cultural practices of the people of Wajir. This will enable the project to readjust their strategies to fit the changing environment.

2.3 Empirical Literature Review

2.3.1 Funding and Performance of Donor assisted water supply and sanitation development projects

The sources and synthesis of project finance is one of the key factors that may influence the success and performance of a project. Investigation on various studies has demonstrated that sources of finances have a positive influence on projects. In his findings, Kasoo (2010) reiterated that other than community participation, sources and composition of project finance has a direction on project accomplishment also. This

was affirmed by Ayodele (2011) that one noteworthy reason for poor performance of donor funded projects in Nigeria was due to inadequate funding and finance.

Onchoke (2013) grasped an examination on components influencing performance of community development projects in Kisii Central District. Sources of finance and financial resources were the components considered for examination. The examination estimated project performance using the triple prerequisites method that thinks about time, spending plan and scope indicators. The examination utilized stratified testing and utilized both essential and optional information. Both descriptive and inferential estimations were used for reasons for information examination. Sources of funds were found to yield truthfully gigantic impact on performance exhibited through the triple confinement's framework. This study focused on all the community development projects yet the present study will look specifically on water and sanitation projects. Also noted is that the indicators for measuring performance in the present study will be different from the triple constraints methodology.

Yang and Jackson (2011) explored the significance of financial resources in project implementation. The examination was a case of stalled pumped-hydro energy storage in the United States. The investigation discovered that financial uncertainty was the project's restricting variable. On financial management, Nturibi (2004) states that for an advanced project to be monetarily maintainable, it requires a sound financial base rising up out of reliable sources of financing, fiscal structures to support responsibility and income projections and improvement of attractive items to produce abundance pay over the use of the project. Though Yang & Jackson (2011) investigated about financial resources, the study focused on implementation while the present study will focus on project performance.

Huang & Chen (2009) researched the impacts of the organizations' assets and capacities on the performance of the incorporated circuit industry in Taiwan. The experimental discoveries were: assets and innovative work abilities don't influence the performance of organizations. Financial resources, showcasing assets and abilities, operational assets and capacities, HR and the executives have positively affected corporate performance. The physical capital and the executive's assets had no impact on the organizations' performance. The examination in this investigation gave additionally persuading proof to look at the long-haul connection among assets and capacities on organization performance, which has suggestions for asset the executives, portion, and asset use of Taiwan's IC structure industry to encourage the performance of their organizations.

Ochieng (2016) analyzed the effect of the dimension of subsidizing on the usage of contributor supported activities in Kibra, Nairobi County. An enlightening review configuration was utilized to gather information that appraised and interrogated the subject in Kibra. The participants of this study were staff members and target groups of donor-funded NGOs in Kibra.

The randomized sampling technique was used to sample ninety nine responses to the study. In determining the impact of the level of funding on the implementation of donor-funded projects in Kibra, research has determined that adequate and insufficient resources can impede the implementation of donor-funded projects. The sampling procedures used by Ochieng (2016) are the same sampling procedures that the present study will use though the respondents might be different. The study of Ochieng (2016) looks at funding as the independent variable in the topic while the present study uses the variable funding as a specific objective.

Ngugi and Wanyonyi (2018) focused on the factors affecting the performance of donor-funded projects in the case of Embu Water and Sanitation Company. The study used descriptive design; The target population was 49; 20 employees of a water kiosk, 2 employees of the public sanitation facility, 15 members of the Embu sanitation team, 5 government officials of Embu County and the Ministry of Health, 3 government officers, 4 public health officers and community health workers. The study showed that funding was done through commercial financing as opposed to financing done through pure grants. This implies that type of funding influence performance of donor funded projects.

Mugo (2014) facilitated an assessment on observing and evaluation of advancement ventures and budgetary methodology improvement in Kenya. The specialist amassed data utilizing review studies dispersed to the staff in the Ministry of Devolution and Planning of Kenya. The assessment unequivocally attempted to choose the effect of getting ready of the staff, money related resources distribution and accomplices' participation on the use of checking and appraisal. As to money related resources assignment, the assessment set up that the factor does earnestly affect M&E achievement and finally venture execution and monetary improvement. This examination is unique with the present investigation since the focal point of the present investigation is on assistance procedures and not on checking and assessment.

Oluoch (2014) attempted an assessment on determinants of successful observing and appraisal frameworks through a significant assessment of national youth organization reinforcing ventures (Nairobi zone). The assessment got a sensible research plan (particular research) and information collected utilizing reviews and reactions searched for from chiefs and managers. The investigator used both clear and

inferential assessment strategy. The examination developed that money-related, human and material resource accepted important employment in task accomplishment. The same opinion was shared by Huang and Chen (2009) whereby he observed financial resources, promoting assets and abilities, task assets and capacities, HR and the executives all effectively affected firms' performance.

2.3.2 Strategic Partnership and Performance of Donor assisted water supply and sanitation development projects

Partnership among donors is becoming increasingly popular in international development. International funding is devoted to solving the most intractable problems. Harmonization of donors is an integral part of the Paris Declaration on Aid Effectiveness (March 2005), which has been maintained by international organizations and bilateral aid agencies. For their part, more and more funds are reaching out to their organizations to share strategies, knowledge, and resources with other grantees with a view to gaining greater impact as well as economies of scale.

Odhiambo (2013) inquired about how open private association game-plans have performed in the course of action of water benefits in Kenya. The broad focal point of the assessment was to investigate aftereffects of the private-private association plan for the course of action of water as an open respectable as a test in Kenya. The assessment used helper data and basic data from a nuclear family review of 288 respondents. The essential finding was that open associations that have grasped progressively private section backing have performed better than anything those that have not, from now on the more the open private portion association, the better the exhibition.

Wilson & Boyle (2004) directed an examination on the job of the association in giving the administrations of the close-by government presentation lobby, a logical examination from Northern Ireland. The paper showed a mix of research on associations and their criticalness to adjacent displays in light of continuous government system. The importance of organizations to this industry has been concentrated through the exploration of four nearby experts in Northern Ireland, whose organization build up a provincial historical centre administration.

Subjective meetings demonstrate that in spite of the little size of the organization, a few advantages have been exchanged, and the organization system can work for organizations with a couple of assets. A large portion of the achievement of a contextual analysis organization can be ascribed to the capabilities and administration of a designated staff part. Owen (2011) led an examination entitled public and private partnerships for service delivery. The examination managed the usage of services marked by the open division to private area organizations. The end was presumably founded on the biggest poll regarding the matter up until now, including 7,500 private-open organizations, and was rehashed each year for a long time. Private organization's giving services included worldwide organizations, for example, IBM and Andersen Consulting just as local organizations.

Matibane (2010) added to this field of concentrate in a work went for improving the conveyance of services through organizations between the government and the private sector, a contextual investigation of Imetham Yethu. The investigation, for the most part, analyzed the dimension of services conveyance and organizations in Imizamo Yethu. There was additionally an absence of administrations and an absence of organization between the local government, which is the city of Cape Town, common

society and the private part. Suggested the foundation of a network administration, conveying data by the city of Cape Town through a correspondence procedure went for illuminating the network about the arrangement of such services.

An investigation led by Pradeep (2011) investigated the difficulties of conveying LG services in Sri Lanka. In light of this, the Metara Local Council was as of late picked as an experiment. For each situation, the analyst endeavoured to discover the responses to the exploration inquiries of what are the difficulties looked by MMC as far as giving better services. The fundamental discoveries of the investigation are that albeit decentralized LG has executed a few methodologies and developments, created organizations with the private sector and improved participation in the conveyance of medicinal services, it has failed to ensure better service to public health.

2.3.3 System Maintenance and Performance of Donor assisted water supply and sanitation development projects

Iwarere and Lowell (2011) investigated the efficiency of government facility maintenance policies in Nigeria. It was observed that economic outrage, deficient equipment, bad culture of assistance, bad additional components, lack of administration, lack of preparation programs, the unpredictable supply of impact as severe problems frustrating the efficiency of open offices. The management and representatives ought to satisfy their obligations to guarantee compelling support of public facilities. Hence the public organizations must receive four key parts of the monetary record, concentrating on four separate yet related points of view of hierarchical performance and the management.

Nwankwojike, Inah, Osinachi and Abam (2016) studied the cost performance examination of little scale vehicle support organizations in the Calabar city. Primer information of seventy diverse car support projects executed via car, rock-solid, generator and auto shaper management's organizations from February to October 2016 were inspected through direct perception. Hypothetical outcomes revealed that poor cost appraisals, upkeep span, cost of work, support type, and flawed planning as key factors that reason a convenient cost overwhelm in SMS programmed upkeep organizations. The findings showed that opportune and satisfactory cost appraisals amid the exchange stage ought to be considered fundamentally to evade superfluous expense and time changes in upkeep finishing.

Bolaji and Adejuyigbe (2013) conducted an examination and assessment of maintenance culture, improving profitability through accessibility of ideal hardware and use in assembling businesses in the Akure metropolitan zone. Numerical models were used to assess the presence of help work power in the four obvious collecting ventures in Akure, Nigeria. The results showed that the creation machines are as of now maturing, bringing about successive breakdowns. Upkeep investigation was, for the most part, disabled because of review or supervision of low support performance, low arranging, deficient upkeep, absence of fundamental extra parts and absence of upkeep.

Aluga (2011) studied the impact and suitability of building maintenance practices in the local council building or the performance of floor finishes. The study concluded that the local councils do not have such a maintenance policy, but carry out unplanned maintenance of the emergency type on their building assets. As such, the floor finishes in the soviet are in such sorry condition which continues to worsen due to

other contributing factors such as; the lack of sufficient funds due to the allocation of bureaucratic budget, the lack of regular construction supervision, indiscriminate cleaning of floor finishing with excessive reference to the type of floor finishes among others.

Selvakumar and Clarck (2012) examined the components influencing programming ventures upkeep cost. In this investigation, the elements influencing programming support cost were resolved at that point were positioned dependent on their need and after that compelling approaches to decrease the upkeep costs were introduced. Fifteen programming identified with medicinal services focuses on data frameworks in Isfahan University of Medical Sciences and clinics work were considered in the years 2010 to 2011.

Among Medical programming support colleagues, 40 were chosen as test. After meetings with specialists in this field, factors influencing upkeep cost were resolved. So as to organize the components inferred by AHP, at first, estimation criteria (factors found) were named by individuals from the upkeep group and in the long run were organized with the assistance of EC programming. In view of the aftereffects of this investigation, 32 factors were acquired which were arranged in six gatherings (Selvakumar & Clarck, 2012). "Task" was positioned as the best element in upkeep cost with the most noteworthy need. By considering some significant components like cautious practicality of IT anticipates, full documentation and go with the creators in the upkeep stage great outcomes can be accomplished to decrease support expenses and increment life span of the product.

Tye & Wenger (2014) directed an investigation of the effect of maintenance on production profitability. The outcomes demonstrated that while the interest in the upkeep application might be exorbitant at a prior phase of usage that it is hard to quantify and follow its effect on the matter of the organization. Before long, its job in improving gainfulness of organization efficiency is fundamental. In this manner, upkeep is a benefits focus instead of a cost focus.

2.3.4 Stakeholders Engagements and Performance of Donor Assisted Water Supply and Sanitation Development Projects

The commitment of partners is basic to the achievement of any undertaking in an association (Moodley, 2012). Mitchell, Agle & Wood (2007) demonstrate that in a venture domain, various partners can routinely move by and large in dimension of impact. The consideration of partners can occur in different bits of the task cycle and at different components of society and takes a wide scope of structures. These can move along a continuum by contributing data sources, pre-arranging the project, sharing data, counselling, basic leadership, organization and strengthening. The responsibility is additionally methods and an end. As a method, it's where individuals and community participate and team up on project development (Andersen, 2009).

Temba (2015) assessed the effects of stakeholder participation in the project on sustainability. Cross-sectional research and design descriptions were used with a sample size of 70 stakeholders. The investigation found that all together for participation of stakeholders is successful in advancing the supportability of projects financed by the donor, it ought to be started from the earliest starting point of the project. The examination additionally discovered that the essential job of stakeholder

support in giving subsidized projects was fundamental as asset assembly, joint effort and organization, material commitments and civilian control.

Gachui (2017) surveyed the effect of donor financing on the accomplishment of community improvement in Kenya and depended on contributor supported tasks in Embu County. One of the objectives examined was to evaluate the impacts of partner inclusion on the accomplishment of network advancement extends in Embu County. The investigation populace was 1853 individuals who were individuals from the 20 water undertakings that framed the premise of this examination. The aftereffects of the investigation demonstrated that partner inclusion had a positive and huge effect on the dimension of achievement of network improvement ventures.

Mungatu and Mulyungi (2017) examined the impact of partner partnership on the outcomes of the undertaking, an example of Water, Sanitation and Hygiene (WASH) in Rwanda. The inquiry used an unmistakable framework for the overview. The target population for the inquiry was the various partners in Rwanda's WASH project. From an instance of 409 participants, information was collected. The key undertakings were collected from network individuals using a semi-organized poll. Despite the study, through conferences and perceptions, other vital data was obtained. The inquiry showed that at the beginning of the task partner association arranged, execution and audit added to extend results. The study recommended that the components play an important role in decision making because they are project recipients and know that the projects are beneficial to them.

The achievement or failure of numerous customary improvement projects and projects has been ascribed to the incorporation of stakeholders or absence of contribution in

the project cycle management (Baker and Sheriff, 2009). In any case, analysis against the support worldview has expanded. Brody (2013) examines the hazard that the support of clashing participations backs off basic leadership and results in sad clashes between biodiversity preservation and financial development.

Glaz (2015) demonstrates how the basic leadership process at the Swedish Water Resources Institute was hindered by vital conduct among asset clients who looked to maintain a strategic distance from cost approach. Such outcomes may disintegrate social capital as opposed to fabricating it (Conley & Moote, 2013). Furthermore, local participation may reduce the precision of the executives since it weakens the effect of logical information on protection choices (du Toit *et al.*, 2014).

In Uganda, Mubatsi (2012) noticed that development education endeavours to incorporate local stakeholders have frequently comprised of unpredictable data gathering sessions held at schools or area base camp. In spite of the fact that exemplary, such endeavours are insufficient. Investment of nearby stakeholders is most valuable when orchestrated around the timetables and meeting standards of the most diligent and least fortunate community members. The collaboration of key partners was seen to be the most basic factor in choosing the results of the undertaking (Isham & Kahkonen, 2002).

In Ghana, the ancient Padma society was not linked to the Korle Lagoon Ecological Restoration Project (KLERP) masterminding and its performance, so they checked the assignment as a reaction to the abuse of their procedural rights (Armah *et al.*, 2009). The project is said to have been effectively finished when it met the interests of stakeholders and desires. Regardless of whether it meets the foundation of time,

spending plan, and extension, it won't be viewed as a triumph in the event that it doesn't address the issues and desires for the stakeholders (Linda & Derek, 2006).

Ruwa (2016) embraced research to show how stakeholder interest impacts the performance of donor-funded projects. The examination considered system enthusiasm for four times of the venture cycle; inception, arranging, execution and M&E. In evaluating venture execution, the examination was obliged to three key markers of task execution; Completion of time, cost recommendations, and supportability of the undertaking. The reporters were delegates of projects from the two donors, the agents of the Jewish Agency, the PIC agents and the recipients of the project. The examination found that partner cooperation and venture execution were decidedly related.

2.4 Summary of Literature and Research Gaps

The literature review entails the theories that were discussed and are: Resource-based view theory, Stakeholder engagement theory and Open system theory. The influence of facilitation strategy on the performance of donor assisted water supply and sanitation development projects were also highlighted and included; Funding, strategic partnerships, system maintenance and stakeholders' engagements and the empirical review which include Onchoke (2013), Odhiambo (2013), Matibane (2010), Iwarere and Lawal (2011), Aluga (2011), Gachui (2017), Mubatsi (2012) and with the conceptual framework. From the Literature review, most studies did not bring out clearly on how the variables influenced the performance that means they suffered bias since they were not elaborate. Therefore, this study seeks to address the research gaps found in Table 2.1 in conducting the study.

Table 2.1: Summary of Research Gaps

Researcher	Title	Objective	Findings	Research gaps	The focus of current study
Onchoke (2013)	Community Development Project performance in Kenya	To define the reasons for the performance of community development projects in Kisii Central District.	The findings showed financial sources that had a statistically significant impact on performance stated through the methodology of triple limitations: time, scope and performance based on budget.	The study used the triple constraints methodology: time scope and budget to measure performance which will be different from the indicators of the present study	Performance of donor assisted water and sanitation project will be measured in terms of access, usage and number of household benefiting from the project
Yang and Jackson (2011)	Financial resources in project implementation.	To analyse the impact of financial resources in project implementation installed pumped-hydro energy storage in the United States	The study found out that financial uncertainty was the project's limiting factor	This study focused on the implementation of projects while the present study will focus on the performance of the project	Influence of facilitation strategy on the performance of donor assisted water supply and sanitation development projects
Ochieng (2016)	Level of funding and implementation of donor financed ventures	To examine the influence of the level of funding on the implementation of donor financed ventures in Kibra, Nairobi County.	The study established that inadequate and insufficient resources can impede the implementation of donor financed ventures.	The study looked at funding as the independent variable in the topic while the present study uses variable funding as a specific objective.	Facilitation strategy is the independent variable in the present study
Odhiambo (2013)	Public-Private Partnership and performance of water projects	To examine results of the private-open association approach for the arrangement of water as an open decent in Kenya	The main finding was that open institutions that received more collaboration in the private section performed superior to those that did not.	The study focused on Public-Private Partnership as a topic which is just an objective in the current study.	Influence of facilitation strategy on the performance of donor assisted water supply and sanitation development projects

Pradeep (2011)	Challenges of LG service delivery	To investigate the difficulties of LG administration conveyance in newly constituted Matara Municipal Council, Sri Lanka.	The major finding of the study is MMC executed a few methodologies and advancements which created an association with the private area and improved the open support in the wellbeing administration conveyance process.	The study focused on the health service delivery which is different from the focus of the current study	The current study focuses on donor assisted water supply and sanitation development projects
Iwarere and Lawal (2011)	Performance measures of maintenance of government facilities	To determine the efficiency measures of government facilities maintenance in Nigeria.	The study identified poor maintenance culture as a major problem that hinders the performance measures of maintenance of public facilities.	This study looked at the performance measures of maintenance of public facilities in general yet the current study focuses specifically on donor assisted water supply and sanitation development project	Influence of facilitation strategy on the performance of donor assisted water supply and sanitation development projects
Gachui (2017)	Participation of stakeholders in community development initiatives	To evaluate the impacts of participation of stakeholders on the achievement of Embu County community development initiatives	Data analysis results suggested that the participation of stakeholders had a beneficial and substantial impact on community development projects ' level of achievement.	Stakeholder involvement in the independent variable in the topic while facilitation strategy is the independent variable in the current study	Influence of facilitation strategy on the performance of donor assisted water supply and sanitation development projects

Source: Researcher (2019)

2.5 Conceptual Framework

A conceptual framework is a figure demonstrating the connection between the autonomous factors and the reliant variable.

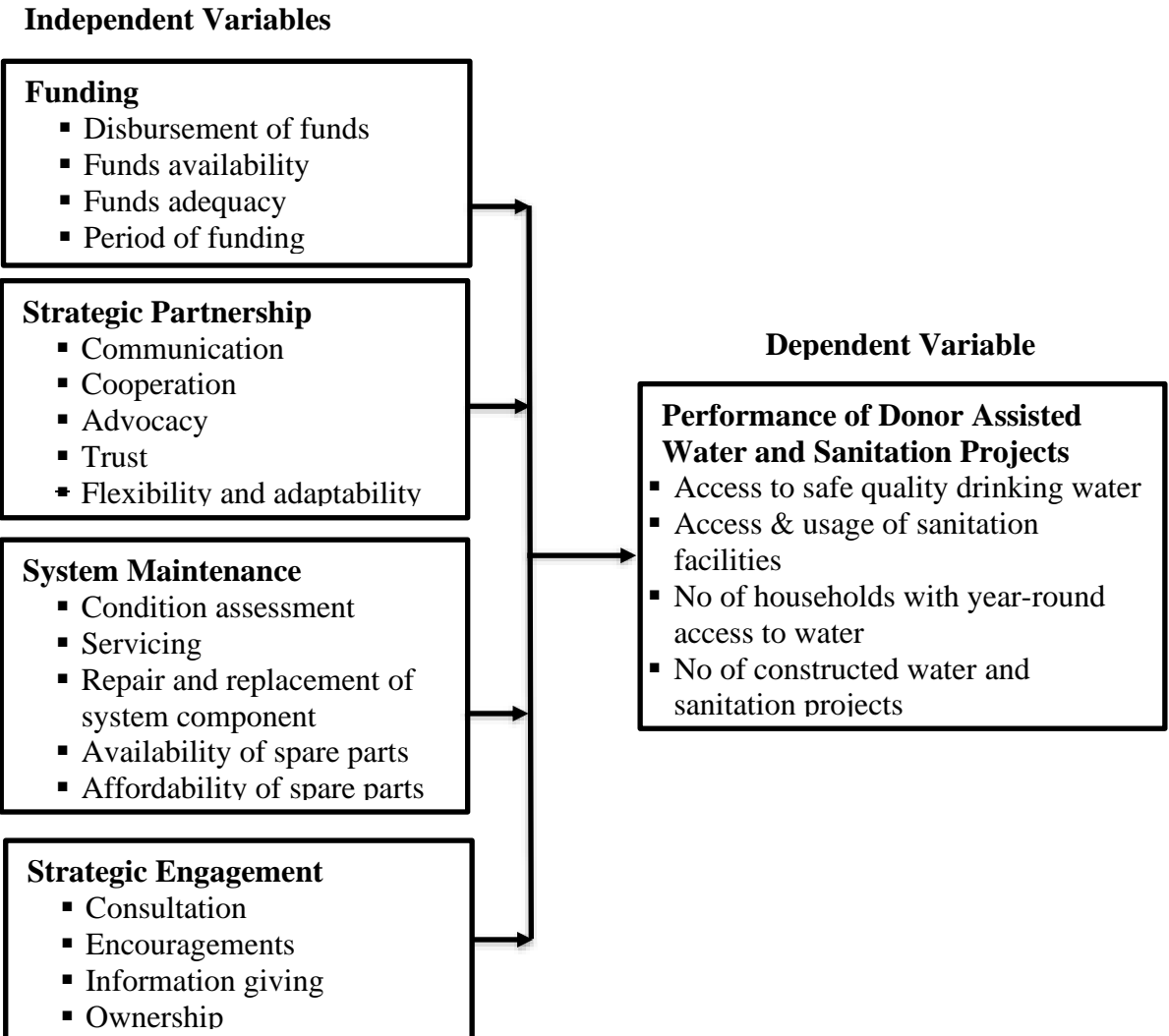


Figure 2.1: Conceptual Framework

Source: Researcher (2019)

The conceptual framework represents the relationship between facilitation strategies and performance of donor assisted water supply and sanitation development projects. Funding is the money provided by the donor for facilitating the running of water supply and sanitation development projects. When the project receives adequate funds

and the funds are disbursed on timely basis, there is high likelihood of the project to perform better. On the other hand, when the donors delay to disburse the funds or give inadequate fund to the project, the project is likely to perform poorly.

The strategic partnership is very important for any project or organisation that wants to improve in terms of performance and providing services. When the project allows collaboration with other stakeholders that intend to produce common benefits, the project will be likely to meet its goals that would otherwise not have been achieved without the partnership. On the other hand, the project whose stakeholders does not cooperate, do not trust each other and do not communicate well it's likely to fail.

One of the strategic management tools for any organisation or project especially those with machines are to plan and prepare for system maintenance. When systems are serviced, repaired and replacement of system components made whenever the need arises, the performance of the project is likely to perform well thus achieving its goals. On the other hand, when there is no clear plan for system maintenance, the project is likely to fail thus its goals will not be achieved.

Association of partners improves responsibility for task in this way expanding its presentation achievement. An undertaking whose contributors effectively look to propagate partner inclusion is probably going to perform better. This is because each stakeholder has a part to play for the project to achieve its goal. Organisations/projects who do not encourage the stakeholders to have an interest in the success of the organisation is likely to perform poorly.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section examines procedural problems involving the management of this research. It aims to cover population, sample size and sample methods, research tools, instrument reliability, data collection, data analysis strategies and ethical considerations.

3.2 Research Design

The review used the structure of the descriptive research survey. This kind of setup is reasonable for social event data, synopsis, introduction and elucidation (Orodho & Njeru 2004). Since this examination looked to get elucidating and self-revealed data on the performance of water supply and sanitation projects in Wajir County, the descriptive research configuration made it possible for the researcher to expose the respondents to a set of standardized questions for comparison.

3.3 Target Population

The study targeted the households of Eldas and Tarbas sub-counties amongst whom donor assisted water supply and sanitation development projects had been implemented. The study area covered was Elnur, Lakoley, Wargadud and Sarman. Data from the Kenya National Bureau of Statistics (2017) indicated that there were 220 households leaving around the water projects in the study area. The study targeted the entire household in the study area. For every household, one representative who is the household head, either male for male-headed household or female for female-headed households was targeted. In total, 220 persons were targeted. The study further targeted all the donor assisted water supply and sanitation development

projects within the study area that promoted access to improved water and sanitation. Fifty-one (51) donors assisted water supply and sanitation development projects existed in the study area.

Table 3.1: Distribution of Target Population

Category	Target Population
Household heads	220
Project Donors	51
Total	271

Source: KNBS (2017)

3.4 Sampling Procedure and Sample Size

Sampling was done to a few components of a populace with the goal that decisions about the whole populace can be drawn. Both purposive sampling and systematic sampling was used. Purposive sampling was used to select one member from each of the donor assisted water supply and sanitation development projects within the study area. Systematic sampling was used to select the household heads in different area locations.

So as to get the required sample size of the household heads, the examination utilized the equation proposed by Nassiuma (2000) to ascertain the sample size required from the objective populace of 220, consequently;

$$n = \frac{Nc^2}{c^2 + (N - 1)e^2}$$

Where n = sample size, N = populace size, c = variability coefficient ($\leq 30\%$), and e = error ($\leq 3\%$). This equation enables researchers to limit the error and increment the soundness of the appraisals (Nassiuma, 2000). Substitute for the equation:

$$n = \frac{220 * (0.3)^2}{(0.3)^2 + (220 - 1) * (0.02)^2} = 111.486 \approx 111$$

Therefore, the sample size of 111 participants was gotten from the above equation. Considering the member of the project, the total sample size of all the participants were as shown below.

Table 3.2: Sample size

Category	Sample
Household heads	111
Project Members	51
Total	162

Source: Researcher (2019)

3.5 Data Collection Instrument

Questionnaires served as the primary data collection tool. Preliminary quantitative data was gathered by utilization of self-regulated organized inquiries. The questionnaire was reasonable for this investigation since the inquiries were typically used to accumulate significant data about the populace (Orodho, 2004) and every parameter in the survey was created to meet explicit targets (Mugenda & Mugenda, 2003). The questionnaire was divided into five parts: funding, strategic partnership, system maintenance, stakeholder engagements, and performance of donor assisted water supply and sanitation development projects. Perceptual responses were captured on a five-point Likert scale.

3.6 Pre-testing/Pilot Study

A pilot study is used to verify the reliability and validity of the data collection instrument (Mugenda & Mugenda, 2003). It was essential because it uncovers the weakness of the questionnaire, such as unclear directions, vague questions, and general layout. Pilot reveals whether analytical techniques are appropriate and reliable. In particular, pilot testing helps identify weakness in instrumentation design and provides proxy data for the selection of the sample.

3.6.1 Validity of the Instrument

So as to guarantee that every item utilized in the questionnaire is consistent and valid, a reference check was made to the objectives of the study as well as relevant issues raised in the literature review to ensure content validity. As per Neuman and Neuman (2013), content legitimacy is a significant apparatus used to guarantee questions demonstrated in the surveys are reliable and legitimate to the exploration targets. To ensure face validity, the questionnaire was given to three experts in the School of Business of Kenyatta University to assess and review their validity and ensure their accurate measurement of what they were supposed to measure. Items that were found to be ambiguous were rethought and adjusted to stay away from equivocalness before being utilized for information gathering.

3.6.2 Reliability of the Instrument

In this examination, reliability of the instruments was cultivated through test-retest system. The analyst regulated 18 polls to the families of Ahmir region in Garissa

County and after some time controlled it once more. The zone has got benefactor helped water supply and sanitation improvement ventures. An unwavering quality coefficient was figured utilizing the Cronbach's alpha coefficient equation.

An estimation of 0.7 or beneath of the Cronbach's alpha coefficient is commonly taken to show low inner consistency, subsequently, requiring rethinking or cancellation and substitution from the instrument (Cronbach, 1987). Every one of the inadequacies or clearness issues that were found in the inquiries at this stage were properly redressed, changed or supplanted as essential. The aftereffects of dependability test as appeared in Table 3.3 demonstrate that all the investigation develops were reliable.

Table 3.3: Reliability Test Results

Study Constructs	Items	Coefficient
Funding	6	0.82
Strategic Partnerships	6	0.84
System Maintenance	5	0.80
Stakeholder Engagement	6	0.78
Performance of Water supply projects	5	0.86

Source: Researcher (2019)

3.7 Data Collection Procedure

The researcher looked for authorization to direct research from Kenyatta University and proceeded with the approval process by applying a research permit from the National Commission for Science, Technology and Innovation. In addition to the authorization and the letter of introduction from the university, the researcher visited the sub-county and the local administrative offices for introduction and updated the

officers of the intended research, its purpose and timelines. The researcher recruited four research assistants who were university graduates with experience in conducting research. The systematic sampling method was used to identify the households. This was assisted by the village elder. All the questionnaires were administered by the research assistants on a face to face basis.

3.8 Data Analysis and Presentation

Analyzing data more often than not includes decreasing amassed data to reasonable size, creating synopses, and searching for examples of utilization of measurable systems (Cooper & Schindler, 2011). The data gathered was broken down as for the investigation targets, utilizing both descriptive and inferential insights. The device of investigation embraced in this examination was Statistical Package for Social Sciences (SPSS v21).

The study used correlation and multiple regression analysis to determine the effect between approaches of facilitation strategies and performance of water supply and sanitation projects. For each variable, univariate analysis, which is a variable's distribution properties, will be performed first to describe that variable and as a preparation for multivariate analysis. In its multivariate analysis, the research will use multiple linear regressions: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$

Where:

Y- Performance of donor assisted WSSD projects

β_0 , β_1 , β_2 , β_3 , and β_4 are coefficients

X₁- Funding

X₂- Strategic partnership

X₃- System maintenance

X₄- Stakeholder engagement and

ε- Stochastic Error term.

3.9 Ethical Considerations

The research was handled professionally and all relevant ethical issues were considered in an effort to maintain integrity and protect the participation of the respondents. To start with, the consent of the participants was considered. The participants were made to comprehend that their support in the exploration is absolutely intentional. The investigation was led with most utmost confidentiality. Data got from participants were utilized exclusively for scholarly purposes. Whenever namelessness was kept up and the character reaction was kept secret all through the report. Care was taken to guarantee items in data collection instruments that were sensitive to the psychological well-being of respondents. Conflicting or threatening items on a data collection instrument or statement that can trigger negative emotions were avoided during data collection.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter provides the findings that were acquired from the analysis of data in relation to the influence of facilitation strategy on the performance of donor assisted water supply and sanitation development projects in Wajir County. The first section puts into perspective the response rate. The subsequent part covers demographic information of respondents and surveyed water supply and sanitation development projects. The third and fourth part present results of descriptive and inferential statistics respectively. The results are accompanied by pertinent interpretations and discussions.

4.2 Analysis of Response Rate and General Information of Respondents and Surveyed Water Supply and Sanitation Development Projects

This comprises of questionnaire return rate and general information of respondents and surveyed water supply and sanitation development projects in Wajir County.

4.2.1 Questionnaire return Rate

The quantities of questionnaires which are filled in agreement to directions and returned against the all-out number of questionnaires regulated on respondents establish the response rate or survey return rate. With respect to this investigation, the unit of examination was 162 which reflected the all-out number of questionnaires issued to the respondents. Given that an aggregate of 126 questionnaires were filled and gathered from the tested respondents, at that point, the response rate was observed to be 77.7%. As indicated by Fincham (2008) the objective of analysts in regard of response rates ought to be roughly 60%.

4.3 General Information of Respondents and Surveyed Water Supply and Sanitation Development Projects

The overall information of the participants and surveyed water supply and sanitation development projects included gender, type of project, period the project was started and rating of water supply projects in order of respondents' priority. The results to this effect are exhibited in Table 4.1, Table 4.2, Table 4.3 and Table 4.4

4.3.1 Gender of the Respondents

The research first attempted to determine the gender allocation of participants who were project members and heads of households who served as beneficiaries of water supply and development projects in Wajir County. The participants were asked to specify their gender, and Table 4.1 reported the outcomes.

Table 4.1: Gender distribution of Respondents

Type	Frequency	Percent
Male	69	54.4
Female	57	45.6
Total	126	100

Source: Survey Data (2019)

The study involved more males (54.4%) than women (45.6%). Males were more familiar with water supply and sanitation infrastructure details in most homes than their female counterparts, hence more prepared to engage and provide the data required for this research.

4.3.2 Period the Project was started

The study also sought to find out from the respondents when was the project started. The findings of the results are in Table 4.2.

Table 4.2: Period the Project was started

Period	Frequency	Percent
One years ago	0	0
3 years ago	13	10.6
5 years ago	56	44.2
10 years ago	27	21.3
In existence for over 10 years	30	23.9
Total	126	100

Source: Survey Data (2019)

The results in table 4.2 shows that none of the water supply and sanitation project in the study area was started one years ago, 10.6% of the water supply and sanitation project in the study area were started 3 years ago, 44.2% started 5 years ago, 21.3% started 10 years ago and 23.9% of the projects have been in existence for over 10 years. This shows that majority of the water supply and sanitation project in the study area were started five years ago. This finding demonstrated that majority of the participants gave their responses basing on the experience they have been with this water supply and sanitation project.

4.3.3 Distribution of Respondents by Type of Project

The study sought for information on the distribution of respondents by type of donor assisted water supply and sanitation development projects in the locality. Respondents were questioned by reviewing the alternative given to indicate the type of the project they were involved in by checking on the options provided. The responses are presented in Table 4.3.

Table 4.3: Distribution of Respondents by Type of Project

Type	Frequency	Percent
Water pan/Dam	23	18.0
Borehole	90	71.9
Springs	13	10.2
Total	126	100

Source: Survey Data (2019)

Table 4.3 outcomes indicate that 23 participants representing 18.0% of the sample population used or involved in water pan/dam projects, 90 (71.9%) were involved in Borehole/hand dug well projects, while 13 (10.2%) were involved in spring projects. This indicates that most participants were beneficiaries of boreholes and hand dug well projects and thus had higher access to enhanced water as borehole water is deemed safer than spring water and water pans/dams that are more susceptible to ground contamination.

4.3.4 Rating of Water Supply Projects in Order of Respondents' Priority

Data on the priority ranking of water supply and sanitation development projects by the participants were requested. The aim was to evaluate whether the rating level of projects influenced the perception of participants about the need to facilitate the project. Respondents were asked to rate projects on a 4-point scale; not a priority, low priority, moderate priority and high priority. The results of the analysis are presented in Table 4.4.

Table 4.4: Rating of Water Supply Projects in Order of Priority

Level of Priority	Frequency	Percent
High Priority	100	79.4
Moderate Priority	21	16.9
Low Priority	3	2.1
Low Priority	2	1.6
Total	126	100

Source: Survey Data (2019)

The results in Table 4.4 indicate that 100 (79.4%) participants deemed water supply and sanitation development projects to be a high priority, 21 (16.9%) thought they were of moderate priority, 3 (2.1%) ranked them as low priority, while 2 (1.6%) thought they were not a priority for them and the community. The results indicate that water supply and sanitation development projects in the societies within which they are implemented were indeed high priority projects.

This finding confirms prior research that have shown that water supply and sanitation development initiatives among rural populations are ranked top among the priorities of the populations and are seen as providing the biggest potential for enhancing the life of citizens among other development initiatives (McPeak et al., 2009). As priority projects, it was expected that the communities and the stakeholders would love the projects facilitated as they were a lifeline.

4.4 Facilitation Strategy and Performance of Donor assisted Water Supply and Sanitation Development Projects

This section covers the descriptive analysis of the research objectives. This highlights the influence of funding, strategic partnerships, system maintenance and stakeholder's engagement on the performance of donor assisted water supply and sanitation development projects in Wajir County, Kenya.

Table 4.5: Influence of Funding

Statements	5(SA)	4(A)	3(N)	2 (D)	1(SD)	Mean	STD
	F (%)	F (%)	F (%)	F (%)	F (%)		
There is usually timely disbursement of project funds	40(31.7)	38(30.2)	15(11.9)	23(18.3)	10(7.9)	3.60	1.316
The project receives adequate funds which improves the performance of the project	17(13.5)	36(28.6)	25(19.8)	28(22.2)	20(15.9)	3.02	1.302
The donors have been funding the project for a long period	57(45.2)	52(41.3)	7(5.6)	9(7.1)	1(0.8)	4.23	0.905
On our own, we are not able to raise enough funds to sustain the project	67(53.2)	46(36.5)	7(5.6)	5(4.0)	1(0.8)	4.37	0.827
Shortfall in financing is the most common cause of poor performance of donor assisted water and sanitation projects	39(31.0)	52(4.3)	15(311.9)	12(9.6)	8(6.4)	3.83	1.141
The ability of the project to meet its objectives is directly subject to availability of funds	51(40.5)	33(26.2)	23(18.3)	13(10.3)	6(4.8)	3.87	1.193

Source: Survey Data (2019)

Results from table 4.5 shows that there is usually timely disbursement of project fund (mean = 3.60). This view was supported by majority of participants (31.7%) who strongly agreed with the statement while 30.2% agreed. Similarly, most of the participants felt that the project receives adequate funds which improves the performance of the project (mean =3.02).

In particular, the participants (28.6%) agreed with the declaration and 1.5% of them strongly agreed. In addition, the donors have been funding the project for a long period (mean =4.23). In perspective of this, (45.2%) and 41.3% of the participants strongly agreed and agreed with the assertion that the donors have been funding the project for a long period. As to whether they were unable to raise sufficient funds to support the project on their own, 53.2% of the participants strongly agreed while 36.5% agreed. Based on the mean index, it is easier to see that, indeed on their own, they were not able to raise enough funds to sustain the project (mean =4.37).

Regarding whether the shortfall in financing is the most common cause of poor performance of donor assisted water and sanitation projects, majority (41.3%) of the participants agreed while 31% strongly agreed. It can be inferred that shortfall in financing is the most common cause of poor performance of donor assisted water and sanitation projects (mean = 3.83). Finally, it was noted that the ability of the project to meet its objectives is directly subject to availability of funds (mean =3.87) as supported by 40.5% of the respondents who strongly agreed and 26.2% who agreed.

Most of the variations were low and therefore did not affect the mean values substantially. These findings indicated that most of Wajir County's water supply and sanitation development projects received funding, thus enabling the projects to fulfill the goals of offering access to clean and secure drinking water. The information

showed financing strongly influenced Wajir County's achievement of water supply and sanitation development projects. The data indicated funding positively influenced the performance of water supply and sanitation development projects in Wajir County

An open-ended question was put to find the views of the participants on the effects of inadequate fund on performance of donor assisted water supply and sanitation projects. Most of the respondents were of the view that inadequate funds caused the facility sometimes not to operate due to lack of fund to purchase spare parts and repair fees.

Project financing sources and synthesis is one of the main variables that can affect a project's success and performance. Investigation on different research has shown that financial sources have a beneficial impact on projects. In his results, Kasoo (2010) reiterated that that other than community participation, sources and composition of project finance has a direction on undertaking accomplishment also.

Ayodele (2011) stated that one notable reason for the poor performance of donor-funded projects in Nigeria was due to in inadequate funding and finance. The results of this variable also coincide with that of Onchoke (2013) who adopted a review of components influencing the efficiency of community development projects in Kenya and discovered that the fund sources actually have an huge effect on performance as illustrated by the scheme of triple constraints. In addition, Ochieng (2016) found that appropriate and inadequate funds could prevent donor-funded projects from being implemented.

Table 4.6: Influence of Strategic Partnerships

Statements	5(SA)	4(A)	3(N)	2 (D)	1(SD)	Mean	STD
	F (%)	F (%)	F (%)	F (%)	F (%)		
There is understanding and correspondence of shared objectives among the partners of the project	18(14.3)	2(1.6)	26(20.6)	49(38.9)	31(24.6)	2.42	1.286
The project allows collaboration with other partners that intend to produce common benefits	22(17.5)	32(25.4)	45(35.7)	15(11.9)	12(9.5)	3.029	1.173
Project partners offer active support to the project	9(7.1)	41(32.5)	40(31.7)	21(16.7)	15(11.9)	3.06	1.122
Through strategic partnerships, the project is able to meet goals that would otherwise not have been achieved without the partnership	10(7.9)	58(46.0)	30(23.8)	20(15.9)	8(6.3)	3.33	1.043
There is mutual trust between the partners that's why they have been in partnership for a long period	7(5.6)	42(33.3)	29(23.0)	27(21.4)	21(16.7)	2.90	1.199
Partnership with other partners has helped the project leadership to do the work more efficiently because of new resourcing and synergy possibilities	6(4.8)	38(30.2)	57(45.2)	14(11.1)	11(8.7)	3.11	0.973

Source: Survey Data (2019)

In line with the descriptive results shown in Table 4.6, the study revealed that majority of the respondents disagreed with the statement that there is understanding and correspondence of shared objectives among the partners of the project (mean =2.42). This view was backed by 63.5% of the respondents who when combined either disagree or strongly disagreed. In different breath, majority were of opinion that the project allows collaboration with other partners that intend to produce common benefits (mean = 3.29). In this regard, 25.4% agreed with the statement and 17.5% strongly agreed.

However, there were a significant number of respondents 45 representing 35.7% who were of indifferent opinion. Majority respondents agreed with the statement that project partners offer active support to the project (mean =3.06) as supported by 32.5% of the respondents who agreed with the statement while 7.1% strongly agreed with the statement. Similar to the above statement, there were a significant number of respondents 40 representing 31.7% who were of indifferent opinion. It is noticeable also that majority agreed with the statement that through strategic partnerships, the project is able to meet goals that would otherwise not have been achieved without the partnership (mean= 3.33). Forty six percent (46%) of the respondents agreed with the statement while 7.9% strongly agreed.

Regarding whether there is mutual trust between the partners that's why they have been in partnership for a long period, majority of the participants were of the same opinion (mean = 2.90) with 33.3% of the respondents responding agree and 5.6% strongly agreed. On the last item of the variable, it was noticed that majority 45.2% of the respondents were of indifferent opinion on the statement that partnership with other partners has helped the project leadership to do the work more efficiently

because of new resourcing and synergy possibilities. However there was a significant 30.2 % of the respondents who agreed.

Based on the mean index (mean=3.11) it can be concluded that partnership with other partners has helped the project leadership to do the work more efficiently because of new resourcing and synergy possibilities. Most of the variations were low and therefore did not affect the mean values substantially. These findings indicated that there were presence of strategic partnerships and these partnerships helped the project leadership to do the work more efficiently because of new resourcing and synergy possibilities. The data indicated strategic partnership positively influenced the performance of water supply and sanitation development projects in Wajir County.

The findings of the open ended question revealed that the benefits of strategic partnerships on the performance of the project is that it brought in additional funds that helped in the running of the facility and further to this they said that it helps to gain new water supply and sanitation facilities and improve the existing facilities.

This finding is in line with the results of Wilson and Boyle (2004) who performed a survey on the partner's role in offering local government museum facilities, and discovered that several advantages have been transmitted despite the small scale of the partnership, and the partnership system can operate for organisations with few funds. Findings from Owen (2011) showed that partnerships have made a positive contribution to service delivery; Odhiambo (2013) found that those institutions that had collaborated with partners have performed better than those that have not.

Table 4.7: Influence of System Maintenance

Statements	5(SA)	4(A)	3(N)	2 (D)	1(SD)	Mean	ST D
	F (%)	F (%)	F (%)	F (%)	F (%)		
The condition of the water supply and sanitation facility is usually assessed periodically	24(19.0)	15(11.9)	8(6.3)	36(28.6)	43(34.1)	2.53	1.527
The water supply and sanitation facility is usually serviced every month	11(8.7)	14(11.1)	13(10.3)	40(31.7)	48(38.1)	2.21	1.298
Whenever the facility breaks down, repair and replacement of system components is done on time	10(7.9)	40(31.7)	17(13.5)	37(29.4)	22(17.5)	2.83	1.270
There is availability of spare parts whenever a part of the facility is worn out	8(6.3)	11(8.7)	8(6.3)	50(39.7)	49(38.9)	2.04	1.176
The spare parts of the water facility is affordable	4(3.2)	18(14.3)	4(3.2)	38(39.2)	62(49.2)	1.92	1.177

Source: Survey Data (2019)

The study as shown in Table 4.7 established that majority (34.1%) of the respondents strongly disagreed that the condition of the water supply and sanitation facility is usually assessed periodically while 28.6% of them disagreed. Based on the mean index of 2.54, it is, therefore, easier to deduce that most of the respondents felt that the condition of the water supply and sanitation facility was not usually assessed periodically.

With regard to whether the water supply and sanitation facility is usually serviced every month, (38.1%) of the respondents strongly disagreed while 31.7% disagreed. In accordance with the mean index of 2.21, it is, therefore, easier to derive that water supply and sanitation facility is usually not serviced every month. In general, when

the respondents were asked to indicate whether whenever the facility breaks down, repair and replacement of system components is done on time, majority agreed (mean = 2.83). In particular, (31.7%) of the respondents agreed that whenever the facility breaks down, repair and replacement of system components is done on time. However, there were a significant number of respondents representing 29.4% who agreed to the statement.

Majority (39.7%) of the respondents disagreed that there is availability of spare parts whenever a part of the facility is worn out while about 38.9% strongly disagreed. About 8 percent of them were neutral while 8.7 percent agreed with the statement. Overall the extent to which there was availability of spare parts whenever a part of the facility is worn out was very weak (mean = 2.04). On the statement the spare parts of the water facility is affordable was said to be not true (mean =1.92).

In particular, (49.2%) of the respondents strongly disagreed that the spare parts of the water facility is affordable while 39.2% disagreed. In respect of these propositions, the respondents held different opinions as depicted by the significant variation in their views. These findings indicated that most of the water supply and sanitation development projects in Wajir County lacked or had improper system maintenance practices. The data indicated system maintenance negatively influenced the performance of water supply and sanitation development projects in Wajir County.

An open-ended question was put to the respondents to say why it is important to maintain water facility. According to most of the participants, they were of the opinion that water was an essential commodity and so it was important to maintain the facility to sustain the life of people. Also, it was important to maintain the facility so as to get clean and safe drinking water for both the adults and the young. T

The results in Table 4.7 are in line with the results of Iwarere & Lowell (2011) who studied the efficiency of government facility maintenance measures in Nigeria and recognized an economic scandal, insufficient equipment, bad maintenance culture, bad spare components, insufficient leadership, absence of adequate training programs, uneven energy supply as significant impediments to performance. Although the findings of Iwarere & Lowell (2011) were based on public facilities, the donor assisted water supply and sanitation development projects have some characteristics of a public facility since most of them are owned and shared by communities.

Table 4.8: Influence of Stakeholder Engagement

Statements	5(SA)	4(A)	3(N)	2 (D)	1(SD)	Mean	STD
	F (%)	F (%)	F (%)	F (%)	F (%)		
Involvement of stakeholders improves their ownership of the project thereby increasing its performance success	41(32.5)	39(31.0)	21(16.7)	20(15.9)	4(3.2)	3.74	1.170
The donors in my project actively seek to perpetuate stakeholder involvement	19(15.1)	47(37.3)	25(19.8)	25(19.8)	10(7.9)	3.34	1.170
I am keenly involved in several aspects of our project	39(31.0)	68(54.0)	10(7.9)	5(4.0)	4(3.2)	4.08	0.876
I usually encourage other members to develop interest in the success of the project	36(28.6)	67(53.2)	12(9.5)	7(5.6)	4(3.2)	4.01	0.911
Am usually consulted regularly on issues of operation and maintenance of the project operations	48(38.1)	43(34.1)	13(10.3)	13(10.3)	9(7.1)	3.88	1.215
Am always given information about how the project is going on	21(16.7)	28(22.2)	10(7.9)	49(38.9)	18(14.3)	2.88	1.360

Source: Survey Data (2019)

The study as shown in Table 4.8 revealed that most of the respondents were of the opinion that involvement of stakeholders improves their ownership of the project thereby increasing its performance success (mean =3.74). Specifically, 32.5% of the respondents strongly agreed with the statement while 31% agreed. Similarly, the donors in the project actively sought to perpetuate stakeholder involvement (mean =3.334). This view was supported by 37.3% who agreed and 15.1% who strongly agreed. Additionally, the participants were of the view that they were keenly involved in several aspects of the project as supported by 54% who agreed and 31% who strongly agreed (mean = 4.08). Moreover, they usually encourage other members to develop interest in the success of the project (mean = 4.01) as supported by 53.2% of the respondents who agreed to the statement and 28.6% who strongly agreed. Majority of the respondents also held that they usually consulted regularly on issues of operation and maintenance of the project operations (mean = 3.88). This was supported by 72.2% of the combined respondents who either agreed or strongly agreed. On whether they were always given information about how the project is going on, majority of the respondents were of different opinion (mean= 2.88) as supported by 53.2% of the combined respondents who either disagreed or strongly disagreed to the statement.

Most of the variations were low hence significantly not affecting the mean values. These findings indicated that there was involvement of stakeholders in several aspect of the donor assisted water supply and sanitation projects. The data indicated stakeholder engagement positively influenced the performance of water supply and sanitation development projects in Wajir County. The findings of open ended question showed that stakeholder engagement was important because it brought out the needs, wants, interest and motivations of the community openly and clearly.

The results of the finding in Table 4.8 agree with that of Gachui (2017), who assessed the impact of donor funding on community development success in Kenya, and the results of the analysis showed that involvement of stakeholders had a positive and significant impact on the level of community development project success. Mungatu and Mulyungi (2017) research in Rwanda showed that participation of stakeholders in initiating, planning, implementing and reviewing projects contributed to project outcomes. Stakeholder participation is essential to an organization's achievement of any project (Moodley 2012). Inclusion of stakeholders or absence of participation in project cycle management has been ascribed to the achievement or failure of many standard development initiatives and programs (Baker and Sheriff 2009). Criticism against the paradigm of involvement has risen, however. Brody (2013) describes the danger of conflicting interest involvement slowing down decision-making and leading to unfortunate disputes between conservation of biodiversity and economic development.

Table 4.9: Facilitation Strategy on Performance

Statements	5(SA)	4(A)	3(N)	2 (D)	1(SD)	Mean	STD
	F (%)	F (%)	F (%)	F (%)	F (%)		
We have access to safe quality drinking water for people and animals	40(31.7)	33(26.2)	16(12.7)	16(12.7)	21(16.7)	3.44	1.267
We are able to access and use the sanitation facilities in our area	14(11.1)	19(15.1)	8(6.3)	40(31.7)	45(35.7)	2.34	1.187
Number of family units with all year access to water has increased	46(36.5)	35(27.8)	15(11.9)	16(12.7)	14(11.1)	3.75	1.300
The recurrent costs for water supply and sanitation services are provided by donors	33(26.2)	49(38.9)	19(15.1)	18(14.3)	7(5.6)	3.66	0.974
There is increase in number of built water supply systems and sanitation projects worked and kept up by the donors	17(13.5)	31(24.6)	5(4.0)	34(27.0)	39(31.0)	2.63	1.274

Source: Survey Data (2019)

The study, according to the results illustrated in Table 4.9, found that majority of respondents were of the view that they have access to safe quality drinking water for both people and animals (mean= of 3.44) as supported by 57.9% of the combined respondents who either agreed or strongly agreed to the statement. The respondents were of different opinion concerning whether they had access and used the sanitation facilities in the area (mean= 2.34). This is supported by 67.4% of the respondents who either agreed or disagreed. The respondents were in agreement on the statement that “number of family units with all year access to water has increased” (mean= 3.75) as supported by 64.3% of the combined respondent who either said agreed or strongly

agreed. Majority of the respondents held that the recurrent costs for water supply and sanitation services are provided by donors (mean=3.66). This was supported by 65.1% of the combined respondents who either agreed or strongly agreed. Majority of the respondents disaccorded the statement that there is increase in number of built water supply systems and sanitation projects worked and kept up by the donors (mean=2.63). This was backed by 31% and 27% of the respondents who strongly disagreed and disagreed respectively. Generally, the performance of donor assisted water supply and sanitation development projects in Wajir County according to the results in Table 4.9 was good despite the main challenge of system maintenance.

4.5 Inferential Statistics

The study sought to establish the relationship between facilitation strategies (that is, funding, strategic partnership, system maintenance, and stakeholder engagement) and performance of donor assisted water supply and sanitation development projects in Wajir County. In addition, the study analyzed the influence of the mentioned facilitation strategies. Both Pearson's correlation and multiple regression analyses were conducted to this effect.

4.5.1 Results of Correlation Analysis

Pearson's correlation analysis findings demonstrated the connection between predictor factors (facilitation strategies) and dependent variable (performance of donor assisted water supply and sanitation development projects). The results are as shown in table 4.10.

Table 4.10: Correlation Matrix

		Funding	Strategic Partnership	System Maintenance	Stakeholder Engagement
Funding	Pearson Correlation	1			
	Sig. (2-tailed)	.			
Strategic Partnership	Pearson Correlation	.629**	1		
	Sig. (2-tailed)	.002	.		
System Maintenance	Pearson Correlation	.724	-.662**	1	
	Sig. (2-tailed)	.017	.000	.	
Stakeholder Engagement	Pearson Correlation	.612	.743	.559**	1
	Sig. (2-tailed)	.031	.012	.000	.

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

Source: Survey Data (2019)

The study revealed that there was a positive, strong and statistically significant relationship between funding and performance of donor assisted water supply and sanitation development projects ($r = 0.629$; $p < 0.05$). The results were interpreted to imply that as the water and sanitation projects received more funding, the more they were likely to perform better. A decrease in funding was bound to occasion poor performance of the projects. In this respect, it is advisable for donors to continue funding the water supply and sanitation projects in order for them to continue functioning hence positive performance. These results were in support of findings of a study conducted in Kenya by Ochieng (2016) which indicated that adequate and insufficient resources can impede the implementation of donor-funded projects.

As shown in Table 4.10, the study established that there existed a positive, moderate, and statistically significant relationship between strategic partnerships and performance of donor assisted water supply and sanitation development projects ($r = 0.418$; $p < 0.05$). The results were interpreted to mean as strategic partnership

enhanced, performance of donor assisted water supply and sanitation development projects improved moderately, and the reverse was equally true. In order to improve performance of water projects, the members need to collaborate with other partners that intend to produce common benefits. The results of this study were comparable to those of an earlier study similar to Owen's (2011) findings from an earlier study. The latter results of the research showed that partnerships have made a positive contribution to the provision of service.

The results as shown in Table 4.10 revealed that the relationship between system maintenance and performance of donor assisted water supply and sanitation development projects was negative, strong and statistically significant ($r = -0.662$; $p < 0.05$). The results implied that as the costs of system maintenance increased, the higher the chances of donor assisted water supply and sanitation development projects in Wajir County performing low. In this regard, it is evident that in order to enhance performance of donor assisted water supply and sanitation development projects, stakeholders need to put in place steps to minimize system maintenance costs. The results of this research were consistent with previous findings by Iwarere and Lowell (2011), which stated that poor maintenance culture was one of the issues that hindered government facilities efficiency in Nigeria.

As shown in Table 4.10, the study established that there was a positive, moderate and statistically significant relationship between stakeholder engagement and performance of donor assisted water supply and sanitation development projects ($r = 0.559$; $p < 0.05$). The interpretation of the results was that as the donor engaged the community and other stakeholders, the water and sanitation projects were likely to record moderate enhancement in performance. The above results endorsed previous findings

in a research undertaken by Mungatu & Mulyungi (2017), which found that participation of stakeholders in project initiation, planning, execution and assessment contributed to the outcomes of the project.

4.5.2 Results of Regression Analysis

The study analyzed the influence of facilitation strategy on performance of donor assisted water supply and sanitation development projects in Wajir County. As shown in Table 4.11, the general relationship (R) between the aforesaid strategies and performance of donor assisted water supply and sanitation development projects was determined. In addition, the study analyzed the coefficient of determination (R^2) with the view of establishing the extent to which the predictor variables explained variation in performance of donor assisted water supply and sanitation development projects

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891 ^a	.795	.777	.41231
a. Predictors: (Constant); <i>Funding, Strategic Partnership, System Maintenance, Stakeholder Engagement</i>				

Source: Survey Data (2019)

As shown in Table 4.11, it was established that there existed a positive and strong relationship between the facilitation strategies (funding, strategic partnership, system maintenance, stakeholder engagement) and performance of donor assisted water supply and sanitation development projects (adjusted $R^2 = 0.777$). The results indicated in Table 4.11 shows that the aforestated relationship was found to be statistically significant ($p < 0.05$). In addition, it was revealed that the aforesaid determinants could explain 79.5% variance in performance of donor assisted water supply and sanitation development projects in Wajir County ($R^2 = 0.795$).

Table 4.12: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.289	4	2.072	12.188	.000 ^a
	Residual	2.144	121	.017		
	Total	10.433	125			
a. Predictors: (Constant), <i>Funding, Strategic Partnership, System Maintenance, Stakeholder Engagement</i>						
b. Dependent Variable: <i>Performance of Donor Assisted Water Supply and Sanitation development Projects</i>						

Source: Survey Data (2019)

The results of analysis of variance depicted in Table 4.12 illustrate that the regression model shown below was statistically significant ($F = 12.188$; $p < 0.05$). The results justified the suitability of the model in establishing the influence of facilitation strategy on the performance of donor assisted water supply and sanitation development projects.

Table 4.13: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.123	.271		.453	.653
	Funding	.333	.060	.411	5.596	.000
	Strategic Partnership	.137	.056	.184	2.461	.018
	System Maintenance	-.324	.061	-.394	-5.306	.000
	Stakeholder Engagement	.233	.049	.355	4.727	.000
a. Dependent Variable: <i>Performance of Donor Assisted Water Supply and Sanitation development Projects</i>						

Source: Survey Data (2019)

The results of regression analysis shown in Table 4.13 were used to interpret the regression model as illustrated hereunder.

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

$$Y = 0.123 + 0.333X_1 + 0.137X_2 - 0.324X_3 + 0.233X_4$$

It was revealed that in order for performance of donor assisted water supply and sanitation development projects to increase by one unit, there is need to ensure that they effect 0.333 unit, 0.137 unit, -0.324 unit, and 0.233 unit changes in funding, strategic partnership, system maintenance, and stakeholder engagement respectively while holding other factors which were not part of this study constant ($\beta_0 = 0.123$). According to the results, it is evident that funding had the strongest influence while system maintenance had the weakest influence. It is thus imperative for the project members and other stakeholder put more emphasis on the various aspect of funding including disbursement of funds, funds availability, funds adequacy, period of funding among other important elements.

4.5.3 Testing Null Hypotheses

The null hypotheses were tested at 95% confidence level which is equivalent to 0.05 significant level (p -value = 0.05). The results of t-statistics shown in Table 4.13 were employed to test the null hypotheses.

The first null hypothesis (H_{01}) stated that: Funding does not significantly influence performance of donor assisted water supply and sanitation development projects in Wajir County. The results of t-statistics ($t = 5596$; $p < 0.05$) indicated that the influence of funding on performance of donor assisted water supply and sanitation development projects was statistically significant. The results led to the rejection of the first null hypothesis and the alternate hypothesis was considered to be true. These findings were in agreement to findings by Gachui (2017) who observed that funding is a significant factor in sustainability of water projects however it has very little influence on the performance of the same projects.

The second null hypothesis (**H₀₂**) stated that: Strategic partnerships have no significant influence on performance of donor assisted water supply and sanitation development projects in Wajir County. The pertinent results of t-statistics ($t = 2.461$; $p < 0.05$) indicated that the influence of strategic partnership on performance of donor assisted water supply and sanitation development projects was statistically significant. Therefore, the null hypothesis was rejected and the alternate hypothesis taken to be true. This findings were in agreement with the findings of a study by Alegre (2016) who observed that strategic partnership has little influence on donor funded projects.

The third null hypothesis (**H₀₃**) stated that: System maintenance does not significantly influence performance of donor assisted water supply and sanitation development projects in Wajir County. The results of t-statistics ($t = -5.306$; $p < 0.05$) showed that the influence of system maintenance on performance of donor assisted water supply and sanitation development projects was statistically significant. This implied that the third null hypothesis was rejected and the alternate hypothesis considered to be true. This echoes the findings of Aluga (2011) who noted that system maintenance has insignificant influence on the performance of donor funded projects.

The fourth null hypothesis stated that: **H₀₄**: Stakeholders engagement has no significant influence on performance of donor assisted water supply and sanitation development projects in Wajir County. According to the results of t-statistic ($t = 4.727$; $p < 0.05$), stakeholder engagement was found to have statistically significant influence on performance of donor assisted water supply and sanitation development projects. Thus, the fourth null hypothesis was effectively rejected, while the alternate hypothesis was taken to be true. These findings were in agreement with the findings by Mitchell, Agle & Wood (2007).

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter, a summary of findings resulting from both descriptive and inferential analyses is presented. The conclusions drawn and recommendations thereof are also presented in the chapter. The summary, conclusions and recommendations are in line with the study objectives. This section contains the summary of the findings presented and discussed in the preceding chapter.

5.2 Summary

The purpose of this study was to establish the influence of facilitation strategy on the performance of donor assisted water supply and sanitation development projects in Wajir County. The specific objectives of the study were to; establish the influence of funding on the performance of donor assisted water supply and sanitation development projects, examine the influence of strategic partnerships on the performance of donor assisted water supply and sanitation development projects, To determine the influence of system maintenance on the performance of donor assisted water supply and sanitation development projects, assess the influence of stakeholders' engagement on the performance of donor assisted water supply and sanitation development projects in Wajir County.

Regarding the first objectives of the study on the influence of funding on the performance of donor assisted water supply and sanitation development projects in

Wajir County, the findings revealed that there was usually timely disbursement of project fund. The project used to receive adequate funds which improved the performance of the project.

The study further established that the donors had been funding the project for a long period. Also found was that the project members and the households on their own could not able to raise enough funds to sustain the project. It was discovered that the shortfall in financing was the most common cause of poor performance of donor assisted water and sanitation projects. Finally, on this variable, it was noticed that the ability of the project to meet its objectives was directly subject to availability of funds.

On the influence of strategic partnerships on the performance of donor assisted water supply and sanitation development projects in Wajir County, the findings revealed that there was no absolute understanding and correspondence of shared objectives among the partners of the project. However, the projects allowed collaboration with other partners that intended to produce common benefits.

It was found out that project partners offered active support to the project. Also noticeable is that through strategic partnerships, the projects were able to meet goals that would otherwise not have been achieved without the partnership. Also found was that there was mutual trust between the partners and that's why they had been in partnership for a long period. On the last item of the variable, it was noticed that partnership with other partners has helped the project leadership to do the work more efficiently because of new resourcing and synergy possibilities.

Concerning the influence of system maintenance, it was evident that the condition of the water supply and sanitation facility was not usually assessed periodically. Further, it was found that the water supply and sanitation facility was not usually serviced every month. However, it was noticed by slight majority of the respondents that whenever the facility breaks down, repair and replacement of system components was done on time. The study also found that the availability of spare parts was a challenge whenever a part of the facility was worn out. In addition, it was observable that the cost of spare parts of the water facility was not that affordable, they were quite expensive.

In relation to the influence of stakeholder engagement on the performance of donor assisted water supply and sanitation development projects in Wajir County, the study revealed that involvement of stakeholders improved their ownership of the project thereby increasing its performance success. Further to this, it was found that the donors in the project actively sought to perpetuate stakeholder involvement.

Other findings on the same variable showed that that project members and the household were keenly involved in several aspects of the project. Moreover, they usually encouraged other members to develop interest in the success of the project. The findings also revealed that the stakeholders were usually consulted regularly on issues of operation and maintenance of the project operations and this was done by them given information about how the project was going on.

5.3 Conclusions

The study made several conclusions pertinent to facilitation strategies and donor assisted water supply and sanitation development projects in Wajir County.

The study concluded that the donor assisted water supply and sanitation development projects received adequate funds and the donors have been funding the projects for long time. The study also concluded that shortfall in financing is the most common cause of poor performance of water and sanitation projects.

In respect of strategic partnership and performance of donor assisted water supply and sanitation development projects, the study concluded that the donor assisted water supply and sanitation development projects would not have achieved their goals without the partnership. The study also concluded that partnership with other partners has helped the project leadership to do the work more efficiently because of new resourcing and synergy possibilities.

The study inferred that there was poor system maintenance of the water supply and sanitation development projects in Wajir County and this could be explained by lack of available spare parts and also the spare parts of the water facility are very expensive. It was also deduced that the maintenance of the system was likely to be enhanced by making sure the facility is serviced every month.

The study concluded that the stakeholders of the donor assisted water supply and sanitation development projects in Wajir County were involved in several aspects of the projects such as the use, operation and maintenance. It was also inferred that

involvement of stakeholders improves their ownership of the project thereby increasing its performance success.

5.4 Recommendations of the Study

The study made several recommendations emanating from the conclusions drawn from the study findings. With respect to funding and performance of donor assisted water supply and sanitation development projects, the study recommended that timely disbursement of project resources/funds be ensured. In the same breadth, it is advisable for the project members to come up with an income generating activity which will enable them support the water and sanitation facilities.

The research found that efficient communication between partners, mutual trust and a high level of engagement invested by both sides in the partnership resulted in efficient cooperation resulting in excellent results; therefore, it is therefore recommended that all organisations intending to enter into a partnership establish processes to guarantee that they conform to them.

It is recommended that management of the water and sanitation facility should devise ways of reducing the high maintenance costs in their stations. They need to investigate best practices in maintenance that are likely to enhance their operational efficiency and boost the implementation level of those methods. In the same scope, it is suggested that the management involved should participate in spares shipping agreements in order to cope with the greatest spare parts challenge

Though the study found out that there was high stakeholder's involvement in the operation of water supply and sanitation development projects, the research proposes that project leaders communicate with and involve all important stakeholders in any project financed by donors.

5.5 Recommendations for Further Research

The purpose of this study was to establish the influence of facilitation strategies on the performance of water supply and sanitation development projects in Wajir County. The following areas are, therefore, recommended for further research; the influence of leadership on the performance of public utilities; Influence of training strategy on the implementation of e-Health System. Future studies should also explore the influence of monitoring and evaluation strategy on performance of water supply and sanitation development projects.

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APPENDICES

Appendix I: Letter of Introduction

From:

ABDI SHALLA ALI

D53/OL/CTY/32845/2016

To Mr. /Mrs.....

P.O. BOX.....

Dear Sir/Madam,

REF: REQUEST FOR RESEARCH DATA COLLECTION

I am a student in the School of Business, Kenyatta University, Nairobi Kenya pursuing a degree of Master of Business Administration (Strategic Management option). Currently, I am working on my research project with the title “**Facilitation Strategy and Performance of Donor Assisted Water Supply and Sanitation Development Projects in Wajir County, Kenya**” Could you please fill for me the below questionnaire to enable me to complete this study as your name has fallen within my study sample? Note that, the information provided here, will solely be used for academic purpose.

Your assistance is highly appreciated.

Regards,

ABDI SHALLA ALI

D53/OL/CTY/32845/2016

Appendix II: Questionnaire

The questions below are for the purpose of establishing the influence of facilitation strategy on the performance of donor assisted water supply and sanitation development projects in Wajir County, Kenya. Your view as reflected in this survey is essential to this investigation and will be held in privacy. Hence, you are requested to fill this survey in the most free and legit way that could be available.

SECTION A: DEMOGRAPHIC INFORMATION

1. What is the name of the water supply project.....

2. Gender of the Respondent?

Male

Female

3. Which type of donor funded water is in this area

Water pan/dam

Borehole

Springs

Other.....

4. When was the project started?

One year ago

3 years ago

5 year ago

10 years ago

In existence for over 10 years

5. How do you rate the project in order of your priority?

High priority

Moderate priority

Low priority

Not a priority

SECTION B: FUNDING

This sub section has statement related to funding in relation to performance of donor assisted water supply and sanitation development projects. Use the scale of Strongly Agree (5), Agree (4), Neutral (3), Disagree (2) and Strongly Disagree (1).

Statements	SA	A	N	D	SD
	5	4	3	2	1
There is usually timely disbursement of project funds					
The project receives adequate funds which improves the performance of the project					
The donors have been funding the project for a long period					
On our own, we are not able to raise enough funds to sustain the project					
Shortfall in financing is the most common cause of poor performance of water and sanitation projects					
The ability of the project to meet its objectives is directly subject to availability of funds					

In your view what are the effects of inadequate fund on performance of water and sanitation projects

.....

SECTION C: STRATEGIC PARTNERSHIP

This sub section has statement related to strategic partnership in relation to performance of donor assisted water supply and sanitation development projects. Use the scale of Strongly Agree (5), Agree (4), Neutral (3), Disagree (2) and Strongly Disagree (1).

Statements	SA	A	N	D	SD
	5	4	3	2	1
There is understanding and correspondence of shared objectives among the partners of the project					
The project allows collaboration with other partners that intend to produce common benefits					

Project partners offer active support to the project					
Through strategic partnerships, the project is able to meet goals that would otherwise not have been achieved without the partnership					
There is mutual trust between the partners that's why they have been in partnership for a long period					
Partnership with other partners has helped the project leadership to do the work more efficiently because of new resourcing and synergy possibilities					

In your view what are the benefits of strategic partnerships on the performance of the project

.....
.....

SECTION D: SYSTEM MAINTENANCE

This sub section has statement related to system maintenance in relation to performance of donor assisted water supply and sanitation development projects. Use the scale of Strongly Agree (5), Agree (4), Neutral (3), Disagree (2) and Strongly Disagree (1).

Statements	SA	A	N	D	SD
	5	4	3	2	1
The condition of the water supply and sanitation facility is usually assessed periodically					
The water supply and sanitation facility is usually serviced every month					
Whenever the facility breaks down, repair and replacement of system components is done on time					
There is availability of spare parts whenever a part of the facility is worn out					
The spare parts of the water facility is affordable					

Why is it important to maintain the water facility?

.....

.....

.....

SECTION E: STAKEHOLDER ENGAGEMENT

This sub section has statement related to stakeholder engagement in relation to performance of donor assisted water supply and sanitation development projects. Use the scale of Strongly Agree (5), Agree (4), Neutral (3), Disagree (2) and Strongly Disagree (1).

Statements	SA	A	N	D	SD
	5	4	3	2	1
Involvement of stakeholders improves their ownership of the project thereby increasing its performance success					
The donors in my project actively seek to perpetuate stakeholder involvement					
I am keenly involved in several aspects of our project					
I usually encourage other members to develop interest in the success of the project					
Am usually consulted regularly on issues of operation and maintenance of the project operations					
Am always given information about how the project is going on					

In your view what are the effects of stakeholder engagement on performance of water and sanitation projects.

.....

.....

.....

SECTION F: PERFORMANCE OF DONOR ASSISTED WATER PROJECTS

The statement below relates to the performance of donor assisted water supply and sanitation development projects in Wajir County, Kenya. Use the scale of Strongly Agree (5), Agree (4), Neutral (3), Disagree (2) and Strongly Disagree (1). Kindly tick the choice that best suits your feeling on the statement.

Statements	SA	A	N	D	SD
	5	4	3	2	1
We have access to safe quality drinking water for people and animals					
We are able to access and use the sanitation facilities					
Number of family units with all year access to water has increased					
The recurrent costs for water supply and sanitation services are provided by donors					
There is increase in number of built water supply systems and sanitation projects worked and kept up by the donors					

Thank you for your time and Cooperation

Appendix III: Research Authorization Letter



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/OL/CTY/32845/2016

DATE: 20th August 2019

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR ABDI SHALLA ALI – REG. NO. D53/OL/CTY/32845/2016.

I write to introduce Abdi Shalla Ali who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the Department of Business Administration.

Abdi intends to conduct research for a M.B.A Project Proposal entitled, Facilitation Strategy and Performance of Donor Assisted Water Supply and Sanitation Development Projects in Wajir County, Kenya".

Any assistance given will be highly appreciated.






Yours faithfully,

PROF. ELISHIBA KIMANI
AG. DEAN, GRADUATE SCHOOL

EM/lin



Appendix IV: Research License from NACOSTI

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 296999	Date of Issue: 19/September/2019
RESEARCH LICENSE	
	
<p>This is to Certify that Mr. ABDI ALI of Kenyatta University, has been licensed to conduct research in Wajir on the topic: FACILITATION STRATEGY AND PERFORMANCE OF DONOR ASSISTED WATER SUPPLY AND SANITATION DEVELOPMENT PROJECTS IN WAJIR COUNTY, KENYA for the period ending : 19/September/2020.</p>	
License No: NACOSTI/P/19/1447	
296999	
Applicant Identification Number	Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code
	
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