

**PARTICIPATORY PROJECT CYCLE MANAGEMENT AND PERFORMANCE
OF DONOR FUNDED PROJECTS IN MANDERA COUNTY, KENYA**

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DECLARATION

I declare that, this proposal is my own original work and has not been presented for award of any degree in any university. No part of this proposal should be reproduced without the authority of the author and/or Kenyatta University.

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This research project has been submitted for the course examination with my approval as the University supervisor.

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DEDICATION

This work is dedicated to my parents Mrs.Fatuma Gardale and Mr.Mohamed Madey.

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ABBREVIATIONS AND ACRONYMS

CBOs	: Community Based Organizations
DV	: Dependent Variable
IV	: Independent Variable
M&E	: Monitoring and Evaluation
NGOs	: Non-Governmental Organizations
PPC	: Participatory Project Closure
PPCM	: Participatory Project Cycle Management
PPI	: Participatory Project Identification
PPIM	: Participatory Project Implementation
PPM	: Participatory Project Management
PPP	: Participatory Project Planning
PPM&E	: Participatory Project Monitoring and Evaluation
SPSS	: Statistical Package for Social Scientists
WASH	: Water, Sanitation and Hygiene

OPERATIONAL DEFINITION OF TERMS

- Donor Funded Projects** Donor funded projects refer to those projects whose sponsorship emanate from external donations especially from international agencies and implemented by local development partners.
- Participatory Project Cycle Management** Participatory project cycle management involves ensuring that various the stakeholders are involved in key decision making in every phase of the project.
- Participatory Project Identification** Refers to the engagement of stakeholders in assessing the needs and selecting a project that will respond to the needs of the beneficiaries.
- Participatory Project Implementation** This is the engagement of all stakeholders in a project in executing all the activities as per the plan of a project.
- Participatory Project Monitoring and Evaluation** This refers to engagement of the stakeholders in continuously reviewing whether the project is being implemented according to plan and set objectives.
- Participatory Project Planning** This refers to engaging the stakeholders in developing the activities that if executed will aid in setting the project objectives.
- Project Performance** Project performance refers to the aspect of a project sustainably achieving its multiple objectives under different conditions.

ABSTRACT

The performance of donor funded projects in the global arena has been linked by previous studies to participatory project cycle management. According to report by senate county public accounts and investment committee report of 2019 60% donor funded projects in Mandera County did not perform as expected and did not achieve their objectives. The study's particular goals were to evaluate the impact of participatory identification of the project, planning, implementation and monitoring and assessment on performance of projects in Mandera County supported by donations. The research was directed by community action planning theory, Freire's theory, Arnstein's Ladder of citizen participation and theory of change. The research was done using a descriptive research approach. The study's intended audience was 84 donor funded projects in Mandera County. The size of the sample for the study was 16 donor funded projects representing 20% of the total sample size. The selection process used stratified random sampling. 16 project coordinators from the sampled donor funded projects and 344 household heads the households benefiting based on the chosen donor-funded programs in Mandera County. Questionnaires for household heads and interview schedules for the project coordinators were used as the primary data collection instruments. The drop and pick approach was used to administer questionnaires. while interviews were conducted at the convenience of project coordinators but within the study timeframe. A pilot study was carried out to assist the researcher. in determining the validity and credibility of the research tools. The researcher requested a research permission from the National Commission for Science, Technology, and Innovation as well as an introduction letter from the graduate program at Kenyatta University. The acquired data was cleaned, coded, and put into the SPSS version 21 statistical package for social sciences. Principal component analysis and Pearson correlation coefficient were used to examine quantitative data, which was then presented in a table or other visual format. Subject matter and discourse analysis were employed to look into and comprehend qualitative information from interview sessions. The subject's informed consent was requested respondents and the researcher ensured that the respondents do not indicate their names on the research instruments for confidentiality. The study discovered that participation of key stakeholders in project identification, planning, implementation and monitoring and evaluation have a significant influence on performance of donor funded projects in Mandera County. The study recommends that organizations executing projects in Mandera County should encourage participation of the community Due to their major impact on the success of initiatives sponsored by donors, they are taken into account in project planning, monitoring, and assessment. Further studies should be conducted to assess the determinants of low community participation in planning and monitoring and evaluation. The current study only sampled household heads and ignored other stakeholders. Therefore future studies should replicate the current study but widen the scope of the sampled respondents to include other stakeholders.

CHAPTER ONE INTRODUCTION

1.1 Background to the study

The success and efficiency of most of the largest projects in the global arena has been linked to participatory project cycle management (PPCM). For instance, the success of projects in the America, for example, The U.S. Bank Stadium in Minnesota was credited to PPCM which led to improved project design as a result of incorporating stakeholders' skills in climate awareness, technology and topographical knowledge. As a result of stakeholder participation, the U.S. Bank Stadium was finalized six weeks before the ribbon cutting ceremony (Berg, 2016). In addition, the acceptability and sustainability of projects is also influenced by PPCM as evidenced from the U.S. Bank Stadium (Berg, 2016) and National Organic Program (NOP) (Shelton & Tracy, 2016)-a plant breeding and organic project by the United States Department of Agriculture (USDA) which have continued to benefit the local community years after their completion.

According to Jessoula, Sabato, Agostini and Madama (2014), the overall performance of projects in the United Kingdom in achieving social and economic development in the poorest regions as demonstrated in the Neighborhood Renewal Program (NRP) of 2007 was as a result of stakeholder participation through collaboration of the different actors in the projects. The projects in the UK, for example, the NRP, have closed the social and economic gap by specifically uplifting the livelihoods of the local citizens especially in Northern Ireland (Jessoula *et al.*, 2014).

The performance of projects in Japan has improved owing to stakeholders' participation in the projects' management (Hara, Kumazawa, Kimura & Tsuda, 2016). For instance, the

Metropolitan Expressway Project in Tokyo, a donor funded project mainly from The Asian Development Bank, that led to grade-separated roads, requiring the payment of a toll so as to use the expressway, was successful due to the participation of different stakeholders such as environment specialists and financial experts in the course of the project (Muromachi, Iwakura & Itaya, 2014). As a result, the projects in Japan such as the expressways are environmental friendly and resistant to climatic conditions experienced in the country. Also, most projects in Japan are efficient and accomplished through cost friendly procedures with no conflicts arising among the different stakeholders (Hara *et al.*, 2016).

In Saudi Arabia, infrastructure gap, enhanced social equity, social stability, increased job creation and equal access to public services (Saudisation) have been achieved through both government and privately funded projects (Mahmoud & Abdallah, 2014). According to Alshammari, Ghernaout, Aichouni and Touahmia (2018), most projects in Saudi Arabia use joint ventures between the government and commercial sector (PPP) to Build-Operate-Own-Transfer (BOOT) and have the government has made participatory project management (PPM) mandatory in most projects. A good example is in the Waste Water Treatment Plants Development Projects implemented by the Saudi Arabian Water & Electricity Company across the country that has seen the country reduce the cost of water as treated waste water require minimal transportation.

How well-funded initiatives by donors have fared in Africa has also been enhanced by PPCM. In Zambia, the successful performance of the last mile project funded by the German Development Cooperation clearly demonstrates the impact of PPCM in service provision to the marginalized areas of Africa. For example, the last mile infrastructure

reduced the cost of water and sanitation to an average cost of 10-14 EUR per beneficiary and increased accessibility to safe and affordable water and sanitation to more than 1.4 million citizens in the rural areas of Zambia (Gwaibi, 2016). In Uganda, there has been successful outcome in projects funded by organizations such as United Nations Development

Program (UNDP), Food, Agriculture Organization (FAO), African Development Fund amongst others. A good example is as noted in the Fisheries Development Project along Lake Victoria in Uganda which improved the income from fishing through fish quality improvements. The success of this project was due to its engagement of macro, intermediate and micro stakeholders from identification to closure. The macro stakeholders consisted of national fisheries association, government ministries and research institutions; the intermediate were the local area administrators such as district administrators, village councils, supply chain managers, marketing agents, businessmen and health agents while the micro were the fisherfolks (fishermen, fisherwomen and fisherchildren), fishing and non-fishing families and community based organizations. The stakeholders agreed on a participatory work plan which resulted on improved prices for fish and fishproducts for the local fisherfolks (Lawrence, 2015).

In Kenya, there has been excellent performance in many projects spread across various sectors such as security and poverty eradication sectors. For instance, Njeru (2018) demonstrated how slum upgrading projects were successful in the urban informal settlements such as Korogocho slums in Nairobi County. Njeru (2018) linked the success of the slum upgrading projects to PPCM. However, studies such as Jamaal (2018) and Achila & Abuya (2018) found that most projects have been witnessing partial success since

most of them only engage stakeholders project implementation and monitoring & evaluation but not in all phases of the project cycle. As a result of this background, this study aims at assessing the influence of participatory project cycle with special attention to donor-funded projects' performance management in the North Eastern region of Kenya.

1.1.1 Projects Performance

Savaya and Spiro (2011) states that the performance of the project is a critical aspect due to ethical and economic reasons. Project performance as discussed in Ismail (2016) is gauged from the perspective that the project implemented meets its envisioned purpose and objectives. For example, for the case of social projects, the community beneficiaries' livelihoods should improve as a result of the impact of the projects executed in the surrounding. Therefore, each project's success should be measured by evaluating the performance of the project executed. According to Sabini, Muzio and Alderman (2019), the performance of a project when being evaluated should focus on four different categories of predictors: the donor, the society, the implementing firm and the project factors. This means that project performance should be evaluated in the entire project cycle and afterwards after the change agents have departed (Parmenter, 2015). The community perspective of project performance measures how the project empowers the beneficiaries, while the donor perspective involves the efficient utilization of resources in the entire project cycle (Sabini *et al.*, 2019).

According to Kerzner (2017), project performance is regarded as top notch if the project enhances positive bearings while diminishing negative effects either socially, economically or environmentally throughout the project cycle ensuring that the planned benefits are realized. Project performance concept as discussed in Khalaj and Khalaj

(2017) focuses on sustainability, that is, a well performing project ensures that different firms are strengthened via the implementation of initiatives and their resulting advantages accrued are sustained and endure even after project closure.

Mavuti, Kising'u and Oyoo (2019) identify the performance of development projects in the concept of utilization of financial resources (economical) and their capacity enhance the quality of life (social) of the beneficiaries. On the other hand, Theuri (2014) states that financial viability, environment friendliness, lasting community value addition and social accountability as the main indicators of project performance. Therefore, from the discussion herein, project performance varies with the status of a project. However, common indicators of performance of projects from the literature reviewed include social benefits, economic viability and environmental sustainability.

Lensinko (2015) while discussing on donor-funded initiatives are evaluated on metrics such as project time failures that can result from delays during the execution phase. On the other hand, Kerzner (2017) opined that efficiency, timely completion and effectiveness are good indicators of project performance. The results of donor-funded programs were examined in this research and measured using completion time, economic benefits, social benefits and accomplishment of the project's goals. Participatory project cycle management ensures that stakeholders especially the community actively takes part in managing the project and contributing directly through labor force amongst other resources. Stakeholder involvement creates ownership sense essential for positive outcome of the project and also leads to better project designs and equitable distribution of the benefits of the project.

1.1.2 Participatory Project Cycle Management

According to Young (2016), participatory project cycle management involves ensuring that all parties involved in a project are considered actively involved in the naming, organizing, carrying out, keeping track of, and evaluating projects, control and closure. As a result, Usadolo and Caldwell (2016) states that all stakeholders are included in key decision making for every project phase by taking meaningful participation in the decision-making process on important subjects that inflict them. While outlining participatory project cycle management, Portny (2017) points that project needs identification ensures that stakeholders point out the needs that they feel should be considered and rank them from the most pressing ones and as a result, the stakeholders will own up the project as their own and ensure that it is effectively managed. On the hand, Ocha Kimutai (2018) state that participatory project planning involves stakeholders taking part in project plans development, resources planning as well as planning for any other activity that the project entails to make sure that timeliness in achieving the goals of the project.

After participatory planning, then comes participatory project implementation as discussed in Njeru (2018) that allows for utilization of resources as planned so as ensuring that the planned activities of the project are carried out effectively and efficiently. Another phase in participatory monitoring and evaluation is cycle management which ensures that the project is accomplished according to plan with stakeholders being engaged in errors' correction where necessary. Lastly is participatory closure which involves provision of final deliverables, releasing of the resources of the project and determining the project's success while ~~engaging~~ all the stakeholders of the

project (Tsvetkov, 2017).

Participatory project cycle management in donor funded projects is key in promoting efficiency, transparency and accountability especially in resource utilization and allocation (Nuttavuthisit, Jindahra & Prasarnphanich, 2015). In addition, it ensures that all stakeholders especially the beneficiaries are included in decision making in all phases of a project. Under participatory project cycle management, all stakeholders take active part in making decisions about topics that may impact them in project identification, planning, implementation, monitoring and evaluating as well as closure (Usadolo & Caldwell, 2016).

1.1.3 Donor Funded Projects in Mandera County

Mandera County found at the North Eastern Region of Kenya has been historically marginalized and performs below the country's average on most development indicators. As a result, the government has been partnering with international and local donors to finance and support development initiatives in the region. Specifically, in the year 2018/2019, a total of 84 projects were donor funded through NGOs, CBOs, government and private entities (Annual NGO Sector Report, 2019). Donor support such as through the World Bank, Islamic Relief, Save the Children(UK), CARE International, World Food Programme, Kenya Redcross, Pastoralists Against Hunger, Women for Peace and Development, UNICEF among others have invested heavily in infrastructure, Water, Sanitation and Hygiene (WASH) and other sustainable livelihoods' projects.

Despite the significant donor projects in the region, the county has been experiencing unfinished or delayed projects, failure of the projects to meet their intended objectives as

well not making the intended economic sense. These are mostly occasioned by absence of involvement of key stakeholders in the life cycle of the projects. For instance, poverty levels in the region are at 70%, whereas the national average is 50%; road infrastructure is poor and in some places is nonexistent; access to electricity stands at 7% as compared to the national average of 56%; access to safe and drinking water stands at 45% and access to improved sanitation is at 36%. In addition, the region is arid or semi-arid with recurrent droughts that create vulnerabilities for the population, especially because close to 90% of them fully rely on livestock farming (GoK, 2019). According to Aburo (2017), Mandera County is characteristic of poor infrastructures in transport, health and communication, limited easy accessibility to the most fundamental necessities such as contaminant-free water water, proper living standards and healthcare. Additionally, the region is prone to persistent insecurity and droughts. The situation is further worsened by a lack of significant economic activities making most of the inhabitants poverty stricken.

1.2 Statement of the Problem

According to May (2015) donor funded projects are implemented towards bettering the livelihoods of various stakeholders. With most donor funded projects implemented at very large costs, the expectation is that they will bring sustainability and positive outcomes even after project closure where the projects are expected to continue benefitting the beneficiaries targeted. However, donor-funded projects' performance in Mandera County has been wanting. Acknowledgement of a project to be said that it has performed as expected and achieved the set objectives is when it meets the set timelines, within the project costs and completed as per the specification to the satisfaction of the stakeholders(Ali, 2016).

The main areas that shows the performance of projects is the four main dimensions name: time, scope, cost and quality(Sibiya, Aigbavboa & Thwala, 2015). A critical component to success of a project is stakeholder involvement as found out in a study by Mander,2013. However, the lack of stakeholder participation in these donor funded projects has led to cost overruns, delays in completion, failure to meet objectives and stakeholder satisfaction. This is evidenced by the communities living in this County still experiencing serious challenges in food security, insecurity, poverty, water scarcity, poor human and animal health, high illiteracy levels and poor transport and communication infrastructure (Jamaal, 2018). For example, out of the total road network, approximately 74% are earth covered and close to 60% of the County is not covered by ICT infrastructure and any communication network.

Droughts are also recurrent which have increased relief food dependency syndrome with 60.8% of the households being classified as dependent on relief food (National Drought Management Authority, 2020). In terms of poverty, Mandera County ranks position 46 out of 47 in the country, with a poverty rate of 77.6% which is 31.2% above Kenya's poverty rate (Kenya National Bureau of Statistics, 2018). This means that the results for these projects in terms of poverty eradication, provision of basic amenities, infrastructure development, and security improvement amongst others have not been felt or are not reflected on what is on the ground.

In Mandera County, little is known regarding the levels of participatory project management by the beneficiaries over the project's life cycle despite the fact that there are myriad of donor funded projects. The studies carried out by Hassan, Ibrahim B (2012), focused on community participation in government funded projects in mandera

county and not donor funded projects hence there was need to carry out this research. Similarly, Yussuf Kala (2020) carried out a research on the county governments projects in Mandera county leaving out donor funded projects. In order to determine whether donor-funded initiatives in Mandera County, Kenya, will be successful, it is required to conduct a thorough evaluation of participatory cycle management.

1.3 Objectives of the Study

1.3.1 General Objective

The main goal of this investigation was to assess the influence of participatory project cyclemanagement over the performance of donor funded projects in Mandera County, Kenya.

1.3.2 Specific Objectives

This research was done to achieve the following objectives.

- To assess the influence of participatory project identification on the effectiveness of donor funded projects in Mandera County, Kenya.
- To assess the influence of participatory project planning on performance of donor funded projects in Mandera County, Kenya.
- To ascertain the impact of participatory project implementation on performance of donor funded projects in Mandera County, Kenya.
- To determine the result of participatory project monitoring and evaluation on the effectiveness of donor funded projects in Mandera County, Kenya.

1.4 Research Questions

This study sought to answer the following research questions.

- What is the influence of participatory project identification on the effectiveness of donorfunded projects in Mandera County, Kenya?
- What is the influence of participatory project planning on performance of donorfunded projects in Mandera County, Kenya?
- What is the effect of participatory project implementation on performance of donor funded projects in Mandera County, Kenya?
- What is the influence of participatory project monitoring and evaluation on performance of donor funded projects in Mandera County, Kenya?

1.5 Significance of the Study

The government will find this study useful in coming up with policies in ensuring proper execution of donor funded projects in Kenya. The policies will be significant in enabling the government play an oversight role and monitor donor activities to ensure that they are according to the laws and are of help to the community in which the donors intend to implement and fund the projects. The research is also be significant to Non-Governmental Organizations (NGOs) and Community Based Organizations (CBOs) as they will be able to develop strategies that will engage different stakeholders at each project phase. To the community, the research is significant since as the main beneficiaries they will be aware of the roles that they should play in implementing donor funded projects to ensure they are sustainable and to be enlightened on theirrole in each phase. The study is also beneficial to scholars and researchers as it will enable them further explore on PPCM. The research will act as a reference for scholars wishing to

study in this field.

1.6 Scope of the Study

The conceptual scope for this research only included participatory project identification, planning, implementation, monitoring and evaluation and closure and their impact of the achievement of projects financed by donations in Mandera County. In the theoretical scope for this study was community action planning, Freire's and Arnstein's Ladder of citizen participation theories. The geographical scope for this study was Mandera County and only involved project coordinators and household heads as the informants for the study. The research was done in the months of October, November and December in 2020 when most donor funded organizations have received donor funding and were fully operational.

1.7 Limitations of the Study

The study centered on assessing if participatory cycle management influences the performance of donor funded projects in North Eastern region of Kenya. The researcher anticipated that some of the NGOs, FBOs and CBOs may withhold necessary information. The researcher addressed this by ensuring the study participants of their confidentiality and anonymity during data collection, analysis and reporting. The researcher also anticipated logistical challenges and issues related to insecurity in the region. The researcher addressed this by working with the local administration throughout the research period.

1.8 Organization of the Study

Chapter one outlines the background to the study and focuses on PPCM and the Performance of projects using donor funding. The chapter also outlines the problem statement, general and The study's precise goals, research topics, importance, research scope and the limitations of the study.

Chapter two reviews literature that is related to the research topic. Under the literature review, what other researchers have done on PPCM and performance projects funded by donors is reviewed. The chapter also discusses the theories that guide the study and a summary of the literature review arranged chronologically. Finally, the chapter includes a theoretical foundation showing how the dependent and independent variables are related.

Chapter three is an explanation of the research methodology in terms of the research design, target population, sample size and sampling techniques, data collection procedures, data analysis and presentation, diagnostic tests and ethical considerations.

CHAPTER TWO LITERATURE REVIEW

2.1 Introduction

This section discusses the theoretical review, empirical literature review according to the objectives of the study, the conceptual framework, summary of literature review and research gaps.

2.2 Theoretical Review

2.2.1 Community Action Planning Theory

Community action planning theory was proposed by Hamdi and Goethert (1997) and its main emphasis is on which stakeholder participates in a project and at what phase. Also referred to as micro-planning, the theory aims at what should be done to empower communities so as to capacitate them in participating in every project phase. According to Special Interest Group in Urban Settlement, SIGUS (2008), the methods applied in community action planning are community-based, problem-driven, participatory, fast and made to guide policy from the lowest community level. Hamdi and Goethert (1997) created a benchmark upon which participatory project management should be conducted. Community action planning should start with building a community where community cohesiveness and leadership development should be enhanced. Problem identification should then follow where priorities are set and problems identified around key issues identified. After problem identification, strategies should be developed where options are identified and selected and there is determination of specific actions. Community action planning should also involve planning implementation where tasks are identified, responsibilities are established and a plan of operations developed. Lastly there is monitoring of outcomes where the projects are periodically reviewed to assess their

progress and take correctional measures where necessary.

According to Hamdi and Goethert (1997) participatory project management under action planning should be in accordance with the five project phases. Under the initiation phase, the community has a vital role and takes the initiative, thus allowing the project to be initiated in a bottom-up approach and not an imposition from external forces. Under the planning phase, the shared control level should be in use so as to take care of all vested interests. Under the project design phase, community involvement is less crucial and as a result, the suggested community action plans are indirect, based on consultation, and control is shared. Community involvement in this phase is advantageous as it offers innovative solutions that are derived from the community.

However, community participation at the implementation level is not crucial as this may involve technical complexities of the project being undertaken. If the community has to be involved, it should be through activities that are minor and complementary necessary for income generation and skills acquisition and training for the community. The monitoring and evaluation phase should involve both the project team and the community so as to identify the project progress and areas of concern by both the implementing team and the beneficiaries. Therefore, the theory urges that communities and development organizations should be responsible at all the phases of any project for its success.

Collado and Wang (2020) applied community action planning theory in outlining participatory planning techniques and approaches in slum upgrading projects in Colombia. As a result of participatory project management, there is strong will and commitment from all stakeholders ranging from community-level, political leaders and

project team to slum upgrading projects in the marginalized areas of Colombian cities and consequently their success. Wates (2014) applied community action planning theory in explaining the performance of projects through community taking part in project identification and stated that since the community understand their problems and challenges better than the outsiders, their input regarding the projects brings ownership and success to the project. The theory therefore was applied by Wates (2014) in moving away from the traditional trend where planning was conducted by consultants and decisions were made by politicians and leaders towards people involvement in the project's success.

However, the theory is criticized due to the fact that it is difficult to realize full community participation in real life especially due to the complexity and multiplicity of most projects that are geared towards benefitting the community (Abbott, 2002). However, Cruz- Arcila (2013) responds to this criticism by stating that participation in each project phase should be geared towards creating a relationship between the people and the people working on the project in a way which will serve their shared interests to the best; in simple terms, the amount of engagement does not need to be at the maximum level, but rather one that is more effective to the success of the project.

Despite the criticism, the theory applies to this subject because of its relevance will serve to explain how participatory project identification and planning by the local community will lead to the success of donor funded projects in Mandera County.

2.2.2 Freire's Theory of Dialogue and Society

The theory was proposed by Freire (1997) and declaring that dialogue especially among the leaders and the society, is critical to the liberation and enlightening of the people

since it challenges traditionally held techniques through the application of critical thought. Basically, the theory is based on four constructs. The first one is the construct of dialogue which involves an authentic exchange between learners and educators (in this case between the community and project team) on actual and concrete awareness about social reality which must be from the client's perspective.

The second construct as discussed in Freire (1997) is the construct of 'conscientisation' or the efforts aimed at identifying and addressing the fundamental systemic forces of coercion. 'Conscientisation' is therefore a humanization process or simply efforts whose aim is to enlighten the people regarding the impediments hindering them from reality perception. The construct of 'praxis' regarded as the third construct is the reflective action which involves linking theory to practice; in other words it is the connection between epistemology and ontology. The fourth construct, the transformation construct refers to the process of changing objects into subjects and signifies independence, integrity or status; simply, it is a construct of social consciousness. Under this construct, the aim is to change the setting such that individuals become autonomous beings. The critical consciousness, the final Freirean construct refers to the political organization of the already adversely affected in the community.

Freire's (1997) dialogue emphasis is echoed in community participation with the project team to ensure the achievement of the project objectives such as provision of basic needs of the community even after the project has been closed out. Under dialogue, community members become part of the project planning and implementation in addition to being taking part in the creation of solutions and in monitoring and evaluation. Therefore, the project is communicated in less complicated language to the people and information

regarding the project is made accessible to the beneficiaries. As a result of dialogue, there is regular contact, which offers up opportunities for success in every project. since through dialogue between project leaders and the community, breakthroughs are identified (Maqbool & Sudong, 2018).

Freirean theory has also been applied in Seymour, Geiger and Scheffler (2018) in an analysis of the perspectives of community based rehabilitation workers on provision of wheelchairs in Uganda. Under Seymour *et al.*, (2018) when there is dialogue in community based projects, two- way discussions among stakeholders are enhanced. The conscientisation construct in the concept of community based projects explores underlying forces such as difficulties faced by the community as a result of the problems they are facing. The praxis construct on the other hand is applied by providing the affected members of the community with a joint program for them to be part of through planning, implementation and evaluation.

According to Seymour *et al.*, (2018), the transformation construct on the other hand is applied in community based projects as it provides the community with problems identified with a self- reflection opportunity so that they can reflect through their transformation journey since the project was initiated up to the current situation. Finally, the critical consciousness construct is applicable in community-based projects since it builds cooperation between different stakeholders and fosters unity in developing policies and legislations necessary for the sustainability of the projects even after closure.

Despite its wide variety of applications ranging from education to social work and community development, Freire's theory has been criticized for its transcendent view of reality making concepts' interpretation and measurement difficult and very complex

(Mithra, 2014). Additionally, Mithra (2014) also criticizes the theory for its utopian nature, that is, the idealism in the theory is very excessive as it describes dialogue as the project team and the community level engaging in a project as equals which is seldom achieved in real settings. Bartlett (2005) also criticizes the theory by arguing that it necessitates for social manipulation which can be applied in domestication just as in liberation, in addition, the choice of wording is purposively done to ensure that the words are not neutral but wisely selected to challenge social reality, presenting a bias in scientific enquiry.

The theory can be applied in this study since it illustrates how stakeholder involvement has an impact on project implementation and M&E on success of donor funded projects. Through participatory project implementation and M&E different stakeholders will have self-reflection opportunities since the project was implemented and will be able to identify whether the problems identified during identification phase are being solved or not.

2.2.3 Arnstein's Ladder of Citizen Participation Theory

The theory by Arnstein (1969) represents citizen participation typology in form of a "ladder", with each climbing rung demonstrating citizen levels of agency, control and power. According to the theory, Arnstein aimed to illustrate citizen participation in the process of planning from the highest to the lowest. Arnstein demonstrated that decision power should be distributed in different ladder levels as shown below.

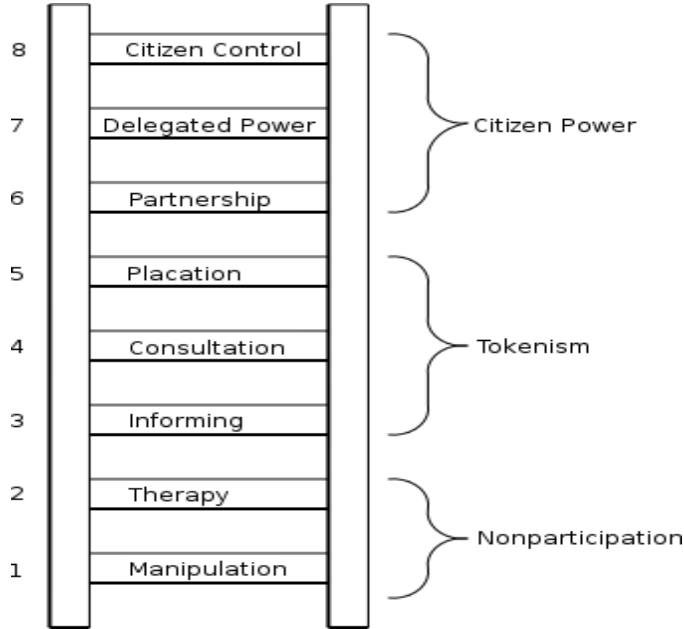


Figure 2.1: Arnstein Ladder of Citizen Participation the source: Arnstein (1969)

The bottom ladder rungs, that is, manipulation and therapy are “non-participation” levels whose real aim is not to allow citizens to engage in planning, but allow those in power to “educate” the participants. Informing, consultation and placation are the tokenism rungs that enable the have-nots to listen and voice their opinions. Further up the rungs of the ladder, represent citizen power levels with rising decision making degree. Citizens can indulge into partnerships allowing them to engage in trade-off negotiations with the powerful parties. Citizens' control and delegated authority represent the topmost rungs and demonstrate the levels at which the have-nots acquire the majority of the decision making slots, or simply full control. Therefore, the ladder of citizen participation helps demonstrate that there are substantial stages of citizen participation and an understanding of the stages enables one to understand the forceful demands of the have-nots and enables

the power-holders not confuse the responses for each level (Arnstein, 1969).

Therefore, according to the ladder of citizen participation, participation of the citizens allows for a chance to the citizens to exert influence decisions affecting them. The ladder of citizen participation was applied by Langer, Decker and Menrad (2017) in identifying six interrelated community participation levels. Though the theoretical framework as present in Langer *et al.*, (2017) is a furtherance of Arnstein's scale for citizen involvement, the framework applies ladder of citizen participation to demonstrate who participates in decision making and at what level. Different participation levels are considered appropriate for different scenarios. Therefore, the rungs can be altered to provide practitioners with alternative ways of looking at the level to which they are equipped to involve the public in their projects (Langer *et al.*, 2017).

da Cruz, de Almeida Collaço and Marins (2016) applied the Arnstein's ladder of citizen participation in analyzing Sao Paulo Strategic Master Plan (SMP) revision process in Brazil and found the different stakeholders who participate in each rung of the ladder of citizen participation. For instance, in the rungs entailing manipulation and information where society's judgment is manipulated and there is coercion by the governing body, the citizens do not have any impact on the process of making decision. In these rungs, the civil society is not engaged in the SMP revision process. On the contrary, the rungs entailing self-management and power delegation, that is participation ladder, the decision making process is shared with the civil society.

However, the theory has been criticized in Arnstein (2015) as assuming abstractions that are too simplistic. Arnstein (1969) assumes that the have-nots have a perception

that the powerful is an immovable system and that those in power perceive the have-nots as many people whose class and caste varieties comprehension among them is very minimal. In reality however, the have-nots and those in power are not homogeneous groups and each group hosts divergent opinions, competing interests and disintegrated subgroups (Arnstein, 2015). Arnstein (2015) also notes that the ladder does not analyze the roadblocks to realistic participation by the citizens. Arnstein (2015) also notes that in the real world, the rungs might surpass the eight as proposed in Arnstein (2015) with less distinctions and overlapping characteristics among them.

Despite these widespread criticisms, Arnstein's (1969) ladder is relevant in this study as it applies the top-most rungs in explaining how the participation of the have-nots (community) in decision making during project identification, planning and implementation will influence the performance projects funded by donors in Mandera County.

2.2.4 Theory of Change

The theory of change by Lewin (1947) states that change is a three stage process; unfreezing, change and refreezing. Unfreezing change entails preparing stakeholders for change so that they accept change is inevitable. This is achieved through unlocking the current status quo so as to give way to a new way of doing things. In the stage of change, stakeholders look for new ways of doing things and start believing and acting in ways that support the new direction. The refreeze stage enables stakeholders in the change process institutionalize or internalize the changes that have taken place. This ensures that the changes are applied all the time and incorporated in day-to-day business.

Jackson and Harji (2017) apply the theory of change in explaining the significance of

impact investing in rural households of West Africa. The study deviates from other studies applying the theory of change in that it does not focus on the “front end” change as a result of impact investment. According to the theory of change, it is possible to “follow the money” from investors to intermediaries, then to employees and lastly to the local households. Therefore, results of offering friendly loans to rural households in West Africa is assessed in many aspects such as income from employment, self-employment and the well-being of the households who are advanced credit.

Bartlett (2016) applied the theory of change to evaluate the success of donor funded research projects that involved collaborations between donors, researchers and the community. In this case, change measurement was two-fold; the achievements of the researchers and the impact of the research projects on the community. Ghate (2018) on the other hand explains that theory of change can be regarded as a quality improvement tool that describes the rationality, principles and assumptions connecting to what a project does, how and why it does it and the intended outcomes. However, Ghate (2018) adds that the theory of change does not guarantee any effectiveness but it only hypothesizes that a project will lead to change.

The theory of change has been hailed by Mair *et al.*, (2018) for encouraging the participation of different stakeholders in change measurement. Therefore, its application ensures that the change indicators represent a holistic view of the change caused by a project. Additionally, the theory of change also focuses on project implementation and ensures that expected outcomes are well- defined and the activities and stakeholders needed in achieving the outcomes well outlined. Therefore, it is efficient in developing solutions to problems facing societies. Stein and Valters (2012) criticize the theory of

change due to methodology limitations. Its approaches are reliant on conceptualization and narrative and are not evidence-based. This theory applies in this study since it helps in explaining the change that takes place in Mandera County when the donor funded projects are implemented and are successful.

2.3 Empirical Literature Review

2.3.1 Participatory Project Identification and Performance of Donor Funded Projects Tabot, Owuor and Migosi (2020) examined the effect of community involvement in project identification on long-term forests management in Trans Nzoia County, Kenya. The study specifically targeted 2600 community forest association members living around Saboti forest and 15 Kenya Forest Service Officers. An application of both simple random sampling and census were used in selecting 347 community members and 15 forest service officers, respectively. In the data analysis, descriptive and inferential statistics were employed. The research showed that community participation in project identification created an interest in the community towards a project that enhanced sustainable management of forests in the study area. However, the study delved just into the sustainability aspect of performance. The present research will expand on this aspect of performance and investigate the performance aspects that impact the beneficiaries directly, such as the social and economic benefits.

Ipamba (2019) assessed the impact of stakeholder participation in Korogocho slum upgrading, Nairobi, Kenya. The study evaluated whether a local committee existed, its role, and its structure in slum upgrading. The study also assessed the extent to which residents in Korogocho slums were involved in slum upgrading. By applying a cross-sectional design, the study sample 400 households to which questionnaires were

distributed. Additionally, focus groups and interviews were conducted. The study found that there existed a local committee that acted as an intermediary between beneficiaries and donors. The study also found that the community mainly participated in project identification. However, the main challenge for community participation in this area was less awareness by the local community of the affairs of the slum upgrading team. Therefore, the study recommended that more awareness campaigns regarding the project ought to be conducted. The study, however did not evaluate the effects of community taking part in the development and performance of the slum upgrading project, a dimension that the current study will take.

Henry (2016) analyzed the impact of participatory project identification on the success of projects in Kibra Constituency, Kenya, focusing specifically on the African Inland Church, Community Agency, and Vocational Training Project. The study's goals were to evaluate the impact of participatory problem analysis, participatory objectives determination, and participatory risk assessment on the success of projects. The research used a case study design on a target audience of 100 beneficiaries, 15 project teams, and 20 staff working under the program manager. The personnel was chosen using a purposive sampling approach. Working under the program manager, Krejcie and Morgan's model was applied in selecting 94 respondents from the project team and the project beneficiaries. The investigation employed a questionnaire to gather necessary data, which was analyzed using descriptive and inferential statistics. The research revealed that participatory project identification was low in the area but consequently supported the contribution of participatory project identification on projects' success in terms of prompt completion, quality, sustainability and utilization of resources within the

budgeted amounts. Following respondents' disagreement on low participatory project identification, The study suggested that the project management team should make it easier for people to help pick projects through stakeholders' forums due to its positive impact on the performance of projects. This research did not prioritize indicators of involvement of the community in project identification but focused on the effect of community being part of the identification of project as a whole on performance of donor-funded projects.

Mbevi (2016) carried out a study on how participation of the community influenced development projects' performance in Makueni County in Kenya. The purpose of the study were to evaluate the effect of community involvement in resource contribution, information sharing and the performance of development initiatives is decided upon collectively. On a target population, the study utilized a descriptive survey design on 1626 respondents where 126 comprised of project management committees with the rest being beneficiary community members. Methods for systematic and purposive random sampling were used to choose 38 project team members and 150 community beneficiaries to whereby a semi-structured questionnaire was used distributed. The findings of the study suggested that through participatory project identification, a lot of the ideas for project originate from the stakeholders (especially the community) thus making the community members own the project and therefore get involved in the project.

According to Mbevi (2016), during project identification, information is shared among stakeholders and therefore the needs of the community will be prioritized leaving them satisfied with the project results. One weakness that the study identified was failure by the project team, especially county government funded projects' team, to profile all the

necessary stakeholders making participatory project management not exhaustive. Therefore, the study recommended that project sponsors and project management teams to conduct stakeholder profiles before embarking on any project so as to make sure that relevant stakeholders are engaged in different phases of donor funded projects. This study will expand on Mbevi (2016) by profiling different stakeholders from which the study respondents was be sampled.

2.3.2 Participatory Project Planning and Performance of Donor Funded Projects

Mwangi (2020) evaluated the results of participatory methods for assessing efficiency of World Bank-funded infrastructure projects in Kenya. Among the study's the objective was to assess the impact of stakeholder participation on the effectiveness of infrastructure projects. By employing the study's descriptive research approach focused on 330 respondents categorized into three: donors, employees and community leaders of projects implemented within Nairobi Metropolitan. Questionnaires were employed to collect data. The research showed that involvement in planning enhances ownership and acceptability of the project by all stakeholders leading to improved the success of the projects. The research suggested that funding organizations should employ participatory approaches as best practices in improving the success of the projects. The study examined participatory project management by different actors in only three phases: planning, implementation and M&E. This study will expand on this by including participatory project identification and its influence on performance of donor funded projects.

Ngugi (2018) studied the influence of participation by the community at Nakuru Town, Kenya, on sustainable project management The study examined the level of participation by the community in planning phase under project management cycle. The The study

used a descriptive approach design of a survey. A sample size of 278 replies was chosen via purposive sampling from a specific population of 1101 comprising of donor representatives, project management and community members. The collecting of data was done by the use of questionnaires and interview schedules. From the findings, it was evident that majority (60.1%) of the respondents participated in project planning. Some of the activities under participatory project planning as demonstrated in the study included project location identification, project budgeting, resource mobilization, developing implementation plans and coming up with a M&E plan. As a result of participatory planning, the study found that projects in Nakuru County were sustainable. The study recommended that there should be more emphasis by project management team and the donors to enhance improved participatory project planning since it was a prerequisite for project sustainability. However, the study only examined on sustainability aspect but ignored other performance indicators such as benefits to the community; a gap that the current study seeks to expand upon.

Javaid and Habeeb (2018) studied participatory planning in greening projects of urban spaces in the State of Dehradun, India. Through a study of secondary sources such as construction journals and periodicals, the study demonstrated the importance of participatory project planning on project acceptability, utilization of local resources such as manpower and knowledge that are readily available and ensuring equal distribution of benefits. Utilization of local resources benefits greening projects in India in terms of cost since local resources are economical and can easily be mobilized ensuring that the project is completed at a lower cost and therefore promoting sustainability. In addition, the planners' comprehensive knowledge is supplemented with indigenous knowledge that

maximizing green benefits. The study recommended that community based projects should be designed in the context of community complexities so as to ensure realization of long-term benefits of the projects. Again, This study relied on original data gathered via questionnaires. and will therefore form inferences based on first-hand information.

Wanjala and Muiruri (2016) studied the impact of participatory planning based on project performance initiated by local authorities in Kenya. The focus on performance was mainly on the quality of services rendered to the local community. The The study's goals were to evaluate the impact of community participation on the quality basic amenities such as healthcare, water, education and infrastructure in Webuye Local Authority in Kenya. a case study approach to research on a target population of 926 while mixed sampling comprising of simple, stratified and A sample size was chosen with the use of purposive sampling of 238 respondents. Through qualitative and quantitative data analysis, the main finding of the study demonstrated how participatory planning significantly contributes to quality service delivery in projects initiated by local authorities. The study recommended that a wide variety of participants should be engaged so as to incorporate many stakeholders, thus ensuring divergent opinions hence better development experience by the local community, a recommendation that this study seeks to utilize.

2.3.3 Participatory Project Implementation and Performance of Projects

A study by Kago (2018) evaluated community involvement and its influence about the viability of renewable energy initiatives, with a focus on services for sustainable community development in Nakuru County. The study's objectives were to investigate how community engagement affects project design, execution, M&E and needs

examination of the long-term viability of renewable energy initiatives. Through Using a descriptive survey methodology, 610 participants from a variety of community groups, CBOs, users and employees were targeted. 235 respondents made up the sample size that was chosen using simple random sampling. Structured questionnaires were used in order to collect data. In the data analysis, descriptive statistics and regression modeling were employed. The findings of the study demonstrated that project implementation has the greatest impact on the sustainability of renewable energy projects. The report advised the project management group to should involve the local community in project implementation so as to ensure that the projects implemented deliver the projected benefits. The current study seeks to expand on Kago (2018) on the performance aspect by increasing the performance indicators unlike in this case where on sustainability of the projects is considered.

Kobusingye, Mungatu and Mulyungi (2017) studied the impact of stakeholders' participation on four project cycles; identification, planning, implementation, and evaluation of the project's results. The study focused on Rwanda's water, sanitation and hygiene (WASH) project. Through a descriptive survey design, data was collected from 409 respondents sampled from different stakeholders in Rwanda's WASH project. Semi-structured questionnaires, Data was gathered via observations and interviews. Analytical techniques for both quantitative and qualitative data were used. The research found the The project was successfully launched, planned, carried out, and reviewed.. Notably, the research found that participatory implementation of the project was the largest contributor ($r=0.971$) to project success while participatory project identification was the least contributor ($r=0.571$) to project success. The study recommended that enough

resources should be allocated to projects and that the local community should participate in decision making as the key recipients of the projects' benefits initiated. However, this study did not specify the indicators of project outcome, but only generalized whether the project was a success or not. The current study therefore deviated from this and seeks to specify the indicators of projects performance which will guide in evaluating the success of donor funded projects in Mandera County.

Adesida and Okunlola (2015) examined the impact of participation of the community in sustainability of infrastructure projects in the State of Ondo, Nigeria using a structured interview schedule to gather data from 144 respondents selected randomly from 12 communities residing in Ondo State. Through the use of frequency counts and percentages as descriptive data analysis tools and correlation analysis as inferential statistics the study showed how majority of the respondents participated in implementing infrastructural projects through labour supply, materials supply or contracting of local constructors and artisans. In addition, the high level of community involvement in project execution translated to a high completion probability within the planned timelines. The study recommended that community participation should be continually enhanced so as to ensure the sustainability of infrastructure projects in Nigeria. The study used interview schedules for data collection and this may have influenced the findings through interviewer bias. In addition, the study only focused on the sustainability aspect of the DV. This study seeks to expand this gap by using questionnaires for data collection and expounding on the indicators of the DV to include efficient use of resources, sustainability, timely completion and attainment of donor project objectives.

2.3.4 Participatory Project Monitoring and Evaluation and performance of projects

A study by Mburu (2018) assessed information needs of key stakeholders in economic stimulus f projects of fish farming in Nyeri County, Kenya. Among the study's specific objectives was to assess the influence of stakeholder participation in M&E on the performance of the fish farming projects. The sample size for the study comprised of 247 fish farmers, 8 project managers and 56 board members. Questionnaires, In order to gather data, focus groups and interviews were conducted. The study found that when stakeholders are provided with relevant feedback obtained through PM&E, they know the project progress better and also had participated in the project more and consequently own it. From the study findings, it was demonstrated that PM&E provides stakeholders with data that enhances accountability and transparency, data for decision making, planning and for use in project execution. It was recommended that fish farming projects should enhance PM&E in all project phases so as to enhance stakeholders' capacity and overall project performance. Mburu (2018) focused on the agriculture sector only and therefore the study faced the challenge of generalizing to other sectors; this study expands on this by integrating various sectors that will aid in forming judgments and generalizations.

Mutegi (2015) used a descriptive survey design to analyze beneficiaries' involvement level in the Kenya Agricultural Productivity Project in Meru County, Kenya. By adopting sample size, stratified random sampling of 138 respondents was drawn from 22, 498 population size. The study applied interview schedules and questionnaires for data collection; data analysis found that beneficiaries were highly involved in PM&E which made them feel empowered and own the project. In addition, the beneficiaries

enabled the project team identify the project failures that they encountered and thus aided in putting up correctional measures for project success and completion. The study recommended for initiatives to be commenced so as to enlighten and encourage the youth to pick up roles and take ownership of community based agricultural projects so as to boost resource mobilization, decision making and implementation of agriculture projects. While Mutegi (2015) focused on agriculture based projects, this study will diversify in order to integrate different sectors, thus enhancing comprehensive decision making and inferences.

Phil (2015) sampled 10 donor funded projects from 5 Asian countries and 6 African countries and demonstrated that PM&E is beneficial in decision making, project improvement and provision of more information especially to donors that may inform if more funds are required for project improvement. Lonborg and Rasmussen (2014) add that PM&E aids stakeholders to jointly understand the challenges that the project is facings and therefore enabling them to jointly document solutions. Such resolutions are highly likely to be accepted due to the fact that they are arrived at from what is currently affecting the project. Phil (2015) also notes that PM&E guarantee that the resources in use are the originally intended and therefore cautions the project against resource misuse, thus project efficiency. The study by Phil (2015) sampled donor funded projects and only focused on efficient resource use during PM&E while this study focused on various other indicators of projects performance and sample various stakeholders.

2.4 Summary of Literature Review and Knowledge Gaps

Table 2.1: Summary of Literature Review and Research Gap for the Study

Author (s)	Focus of the study	Key findings	Knowledge gap (s)	Focus of this study
Tabot, Owuor and Migosi (2020)	The impact of community involvement in project identification on sustainable forests management in Trans Nzoia County, Kenya.	Community participation in project identification created an interest in the community towards a project which enhanced sustainable management of forests in the study area.	The study delved only on the sustainability aspect of performance.	The current study expands on this aspect of performance and investigate the performance aspects that impact the beneficiaries directly such as the social and economic benefits.
Mwangi (2020)	The impact of participatory approaches on the effectiveness of World Bank-funded infrastructure projects in Kenya.	Involvement in planning enhances ownership and acceptability of the project by all stakeholders leading to improved performance of the projects.	The study examined participatory project management by different actors in only three phases: planning, implementation and M&E.	This study expanded on Mwangi (2020) by including participatory project identification and its influence on performance of donor funded projects.

Ipamba (2019) assessed	The impact of stakeholder participation in Korogocho slum upgrading, Nairobi, Kenya.	There existed a local committee acting as an intermediary between beneficiaries and donors. The study also found that the community mainly participated in project identification.	The study did not assess the impact of community participation on the success of the slum upgrading projects	This study expounds on Ipamba (2019) by relating community participation with performance.
Ngugi (2018)	The influence of participation by the community at Nakuru Town, Kenya, on sustainable project management	As a result of participatory planning, the study found that projects in Nakuru County were sustainable.	However, the study only examined on sustainability aspect but ignored other performance indicators	The current study focused on other performance indicators such as benefits to the community; again that the current study seeks to expand upon.
Javaid and Habeeb (2018)	The study focused on participatory planning in greening projects of urban spaces in the State of Dehradun, India.	The study demonstrated the importance of participatory project planning on project acceptability, utilization of local resources and hence cost Friendly green projects.	The study only focused on project planning phase but ignored other project phases.	This study expands Javaid and Habeeb (2018) by including participatory identification, implementation and M&E and also expanding The project performance indications

Kago (2018)	Community involvement and its influence on the long-term viability of renewable energy installations, and an example of long-term community development services in Nakuru County.	Project implementation has the greatest impact on the long-term viability of renewable energy initiatives.	The study only focused on sustainability as the performance aspect of projects.	The current study seeks to expand on Kago (2018) by increasing the performance indicators unlike in this case where on sustainability of the projects is considered.
Mburu (2018)	The study investigated the relationship between PM&E in all project phases Regarding the success of fish farming operations in Nyeri County, Kenya.	PM&E was average in all project phases and impact the performance of fish projects significantly. The performance indicators were jobs created, sustainability, fish quality and number of fish ponds constructed.	The study Overlooked other phases of a project and the performance indicators were beneficiary oriented	This study however does not overlook other project phases and the performance indicators are two way: beneficiary and donor oriented.
Kobusingye, <i>et al.</i> , (2017).	The influence of Stakeholder participation across four project cycles, including identification, planning, execution, and result review of	The research found that participatory project implementation was the largest contributor (r=0.971) to project success while participatory	However, this study did not specify the Indicators of project outcome, but only generalized whether the project was a success or not	The current Study therefore deviates from this and seek to specify the indicators of projects performance which will

	Rwanda's water, sanitation and hygiene (WASH) project.	project identification was the least contributor (r=0.571) to project success.		guide in evaluating the success of donor funded projects in Mandera County.
Henry (2016)	The primary emphasis of the study was on the impact of participatory project identification on project performance in Kenya's Kibra Constituency.	The study found that despite low participatory project identification, the contribution of stakeholders' participation in project identification on project performance especially on timely completion, quality, sustainability and utilization of resources within the budgeted amounts was significant.	The study did not expound on the indicators of participatory Identifying projects, but remaining focused on them identification as a block.	This study does not focus of factors of community participation but focuses supported by d on the impact of community involvement on projects' success onors.
Mbevi (2016)	The study investigated the impact of community involvement in the performanc of development projects	Though community participation was very low, the study demonstrated that community participation through information sharing, resource	A closer look on this study reveals community participation on project identification, implementation and planning and how it influences performance of development	This study however focuses on participatory project cycle management on all phases of the project and how it influences project

		contributions, contributed to the performance of develop decision-making in groups and the management of projects.	projects	performance.
Wanjala and Muiruri (2016)	The study focused on the impact of participatory planning on the performance of projects initiated by local authorities in Kenya.	The main findings of the study demonstrated how participatory planning significantly contributes to quality service Delivery in projects initiated by local authorities	The study did not include other phases of the project.	This study included participatory identification, implementation and M&E in addition to planning. The performance indicators were also expounded to include efficient resource utilization, timely completion, sustainability and attainment of project objectives.
Adesida and Okunlola (2015)	The study focused on community participation on project implementation and its influence	The main findings of the study are the effects of community participation in design, planning	The study did not look at the implications of community involvement in M&E and closure and remain committed	This study adds on Adesida and Okunlola (2015) by including participatory M&E and

	on project sustainability	and execution such as ownership, increased level of communal work and thus sustainability.	on only project sustainability.	closure and also expanding the project performance indicators.
Mutegi (2015)	The study evaluated beneficiaries' level of involvement in the Kenya Agricultural Productivity Project in Meru County, Kenya.	Data analysis found that beneficiaries were highly involved in PM&E which made them feel empowered and own the project. In addition, PM&E enabled identification of project failures and thus aided in putting up correctional measures for project success and completion.	The study did not concentrate on the initial stages of the casestudy project. The performance indicators focused on project completion.	This study added on participatory project management by including initial stages of a project which was not done in Mutegi (2015). The performance indicators were also expanded to include resource utilization indicators and sustainability.

2.5 Conceptual Framework

According to Punch (2013), it is a diagrammatic depiction showing how the independent and dependent variables are related. The conceptual framework in this study illustrates the alleged link between participatory cycle management indicators (identification, planning, implementation, M&E and execution) as performance of the independent variables and donor funded projects as the dependent variable moderated government regulation and legislation.

It is based on the literature review and the study objectives. From the literature review, there is a strong correlation between project cycle management and project performance of donor funded projects is deemed to exist. Therefore, The following describes the conceptual framework for this study:

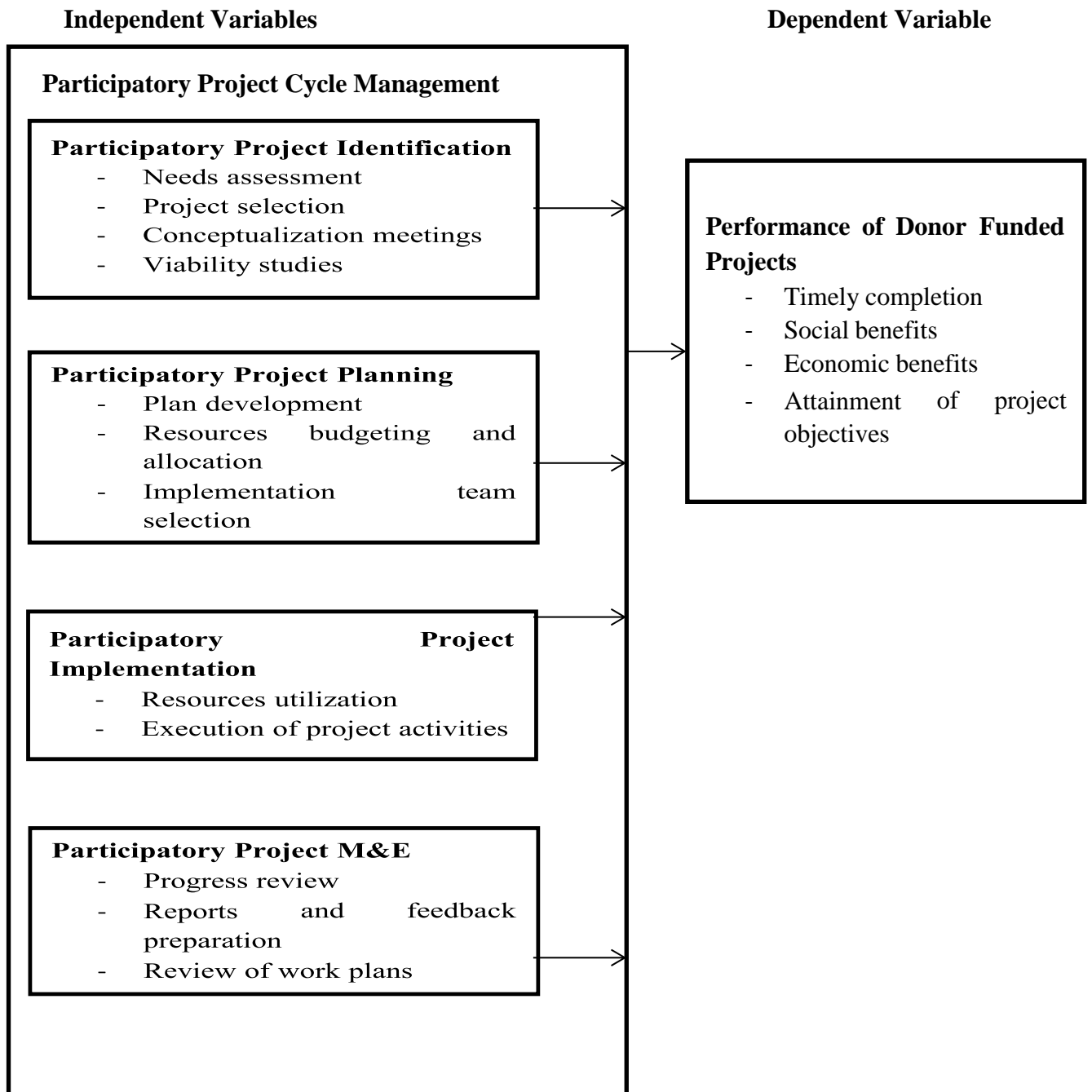


Figure 2.2: Conceptual Framework.
Source: Researcher Conceptualization (2022)

CHAPTER THREE RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the target population, the study design and for the study, the size of the sample and sampling design, data sources and research instruments, data collection procedures, data analysis procedures, pilot study, and ethical issues.

3.2 Research Design

The research adopted a descriptive research design. According to Vogt, Gardner, and Haeffele (2012), a descriptive research design involves data collection by describing subjects' behavior without influencing it. Questionnaires were used to gather respondents' data in their natural settings. Kothari (2012) adds that the design affords a deep understanding of the studied circumstances. The instruments are useful in obtaining an in-depth first-hand experience and can permit large data collection fast and at minimum costs. The descriptive research design also enables information to be gathered, analyzed, summarized, presented and interpreted to form a clarification basis.

3.3 Target Population

The study's main target group was 84 projects benefiting 2,478 households. Specifically, the study targeted 2,478 household heads and 84 project coordinators from all the donor-funded organizations that have rolled out projects in Mandera County (The Annual NGO Sector Report 2018/2019). The project coordinators were selected as they are usually engaged in all project phases. At the same time, the household heads were considered since they make the decisions of the households and are therefore better positioned to understand the aspects of participation in projects that affect the households.

3.4 Sample Size and Sampling Design

3.4.1 Sample Size

The study followed Mugenda and Mugenda (2012), who asserted that for a descriptive research design, 10-30% of the intended demographic is recommended as the study sample size. Therefore, this study used 16 completed donor-funded projects. Therefore 16 project coordinators were selected from the eight main donor categories- Water, Sanitation & Hygiene (WASH), peace and security, relief & disaster management, food and nutrition, health, HIV/AIDs, education, and children. Yamane's (1967) sample size formula was based on the number of household heads for calculating the sample size. According to the formula,

$$n = \frac{N}{1 + Ne^2}$$

where N is the intended target population, n is the required sample size, and e is the desired level of accuracy. (5% or

0.05 in this study). Therefore, $n = \frac{2478}{1+2478(0.05)^2} = 344$ household heads. The household heads were selected from the households benefitting from the 16 donor-funded projects selected as the study's sample size.

Table 3.1: Sample Size for the Study

Strata	Project coordinators	Household heads
WASH	2	43
Peace and security	2	43
Relief and Disaster Management	2	43
Food and Nutrition	2	43
Health	2	43
HIV/AIDs	2	43
Education	2	43
Children	2	43

Source: Annual NGO Sector Report 2018/2019

3.4.2 Sampling Design

The household heads were chosen by stratified random sampling from the largest donor organizations in terms of funding. The strata were the eight categories of donor organizations: Water, Sanitation & Hygiene (WASH), peace and security, relief & disaster management, food and nutrition, health, HIV/AIDs, education, and children. The household heads were selected from the donor organizations from which the project coordinators were selected for consistency in the information gathered.

3.5 Data Collection Instruments

The study used questionnaires (Appendix I) and interview schedules (Appendix II) as the primary instruments of primary data collection. The household heads' responses to questionnaires were utilized to gather data. The surveys were semi-structured and included both closed-ended and open-ended questions. According to Zohrabi (2013), questionnaires can be quickly and simultaneously provided to a large number of responders and also provide informants with the right to free speech and opinion regarding their views. Mugenda and Mugenda (2012) add that questionnaires, if well administered, ensure respondents' anonymity and therefore provide more honest responses than interviews; questionnaires are also advantageous due to their low cost, bias-free, and respondents are given enough time to respond to the questions. Lastly, questionnaires had a uniform and standardized questions and thus ensured consistency of the responses provided.

The questionnaires comprised seven sections where Section A sought demographic data from the participants and comprised of closed-ended questions. Section B comprised an open-ended question seeking to gather information on several donor-funded initiatives in

Mandera County. Sections C, D, E, and F sought to collect data on the IVs, that is, participatory project Identification, planning, implementation, and M&E and how they influence donor-funded projects' performance. These sections are queries that are both closed-ended and open-ended. The replies to the closed-ended questions took the form of Likert scales, which were on a scale of 1 to 5, and the respondents had been requested to say the degree of agreement or disagreement with the given statements. In the last section, Section G sought to collect data regarding the DV, that is, the performance of projects with donor funding in Mandera County, and comprised of closed-ended questions with Likert-scale responses of respondents on a scale ranging from 1 to 5. They must indicate their level of agreement or disagreement with the given statements. Interview schedules (Appendix II) were employed to get information from the main informants., that is, the project coordinators. According to the convenience of the participants, interviews with the key informants were organized.

3.6. Pilot Study

Before commencing the investigation, the researcher completed a preliminary study where main data was gathered on households that were not part of the actual study in Mandera County. The study adopted 10% of the sample size as the size of the informants in the pilot study as guided by Mugenda and Mugenda (2012). The study, therefore, piloted 35 respondents from Mandera County, benefiting from donor-funded projects that were part of the study in Mandera County. The pilot study aided the researcher in establishing the legitimacy and dependability of the research instruments and familiarize with instruments' administration and thus helped in improving the instruments and data collection procedures.

3.6.1. Validity of the Research Instruments

Punch (2013) defines reliability as the relevance and accuracy of conclusions drawn from the research results. According to Oluwatayo (2012), validity is the degree to which an instrument measures what it was designed to measure. Every assessment of validity is centered on the researcher's personal opinion. According to Drost (2011), the accuracy of the research tools' material was improved through the judgment of experts. Therefore, the researcher sought experts' opinions from the project coordinators selected from donor-funded projects in the neighbouring Wajir County, who, as experts in Project Management, helped improve the content and reliability of the research tools.

3.6.2 Reliability of Research Instruments

Punch (2013) reliability is defined as the extent to which the results or data yielded by a research instrument after repeated trials are consistent. The clarity of the questionnaires was assessed from the pilot study conducted, where vague or inadequate items from the research instruments were altered to enhance the calibre of the research tools, thus increasing their reliability. The Cronbach Alpha internal consistency model computed using inter-item correlation was applied in computing the dependability of the research instruments. The Cronbach Alpha coefficient of 0.7 and above was used as the rule of thumb to indicate whether the instruments were reliable (Creswell & Poth, 2017).

3.7 Data Collection Procedures

To carry out the study, the researcher applied for research permission from the National Commission for Science, Technology, and Innovation (NACOSTI) and an introduction letter from the graduate program at Kenyatta University. Questionnaires' administration to the household heads was done in their workplaces and places of leisure. The drop and

pick procedure, in which the informants were allowed about 4 hours to answer before the researcher selected the questionnaire questions, was utilized to obtain the highest return rate possible. The main informants were interviewed at their convenience and within the study's time range.

3.8 Data Analysis and Presentation

After data collection, data Cleanup, coding, and entry of the collected data in the Statistical Package for Social Sciences (SPSS) version 21. Punch (2013) observes that SPSS can handle large-scale data and is effective for statistical techniques designed purposively for social sciences. The study generated quantitative data that was descriptively analyzed. According to Mugenda and Mugenda (2012), descriptive statistics enable the researcher to describe the scores distribution meaningfully by using a few statistics. Descriptive statistics in this study employed frequency and percentage calculations. Through the use of correlation analysis and analysis of variance, the link between the dependent and independent variables was established (ANOVA). Frequent tables, pie charts, and bar graphs were used to show the findings. The regression model below shows the link between the dependent and independent variables.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where

Y- performance of projects with donor money

X_1, X_2, X_3 and X_4 represents participatory identification, planning, implementation, M&E and closure.

$\beta_0, \beta_1, \beta_2, \beta_3$ and β_4 are the regression coefficients for the regression model, and ε is the error term.

The regression coefficients that are $\beta_1, \beta_2, \beta_3, \beta_4$ and β_5 represent the change in project performance when participatory identification, planning, implementation, M&E and

closure when 0 is the level, the change is one unit. Project performance when there is no participatory identification, planning, implementation, M&E and closure. The study-unrelated components are represented by the error term ε . As a consequence of the responses from the respondents in the interviews qualitative data was also obtained for the study. The qualitative data was organized by theme according to the study's goals.

3.9. Diagnostic Tests

Before fitting a multiple linear regression between the DV and IVs, the study tested for assumptions that had to be fulfilled for multiple linear regression to hold. These assumptions included linearity, heteroscedasticity, normality and multicollinearity.

3.9.1. Linearity Assumption

Linearity assumption assumes that the IVs and the DV have a straight relationship- line in nature. This assumption was tested through the use of ANOVA deviation from linearity test in SPSS. If the significance value between each of the IV and the DV was greater than 0.05, then the two variables were assumed to have a straight-line relationship between them.

3.9.2. Heteroscedasticity Test

In multiple linear regression, the residuals should be homoscedastic, that is, they should be equally distributed with equal variances, the concept of homogeneity of variances. Heteroscedasticity is the opposite of homoscedasticity and it implies that the residuals in multiple linear regression do not exhibit equal variances. Glejser heteroscedasticity test was used in this study. If the importance value of the Glejser heteroscedasticity test will be greater than 0.05, then heteroscedasticity will be a problem.

3.9.3.Multicollinearity Test

Multicollinearity occurs when the IVs are highly correlated amongst themselves. In regression analysis, multicollinearity is an issue since the regression model will not be in a position to associate variation in the DV with the correct IV and also leads to inflated regression coefficients. The study used variance inflation factor (VIF). For multicollinearity not to be a problem, the VIF values should be below 10, while values below 5 are considered the best.

3.9.4.Normality Test

Normality assumption assumes that the residuals in multiple linear regression should follow a normal distribution so as to enhance inferences to be made from the regression results. A normal predicted probability plot was used in determining if the residuals are normally distributed. If the P-P plots tend to cluster along the horizontal line, then the residuals will be deemed to be normally distributed.

3.9.5 Ethical Considerations

According to Mugenda and Mugenda (2012), any research should be conducted using ways that won't harm upcoming research. numerous ethical considerations as a result were employed in the research. Informed consent was prior to giving out the questionnaires to the responders and conducting the interviews. The respondents were informed of the study's objectives, and the researcher then got their permission to include them in the study. Only those respondents who gave their consent were given the questionnaires to complete. The study participants were informed of the aims, methods and research benefits and their right to voluntary participation.

To ensure confidentiality, the researcher informed the respondents that they are not supposed to In order for all respondents to be aware of it, it was printed in the questionnaire's introduction that they should indicate their names in the research instruments. All of the responders received equal treatment and the highest degree of respect and decency. No discrimination was seen in any of the cases examined. No responder was compelled to take part if they didn't feel ready.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The study's results are presented in this chapter. A description of the study's results is also provided for every part.

4.2 Response Rate

A total of 344 questionnaires were distributed to the household heads. Out of these, 326 questionnaires were returned where 9 were deemed not adequately filled for analysis. This represented a response rate of 92.1%. According to Creswell (2009), a response rate of 75% and above is considered sufficient and acceptable for analysis. All the interviews were successfully conducted with the project coordinators.

4.3 General Information of the Respondents

Respondents were asked to provide information about their gender, age group, and greatest degree of education. From the study's findings, it is evident that majority of the household heads as shown by a response of 61.2% (194) were male. The results also indicated that the majority of the household heads, 56.2% (178) were in the age bracket of 40-49 years. The findings also demonstrate that 51.1% (162) of the household heads their greatest level of schooling being secondary (see Table 4.1).

Table 4.1: Profile of the Respondents

		Count	Percent
Gender of the household heads	Male	194	61.2%
	Female	123	38.8%
Age bracket of the respondents	Less than 20 years	8	2.5%
	20-29 years	15	4.7%
	30-39 years	60	18.9%
	40-49 years	178	56.2%
	50 years and above	56	17.7%
Highest Education level	Primary	5	1.6%
	Secondary	162	51.1%
	College	75	23.7%
	University	49	15.5%
	Postgraduate	26	8.2%

Source: Research Data (2021)

The results on the respondents' general information clearly demonstrate that every gender is fairly represented, with the vast majority of responses being aged 30 years and above. This means that the respondents are have real life experiences of different forms of projects implemented in the study area. Additionally, the conclusions that the majority of respondents had secondary education level and above is an implication that the respondents have a general understanding of what participation in a project is all about thus familiar with the topic under study.

4.4 Donor Funded Projects in Mandera County

The study also tested the knowledge and understanding on some of the projects funded by donors in Mandera County. The responses were then categorized into different categories as per the strata used in sample size selection, that is, WASH, peace and security, relief and disaster management, food and nutrition, health, HIV/AIDs, education and children projects that are funded by donors. The responses are as tabulated in Table 4.2.

Table 4.2: Categories of Donor Funded Projects

	Frequency	Valid Percent	Cumulative Percent
WASH	37	11.7	11.7
Peace and security	33	10.4	22.1
Relief and disaster management	40	12.6	34.7
Food and Nutrition	39	12.3	47.0
Health	18	5.7	52.7
HIV/AIDs	27	8.5	61.2
Education	28	8.8	70.0
Children	32	10.1	80.1
WASH, Food and nutrition	13	4.1	84.2
Food and nutrition, Health	15	4.7	89.0
Education, Children	11	3.5	92.4
Food and nutrition, Relief and disaster management, WASH	11	3.5	95.9
Health, HIV/AIDs, Food and nutrition, Children	13	4.1	100.0
Total	317	100.0	

Source: Research Data (2021)

According to the findings in Table 4.2, it can be seen that the survey respondents are aware of the various donor funded projects in Mandera County with relief and disaster management (12.6%, f=40), food and nutrition (12.3%, f=39), WASH (11.7%, f=37), peace and security (10.4%, f=33) and children (10.1%, f=32) categories of donor funded projects ranking the highest in that order respectively. It is also notable that the respondents were aware of more than one category of donor funded projects; for instance, 4.7% (15) indicated that there were food and nutrition/health projects, and 4.1% (13) indicated that there were WASH/food and nutrition donor funded projects in Mandera County.

4.5 The Influence of Participatory Project Identification on Performance of Donor Funded Projects in Mandera County, Kenya

The first objective was to evaluate the influence of participatory project identification on performance of projects funded by donors in Mandera County, Kenya. The study required the household heads to express their degree of agreement with the aspects of project identification that they are allowed to participate in and also their degree of accord /disagreement on some statements regarding the impact of participatory project identification on performance of donor-funded projects. On the aspects of project identification that the household heads participate in, the findings are as reported in Table 4.3.

Table 4.3: Aspects of Project Identification

	StronglyDisagree	Disagree	Neutral	Agree	StronglyAgree
Needs assessment	22 (6.9%)	35 (11.0%)	66 (20.8%)	161 (50.8%)	33 (10.4%)
Conceptualization Meetings	17 (5.4%)	9 (2.8%)	56 (17.7%)	199 (62.8%)	36 (11.4%)
Project selection	19 (6.0%)	18 (5.7%)	78 (24.6%)	149 (47.0%)	53 (16.7%)
Viability studies	44 (13.9%)	36 (11.4%)	62 (19.6%)	136 (42.9%)	39 (12.3%)
Idea sourcing	37 (11.7%)	52 (16.4%)	107 (33.8%)	102 (32.2%)	19 (6.0%)

Source: Research Data (2021)

According to findings as reported in Table 4.3, it is evident that 50.8% (161) of the household heads agreed that they participate in needs assessment, 20.8% (66) of the household heads were neutral on participating in needs assessment, 11.0% (35) disagreed on participating in needs assessment, 10.4% (33) strongly agreed that they participate in needs assessment and 6.9% (22) of the household heads strongly disagreed on participating in needs assessment. Table 4.3 also shows that 62.8% (199), 17.7% (56), 11.4% (36), 5.4% (17) and 2.8% (9) of the household heads agreed, were neutral,

strongly agreed, strongly disagreed and disagreed respectively on participating in conceptualization meetings as an aspect of project identification. It is also evident that 47.0% (149), 24.6% (78), 16.7% (53), 6.0% (19) and 5.7% (18) of the household heads agreed, were neutral, strongly agreed, strongly disagreed and disagreed respectively that they are allowed to participate in project selection. On participation of viability studies, 42.9%

(136) of the household heads agreed that they are allowed to participate, 19.6% (62) were neutral, 13.9% (44) strongly disagreed, 12.3% (39) strongly agreed and 11.4% (36) disagreed. Table 4.3 also shows that 33.8% (107) of the household heads were neutral on being allowed to participate in idea sourcing, 32.2% (102) agreed, 16.4% (52) disagreed, 11.7% (37) strongly disagreed and 6.0% (19) strongly agreed.

On a Likert scale of 1-5, the household heads rated the level of agreement or disagreement with the statement with certain claims about the impact of participatory project identification on the success of donor-funded initiatives. The findings are as reported in Table 4.4.

Table 4.4: Responses on Statements Regarding the Influence of Participatory Identification on Performance

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Stakeholders' participation in needs assessment has led to the attainment of project objectives by donor funded projects in Mandera County.	20 (6.3%)	42 (13.2%)	56 (17.7%)	132 (41.6%)	67 (21.1%)
Stakeholders' participation in project selection has led to social and economic benefits to the community in Mandera County.	32 (10.1%)	42 (13.2%)	38 (12.0%)	88 (27.8%)	117 (36.9%)
Stakeholders' participation in conceptualization meetings has led to achievement of project objectives by donor funded projects in Mandera County.	29 (9.1%)	51 (16.1%)	73 (23.0%)	81 (25.6%)	83 (26.2%)
Stakeholders' participation in feasibility meetings has led to timely completion of donor funded projects in Mandera County.	13 (4.1%)	36 (11.4%)	76 (24.0%)	127 (40.1%)	65 (20.5%)

Source: Research Data (2021)

From the findings as reported in Table 4.4, a total of 62.7% (199) of the household heads agreed and strongly agreed that stakeholders' participation in needs assessment has led to the attainment of project objectives by donor funded projects in Mandera County; 17.7% (56) were neutral, 13.2% (42) disagreed and 6.3% (20) strongly disagreed. Table 4.4 also shows that a total of 64.7% (205) of the household heads strongly agreed and agreed that stakeholders' participation in project selection has led to social and economic benefits to the community in Mandera County; 13.2% (42) disagreed, 12.0% (38) were neutral and 10.1% (32) strongly disagreed. From the findings, 51.8% (164) of the household heads agreed and strongly agreed that stakeholders' participation in conceptualization meetings has led to achievement of project objectives by donor funded

projects in Mandera County; 23.0% (73) were neutral, 16.1% (51) disagreed while 9.1% (29) strongly disagreed. According to the findings, 60.6% (192) of the households agreed and strongly agreed that stakeholders' participation in feasibility meetings has led to timely completion of donor funded projects in Mandera County, 24.0% (76) were neutral, 11.4% (36) disagreed while 4.1% (13) strongly disagreed.

Overall, the responses about the impact of participatory project identification on the success of programs supported by donors perceive participatory project identification influences performance of donor funded projects. These results support Henry (2016) someone uncovered that though participatory project identification in Kibra Constituency was low, it significantly contributed to projects' timely completion, quality, sustainability and resources' utilization. According to Mbevi (2016), participatory project identification enhances information sharing amongst stakeholders thus ensuring that the community's needs are prioritized leading to satisfaction with the results of the project. Further, Tabot *et al.*, (2020) while examining the identification of participatory project influence on forests' performance in Trans Nzoia County in Kenya found that participatory project identification influences the sustainability aspect of forests' performance.

4.6 The Influence of Participatory Project Planning on Performance of Donor Funded Projects in Mandera County, Kenya

The second objective was to establish the influence of participatory project planning on performance of donor-funded projects in Mandera County, Kenya. The households were needed to show the various aspects of project planning they participated in and also indicate how much they agreed or disagreed on several Likert scale statements related to

the influence of participatory project planning on projects' performance. On the different aspects of planning that the household heads took part in, the findings are as reported in Table 4.5.

Table 4.5: Aspects of Participatory Planning

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Development of project plan	78 (24.6%)	76 (24.0%)	45 (14.2%)	79 (24.9%)	39 (12.3%)
Budgeting and allocation of resources	38 (12.0%)	82 (25.9%)	40 (12.6%)	88 (27.8%)	69 (21.8%)
Selection of the implementation team	89 (28.1%)	84 (26.5%)	16 (5.0%)	71 (22.4%)	57 (18.0%)

Source: Research Data (2021)

Table 4.5 demonstrates that 24.9% (79), 24.6% (78), 24.0% (76), 14.2% (45) and 12.3% (39) of the household heads agree, strongly disagree, disagree, are neutral and strongly agreed respectively that they participate in development of a project plan. Additionally, 27.8% (88), 25.9% (82), 21.8% (69), 12.6% (40) and 12.0% (38) of the household heads agree, disagree, strongly agree, are neutral and strongly disagree respectively that they participate in budgeting and allocation of resources during project planning. Moreover, 28.1% (89), 26.5% (84), 22.4% (71), 18.0% (57) and 5.0% (16) of the household heads strongly disagree, disagree, agree, strongly agree and are neutral respectively that they participate in the selection of the implementation team.

Due to the close responses of those who disagreed/strongly disagreed and those who agreed/strongly agreed on the aspects of planning that stakeholders are allowed to participate in, one sample t-test was used to test whether the average was significantly

different from neutral (Test Value=3). From the t-test results, whether the stakeholders were allowed to participate in development of a project plan had a mean of 2.76, which is significantly (p-value=0.003 is less than 0.05) lower than 3 (neutral). This means that the household heads can be said to disagree on being allowed to participate in developing a project plan. Whether the household heads were allowed to take part in budgeting and allocation of resources had a mean of 3.21, slightly higher than 3 (neutral); however, the p-value is 0.005, less than 0.05, implying that the mean is significantly different from neutral. Thus, the household heads can be said to be in agreement that they are allowed to participate in budgeting and allocation of resources. On whether the household heads were allowed to participate in selection of the implementation team, the mean was 2.76, which is less than 3 (neutral) with p-value=0.004 and thus less than 0.05. This illustrates that the mean is significantly different from 3, an indication that the households were generally in disagreement that they were allowed to participate in selection of the implementation team (see Table 4.6).

Table 4.6: Significance of the Responses on Aspects of Participatory Planning

Test Value = 3

	Mean	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Development of project plan	2.76	-3.044	316	.003	-.23659	-.3895	-.0837
Budgeting and allocation of Resources	3.21	2.811	316	.005	.21451	.0644	.3647
Selection of the implementation Team	2.76	-2.865	316	.004	-.24290	-.4097	-.0761

Source: Research Data (2021)

From the interviews conducted with the project coordinators, it was evident that participatory project planning was not so common, the responses gathered mixed reactions from the project coordinators. Some of the project coordinators agreed to existence of participatory project planning by highlighting some of the areas of planning that they allowed the communities to participate in. however, a notable number could not list some aspects of planning that they allowed the community to take part in.

On the Likert scale responses regarding the influence of participatory project planning on donor funded projects in Mandera County, the findings are as reported in Table 4.7.

Table 4.7: Responses on Statements on Influence of Participatory Planning on Performance of Donor Funded Projects

	Strongly Disagree	Neutral	Agree	Strongly Agree
Stakeholders' participation in plan development has enhanced ownership of donor funded projects in Mandera County	8 (2.5%)	92 (29.0%)	88 (27.8%)	96 (30.3%) 33 (10.4%)
Stakeholders' participation in plan development for donor funded projects has led to timely completion of donor funded projects in Mandera County	37 (11.7%)	27 (8.5%)	56 (17.7%)	107 (33.8%) 90 (28.4%)
Stakeholders' participation in resource budgeting and allocation has led to attainment of project objectives in donor funded projects in Mandera County	39 (12.3%)	54 (17.0%)	48 (15.1%)	89 (28.1%) 87 (27.4%)
Stakeholders' participation in the selection of the implementation team has led to achievement of project objectives in donor funded projects in Mandera County	66 (20.8%)	40 (12.6%)	40 (12.6%)	113 (35.6%) 58 (18.3%)
Stakeholders' participation in feasibility meetings has led to timely completion of donor funded projects in Mandera County	49 (15.5%)	38 (12.0%)	47 (14.8%)	143 (45.1%) 40 (12.6%)

Source: Research Data (2021)

The findings in Table 4.7 show that 30.3% (96) of the household heads agreed that stakeholders' participation in plan development has enhanced ownership of donor funded projects in Mandera County; 29.0% (92) disagreed, 27.8% (88) were neutral, 10.4% (33) strongly agreed and 2.5%

(8) strongly disagreed. It is also evident from the findings that 33.8% (107), 28.4% (90), 17.7% (56), 11.7% (37) and 8.5% (27) of the household heads agreed, strongly agreed, were neutral, strongly disagreed and disagreed respectively that stakeholders' participation in plan development for donor funded projects has led to timely completion of donor-funded projects in Mandera County. A total of 55.5% (176) of the respondents strongly agreed and agreed that stakeholders' participation in resource budgeting and allocation has led to attainment of project objectives in donor funded projects in Mandera County; a total of 29.3% (93) disagreed and strongly disagreed while 15.1% (48) were neutral. From Table 4.7, it is evident that 35.6% (113), 20.8% (66), 18.3% (58), 12.6% (40) and 12.6% (40) of the household heads agreed, strongly disagreed, strongly agreed, disagreed and were neutral respectively that stakeholders' participation in the selection of the implementation team has led to achievement of project objectives in donor funded projects in Mandera County. Lastly, Table 4.7 shows that 45.1% (143) of the household heads agreed that stakeholders' participation in feasibility meetings has led to timely completion of donor funded projects in Mandera County; 15.5% (49) strongly disagreed, 14.8% (47) were neutral, 12.6% (40) strongly disagreed and 12.0% (38) disagreed. From the interviews conducted, the responses perceive that participatory planning have an effect on performance of donor funded projects.

Though participatory planning was low as per the study's findings, it was evident that participatory planning has an impact on how donor-funded projects perform in Mandera County. These findings concur with Mwangi (2020) who found that participatory planning ensures that the community owns and accepts the project which leads to improved performance of the projects. According to Ngugi (2018), participatory planning ensures that the projects executed are sustainable in the long-run. Javaid and Habeeb (2018) while studying participatory project planning and its influence on greening projects in India found that it led to acceptability, local resources' utilization such as manpower and knowledge, making their execution economical. According to Javaid and Habeeb (2018), projects executed after participatory planning are completed at a lower cost, making them sustainable. Additionally, the project team's knowledge is boosted by the local's indigenous knowledge, thus maximizing green benefits.

4.7 The Effect of Participatory Project Implementation on Performance of Donor Funded Projects in Mandera County, Kenya

The final goal of the study was to determine how donor-funded projects in Mandera County, Kenya fared when participatory project implementation was used. From the questionnaires distributed to the households, it was required of them to indicate some of the aspects of project implementation that they are allowed to participate in. the questionnaire also required the household heads to indicate their level of agreement/disagreement on Likert scale statements regarding the effect of participatory project implementation on performance of donor funded projects. The findings on the aspects of project participation that the household heads are allowed to participate in are as indicated in Table 4.8.

Table 4.8: Aspects of Participatory Project Implementation

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	<u>Disagree</u>				
Utilization of resources	16 (5.0%)	76 (24.0%)	30 (9.5%)	107 (33.8%)	88 (27.8%)
Labor supply	3 (0.9%)	22 (6.9%)	62 (19.6%)	138 (43.5%)	92 (29.0%)
Supply of materials	3 (0.9%)	6 (1.9%)	45 (14.2%)	138 (43.5%)	125 (39.4%)

Source: Research Data (2021)

Table 4.8 shows that 33.8% (107), 27.8% (88), 24.0% (76), 9.5% (30) and 5.0% (16) of the

households heads agreed, strongly agreed, disagreed, were neutral and strongly disagreed respectively that they are allowed to participate in resources utilization as part of project implementation. Also, it can be seen that most of the household heads as shown by a combined response of 72.5% (240) agree and strongly agree that they are allowed to participate in labor supply during project implementation; 19.6% (62) were neutral, 6.9% (22) disagreed while 0.9% (3) strongly disagreed. On being allowed to participate in supply of materials, 82.9% (163) of the household heads agreed and strongly agreed, 14.2% (45) were neutral, 1.9% (6) disagreed and 0.9% (3) strongly disagreed.

The responses on the Likert scale statements regarding the effect of participatory project implementation is as shown in Table 4.9.

Table 4.9: Responses on Statements on the Influence of Participatory Implementation on Performance of Projects

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The involvement of the community in project execution through labor supply and materials supply has led to timely completion of donor funded projects in Mandera County	3 (0.9%)	42 (13.2%)	66 (20.8%)	154 (48.6%)	52 (16.4%)
Stakeholders' participation in execution of project activities has led to timely completion of donor funded projects in Mandera County	5 (1.6%)	0 (0.0%)	52 (16.4%)	224 (70.7%)	36 (11.4%)
Stakeholders' participation in resource utilization has led to achievement of project objectives in donor funded projects in Mandera County	1 (0.3%)	8 (2.5%)	63 (19.9%)	188 (59.3%)	57 (18.0%)

Source: Research Data (2021)

The findings demonstrate that 48.6% (154) of the household heads agreed that the involvement of the community in project execution through labor supply and materials supply has led to timely completion of donor funded projects in Mandera County; 20.8% (66) were neutral, 16.4% (52) strongly agreed, 13.2% (42) disagreed and 0.9% (3) strongly disagreed. From the table, it is evident that majority of the household heads as shown by a response of 70.7% (224) agreed that stakeholders' participation in execution of project activities has led to timely completion of donor funded projects in Mandera County; 16.4% (52) were neutral, 11.4% (36) strongly agreed, 1.6% (5) strongly disagreed while none disagreed. Majority of the household heads as shown by a total of 77.3% (245) agreed and strongly agreed that stakeholders' participation in resource

utilization has led to achievement of project objectives in donor funded projects in Mandera County; 19.9% (63) were neutral, 2.5% (8) disagreed and 0.3% (1) strongly disagreed.

Majority of the responses from the interviews with the project coordinators agree with these findings, that is, that participatory project implementation has an impact on performance of projects funded by donors.

According to the study's findings, donor-funded initiatives in Mandera County function better when participatory implementation is used. The findings are in total agreement with Kobusingye *et al.*, (2017) who studied the influence of Stakeholder participation on four project cycles; identification, planning, carrying out, and evaluating the results of the project. Kobusingye *et al.*, (2017) found that participatory project implementation was the largest contributor to project success. The findings also agreed with Adesida and Okunlola (2015) who, when researching the impact of participatory implementation on the long-term viability of Nigerian infrastructure projects, found that high level of community participation in supply of labor and materials led to high probability of completion within the timelines planned.

4.8 The Effect of Participatory Project Monitoring and Evaluation on Performance of Donor Funded Projects in Mandera County, Kenya

The study's fourth goal was to determine how donor-funded project performance in Mandera County, Kenya will be affected by participatory project monitoring and assessment. The questionnaire presented to the household heads required them to indicate the aspects of project monitoring and evaluation that they were allowed to participate in. the household heads were also required to rate on what level of agreement or

disagreement they are with the statements made on a Likert scale about how project monitoring and assessment affect the success of donor-funded initiatives. The results on the project monitoring and evaluation components that the household heads are permitted to take part in are as follows: Table 4.10.

Table 4.10: Aspects of Participatory Monitoring and Evaluation

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Information gathering, recording and organization	33 (10.4%)	26 (8.2%)	48 (15.1%)	163 (51.4%)	47 (14.8%)
Review of the progress of donor funded projects	19 (6.0%)	26 (8.2%)	70 (22.1%)	148 (46.7%)	54 (17.0%)
Preparation of feedback and reports	55 (17.4%)	98 (30.9%)	66 (20.8%)	74 (23.3%)	24 (7.6%)
Reviewing and refining of work Plans	41 (12.9%)	89 (28.1%)	75 (23.7%)	65 (20.5%)	47 (14.8%)

From the responses by the household heads, 51.4% (163) agreed that they are allowed to participate in information gathering, recording and organization during monitoring and evaluation; 15.1% (48) were neutral, 14.8% (47) strongly agreed, 10.4% (33) strongly disagreed and 8.2% (26) disagreed. The responses as reported in Table 4.10 show that most of the household heads as shown by a total response of 63.7% (202) agreed and strongly agreed that they are permitted to take part in review of the progress of donor funded projects during monitoring and evaluation phase; 22.1% (70) were neutral, 8.2% (26) disagreed and 6.0% (19) strongly disagreed. On whether the household heads were

allowed to participate in feedback and reports preparation, 30.9% (98), 23.3% (74) agreed, 20.8% (66) were neutral, 17.4% (55) strongly disagreed and 7.6% (24) strongly agreed. Lastly, 28.1% (89), 23.7% (75), 20.5% (65), 14.8% (47) and 12.9% (41) of the household heads disagreed, were neutral, agreed, strongly agreed and strongly disagreed respectively that they are allowed to participate in reviewing and refining of work plans during monitoring and evaluation of donor funded projects in Mandera County.

The responses between those who agreed/strongly agreed and those who disagreed/strongly disagreed were close for some elements of monitoring and evaluation that the stakeholders were allowed to participate in. one sample t-test was used to assess the significance of the responses and the findings are as reported in the table below. From the one-sample t-test results, the responses on whether the household heads were allowed to participate in information gathering, recording and organization had a mean of 3.52, which is greater than 3 (neutral), with the $p\text{-value} < 0.000$. This means that the household heads significantly agreed that they are allowed to participate in information gathering, recording and organization. On whether the household heads are allowed to participate in review of the progress of donor funded projects, the mean was 3.61, which is significantly different from 3 (neutral). The indication is that the household heads significantly agree that they are allowed to participate in review of the progress of donor funded projects. Being allowed to participate in preparation of feedback and reports had a mean of 2.73, which is less than 3 (neutral) with $p\text{-value} < 0.000$. meaning that in overall, the household heads significantly disagree that they are allowed to participate in preparation of feedback and reports during monitoring and evaluation. Lastly, being allowed to participate in reviewing and refining of work plans had a mean of 2.96, with

p-value=0.595 (not significant). The mean response is therefore not significantly different from 3 (neutral). It can therefore be concluded that the households were neutral on whether they are allowed to participate in reviewing and refining of work plans during monitoring and evaluation (see Table 4.11).

Table 4.11: Significance of the Responses on Aspects of Participatory Monitoring and Evaluation

	Mean	t	df	Sig. (2-tailed)	Test Value = 3		
					Mean Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Information gathering, recording and organization	3.52	8.009	316	.000	.52050	.3926	.6484
Review of the progress of donor funded projects	3.61	10.251	316	.000	.60568	.4894	.7219
Preparation of feedback and reports	2.73	-3.983	316	.000	-.27129	-.4053	-.1373
Reviewing and refining of workplans	2.96	-.533	316	.595	-.03785	-.1776	.1019

Source: Research Data (2021)

The interviews that were conducted with the project coordinators revealed mixed reaction on aspects of participatory monitoring and evaluation that stakeholders were allowed to participate in.

The responses by the household heads on the statements regarding the influence of participatory monitoring and evaluation on performance of donor funded projects in Mandera County. The findings are as reported in Table 4.12.

Table 4.12: Responses on Statements Regarding the Influence of Participatory Monitory and Evaluation on Performance of Projects

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Stakeholders' participation in project progress review has led to attainment of objectives in donor funded projects in Mandera County	39 (12.3%)	39 (12.3%)	54 (17.0%)	116 (36.6%)	69 (21.8%)
Stakeholders' participation in reports and feedback preparation has led to timely completion of donor funded projects in Mandera County	40 (12.6%)	40 (12.6%)	43 (13.6%)	126 (39.7%)	68 (21.5%)
Stakeholders' participation in review of work plans has led to social and economic benefits by donor funded projects in Mandera County	47 (14.8%)	38 (12.0%)	37 (11.7%)	143 (45.1%)	52 (16.4%)

Source: Research Data (2021)

Table 4.12 indicates that 36.6% (116) and 21.8% (69) of the respondents agreed and strongly agreed respectively that stakeholders' participation in project progress review has led to attainment of objectives in donor funded projects in Mandera County; 17.0% (54) were neutral, 12.3% (39) disagreed and another 12.3% (39) strongly disagreed. From the findings, it is also evident that 39.7% (126) and 21.5% (68) of the household heads agreed and strongly agreed respectively that stakeholders' participation in reports and feedback preparation has led to timely completion of donor funded projects in Mandera County; 13.6% (43) were neutral, 12.6% (40) disagreed and another 12.6% (40) strongly disagreed. The findings also showed that 45.1% (143) and 16.4% (52) agreed and strongly agreed that stakeholders' participation in review of work plans has led to social and economic benefits by donor funded projects in Mandera County; 14.8% (47) strongly disagreed, 12.0% (38) disagreed and 11.7% (37) were neutral.

From the interviews conducted with the project coordinators, opinions perceive to suggest that participatory monitoring and evaluation has an influence on performance of projects funded by donors.

Though participatory monitoring and evaluation seems to be low in Mandera County, it is evident that if well incorporated in a project would lead to performance of donor funded projects. The findings are therefore in agreement with Mburu (2018) who demonstrated that participatory monitoring and evaluation provides relevant stakeholders with sufficient feedback making them better comprehend the concept and take part more in the project and subsequently own it. Mburu (2018) added that participatory monitoring and evaluation enhances transparency and accountability, provides data for decision making and for use in successfully completing the remaining project. Mutegi (2015) is in agreement with this study's results by noting that beneficiaries who participate in monitoring and evaluation are more empowered and own the project better than those who do not. Further, Mutegi (2015) notes that when the beneficiaries participate in monitoring and evaluation, they assist the project team in identifying any project failures that arise and thus help in putting up measures to correct the failures, which ensure successful project completion. Participatory monitoring and evaluation, in accordance with Lonborg and Rasmussen (2014), helps all the stakeholders understand the challenges facing the project jointly, thus enabling them to document solutions that help the project to continue successfully. Phil (2015) also added that PM&E ensures that resources are efficiently utilized as originally intended, thus cautioning the project against wastage of resources making the project to be efficient.

4.9 Performance of Donor Funded Projects

The performance of initiatives sponsored by donors served as the study's dependent variable. The household heads were thus presented with some statements regarding the success of projects that are donor funded in Mandera County. They had to express the level of agreement or disagreement with some statements regarding the performance of donor funded projects in Mandera County. The findings are as reported in Table 4.13.

Table 4.13: Performance of Donor Funded Projects

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Donor funded project meet the envisioned purpose and objectives such as improving the livelihoods of targeted community beneficiaries	29 (9.1%)	42 (13.2%)	44 (13.9%)	144 (45.4%)	58 (18.3%)
Donor funded projects have been efficiently and effectively utilizing resources allocated to them during the entire project cycle	28 (8.8%)	38 (12.0%)	62 (19.6%)	121 (38.2%)	68 (21.5%)
The benefits accrued during all phases of the project are sustained and endure even after project closure	40 (12.6%)	49 (15.5%)	47 (14.8%)	120 (37.9%)	61 (19.2%)
Donor funded projects in this area are completed at the right time	28 (8.8%)	59 (18.6%)	40 (12.6%)	131 (41.3%)	59 (18.6%)

Source: Research Data (2021)

The findings on the project's performance funded by donors in Mandera County show that 45.4% (144) of the household heads agree that donor funded project meet the envisioned purpose and objectives such as improving the livelihoods of targeted community beneficiaries; 18.3% (58) strongly agree, 13.9% (44) were neutral, 13.2% (42) disagreed and 9.1% (29) strongly disagreed. According to a total of 59.7% (189) of the households who agreed and strongly agreed, donor funded projects in Mandera

County have been efficiently and effectively utilizing resources allocated to them during the entire project cycle; 19.6% (62) were neutral, 12.0% (38) disagreed and 8.8% (28) strongly disagreed. Lastly, the findings indicate that 41.3% (131), 18.6% (59), 18.6% (59), 12.6% (40) and 8.8% (28) of the household heads agreed, strongly agreed, disagreed, were neutral and strong disagreed respectively that donor funded projects in this area are completed at the right time.

4.9.1 Diagnostic Tests

4.9.1.1 Linearity Test

This assumption was tested through ANOVA deviation from linearity. The test assumes a null hypothesis that the dependent variable does not assume a linear relationship with each of the independent variables. The null hypothesis will be rejected if the significance of the linearity deviation is more than 0.05. From the results of the ANOVA test of deviation from linearity, Since all of the p- values are greater than 0.05, the linearity condition is met. (see Table 4.14).

Table 4.14: ANOVA Deviation from Linearity

	df	F	Sig.	Linearity Deviation
performance * identification	2	1.227	.295	Not significant
performance * planning	4	1.145	.660	Not significant
performance*implementation	2	.540	.418	Not significant
performance*monitoring and evaluation	2	2.508	.080	Not significant

Source: Research Data (2021)

4.9.1.2 Normality Assumption

The normality test was performed using a normal P-P plot.. From the normal P-P plot, the plots seem to lie along the diagonal, meaning that the normality assumption is fulfilled (see Figure 4.1).

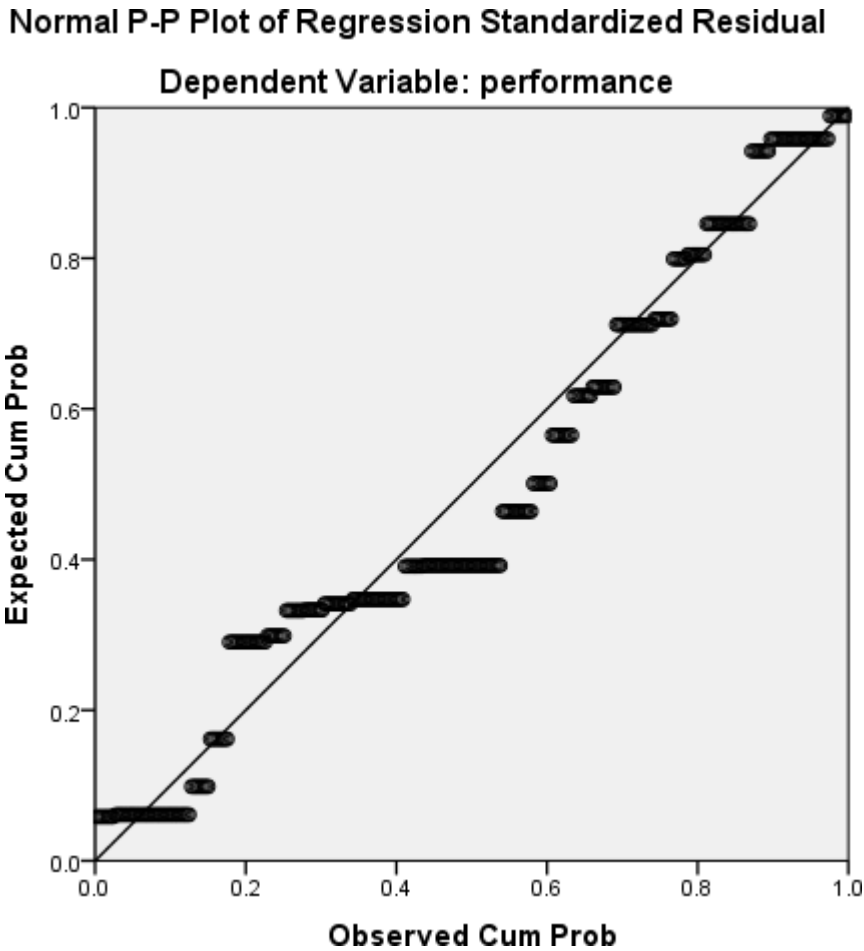


Figure 4.1: Normal P-P Plot

Source: Research Data (2021)

4.9.1.3 Homogeneity Assumption

Glejser heteroscedasticity The homogeneity was examined using a test. assumption. The Glejser test fits a linear regression using absolute residuals as the dependent variable while retaining the independent variables as per the study. If the significance values of the better coefficients for the model fitted are the homogeneity assumption is satisfied when it is greater than 0.05 fulfilled and thus, heteroscedasticity is not a problem. All the regression coefficients for the regression line using absolute residuals as the dependent variable and participatory identification, planning, implementation and monitoring and

evaluation as the independent variables are not significant; their p-values 0.218, 0.105, 0.198 and 0.094 respectively are all greater than 0.05. heteroscedasticity is not a problem (see Table 4.15).

Table 4.15: Glejser Analysis Results

Model	Unstandardized	Standardized		t	Sig.
		Coefficients	Coefficients		
		BStd. Error	Beta		
	(Constant)	.321	.112	2.874	.004
	Identification	.184	.021	.602	.218
1	Planning	-.041	.025	-.081	.105
	Implementation	-.071	.019	-.262	.198
	Monitoring and evaluation	-.085	.013	-.372	.094

a. Dependent Variable: ABS Residuals

Source: Research Data (2021)

Multicollinearity

Multicollinearity assumption was tested using VIF. For multicollinearity not to be a problem, VIF values were expected to be below 10, with values less than 5 being the best. The fact that all of the VIF values were below 5 shows that multicollinearity is not a concern. (see Table 4.16).

Table 4.16: VIF Values

Model	Collinearity Statistics	Tolerance	VIF
	(Constant)		
	Identification	.517	1.934
1	Planning	.958	1.044
	Implementation	.504	1.983
	Monitoring and evaluation	.746	1.341

a. Dependent Variable: performance

Source: Research Data (2021)

4.9.2 Regression Analysis

Since all the assumptions of linear regression were fulfilled, a regression model with performance as the dependent variable and Participatory planning, identification, and Participatory monitoring and assessment as well as participatory implementation as the independent variables. From the model summary results, R-Square=0.646. This implies that 64.6% of performance of donor funded projects in Mandera County is explained by participatory identification, planning, implementation and monitoring and evaluation. A modified R-Square indicates whether addition of other predictors improve the regression model or not. The closer the adjusted R-Square is to R-Square, the better the model fit. In this case, the two are closer together demonstrating that the regression model is better fit for prediction (see Table 4.17).

Table 4.17: Model Summary

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F	df1	df2	Sig. F Change
1	.804 ^a	.646	.39030	.646	142.385		4312	.000

a. Predictors: (Constant), monitoring and evaluation, planning, identification, implementation

b. Dependent Variable: performance

Source: Research Data (2021)

The regression results also provides an ANOVA test for the overall model significance.

From the ANOVA results, p-value<0.0001 (see Table 4.18). This means that the model as a whole is important in predicting performance of donor funded projects in Mandera County.

Table 4.18: ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	86.762	4	21.690	142.385	.000 ^b
	Residual	47.529	312	.152		
	Total	134.290	316			

a. Dependent Variable: performance

b. Predictors: (Constant), monitoring and evaluation, planning, identification, implementation

Source: *Research Data (2021)*

Thus, Table 4.19 contains the regression coefficients table. All the p-values for the regression coefficients are less than 0.0001. The majority of respondents agreed that a crucial component of stakeholder collaboration should be project identification, with well-planned and key human resource participation. They furthermore agreed that Sharing information across the many interest groups increases and expands stakeholder participation throughout the project's execution, They consented that now the Perfectly qualified, experienced in their various roles, and members of the plan creation group assure efficient, effective implementation. These findings appear to be In line with Njogu's (2016) findings, which showed that raising stakeholder involvement in project identification results in a considerable boost to the Automobile Emission Control Project's efficacy.

When it came to project monitoring and evaluation the findings unanimously pointed The development team said that not all interested parties were included in the program that could track exercise. (They were also in agreement that all parties participating in the project should be involved in monitoring efforts. They concurred that individual project monitoring involvement through routine consultative meetings enables successful project execution and that planned project monitoring activities represent stakeholders' perspectives, Moreover, when planning project monitoring activities, the project team did

not include all stakeholders. The results support Nallathiga et al. (2012) who found that the project's success is determined by the project team's and the leader's abilities to ensure that the customer's needs brief is sufficient, appropriately executed, and monitored.

On implementation participatory involved directly influences the success of a project Allen and Chudley (2013) claim that stakeholder involvement in the execution phase lowers the probability of failure. Allen and Chudley (2013) study concurred with findings from a study by Njogu (2016) that showed participation of stakeholders in executing projects meaningfully influenced the project's performance as raw materials were pulled together (getting funds from donors, assigning role and responsibilities to stakeholders), reducing project's operation costs and promoting its organization.

Table 4.19: Regression Table

Model	Unstandardized Coefficients		Standardized		t	Sig.
	B	Std. Error	Coefficients			
			Beta			
	(Constant)	.538	.217		2.487	.013
1	Identification	.171	.040	.198	4.230	.000
	Planning	.217	.049	.151	4.393	.000
	Implementation	.226	.036	.297	6.263	.000
	Monitoring and evaluation	.278	.025	.431	11.050	.000

a. Dependent Variable: performance

Source: Research Data (2021)

The regression equation for the relationship between performance of projects funded by donors, participatory project identification, planning, implementation and monitoring and evaluation is presented as follows;

Performance = 0.538 + 0.171 identification + 0.217 planning + 0.226 implementation + 0.278 monitoring and evaluation.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the key results, draws conclusions from the findings, and offers policy recommendations. The chapter offers ideas for more research as well.

5.2 Summary of the Major Findings

According to research on the respondents' profiles, most household heads were men between the ages of 40 and 49. The findings also showed that, slightly more than half of the household heads had up to secondary education as the highest level of education. On the categories of donor funded projects in Mandera County, it was evident that food and nutrition, WASH, peace and security and children related projects were the most common projects in Mandera County.

The first objective of the study assessed the influence of participatory project identification on performance of donor funded projects in Mandera County. The study first evaluated on the aspects of project identification that the household heads were allowed to participate in. evidently, close to three quarters of the respondents were allowed to participate in conceptualization meetings and more than half of the household heads were allowed to participate in needs assessment and project selection. However, the study found that close to two fifths of the respondents were allowed to participate in idea sourcing. Nearly two thirds of household heads who responded to the comments on the impact of participatory project identification on donor-funded project performance said that taking part in needs assessments helped them achieve their goals; another two

thirds were of the opinion that participation in project selection led to social and economic benefits to the community; another two thirds stated that stakeholders participation in feasibility meetings led to completion of donor funded projects in time. However, only a half of the household heads were of the opinion that participation in conceptualization meeting led to project objectives' attainment.

The study's second goal was to assess how donor-funded project performance was affected by participatory project planning. More than half of those surveyed disagreed that they were able to choose the implementation team. The findings also indicated that slightly less than half of the household heads were in disagreement that they are allowed to participate in development of projects' plans; another slightly less than a half indicated that they were allowed to participate in budgeting and allocation of resources. One sample t-test was applied to test whether the mean responses of the aspects of project planning that the household heads were allowed to participate in were significant or not. From the findings of the one-sample t-test, the mean response of the household heads being allowed to participate in development of a project plan was significantly lower than neutral value, an indication that the household heads significantly disagreed that they were allowed to participate in development of project plans. The findings also showed that the mean response on being allowed to participate in budgeting and resource allocation was significantly higher than the neutral value, an indication that the household heads significantly agreed that they were allowed to participate in budgeting and resource allocation. On whether The choice of the implementation team was up to the household heads, the mean was significantly less than neutral, indicating that the household heads disagreed on being allowed to participate in implementation team

selection. Statements on the influence of participatory planning on projects' performance were presented to the household heads. Almost all of the household heads agreed and strongly agreed that stakeholders' engagement in plan creation, budgeting, and resource allocation, and selection of the implementation influenced performance of the donor funded projects such as timely completion and attainment of project objectives. The majority of respondents—25%—were in agreement that taking part in the creation of project plans improved ownership of donor-funded projects in Mandera County.

The final goal of the study determined how donor-funded project performance in Mandera County was impacted by participatory project execution.. On the aspects of project implementation that the household heads were allowed to take part in, majority of the household heads indicated that they were allowed to participate in resources' utilization, supply of labor and materials during project implementation. On statements regarding the impact of participatory project implementation on performance of donor funded projects, majority of the household heads indicated that labor and materials' supply by the community during implementation led to timely completion. Slightly more than four-fifths of the household heads agreed and strongly agreed that involvement in the project's implementation led to timely completion of donor funded projects in Mandera County. Slightly more than three quarters of the household heads agreed that when the community participates in resource utilization, project objectives as set in donor funded projects were attained.

The success of donor-funded initiatives in Mandera County was reviewed as part of the study's fourth goal, which measured the impact of participatory monitoring and evaluation. The respondents had to specify which areas of monitoring and assessment

they were permitted to take part in. from the findings, more than two-thirds of the household heads were allowed to participate in information gathering, recording and organization; and examination of the status of projects sponsored by donors during monitoring and evaluation. More respondents were in disagreement on being allowed to participate in feedback and reports preparation, a response that was significant from the one-sample t-test. Again, the one sample t-test on whether the household heads were allowed to participate in reviewing and refining of work plans revealed that the household heads were neutral. The statements purporting on the influence of participatory monitoring and evaluation found that most respondents agreed that stakeholders' involvement in project review resulted in the achievement of project objectives. Two thirds of the household heads were of the opinion that participation reports and feedback preparation led to timely project completion while participation in review of work plans led to social and economic benefits to the community.

On the effectiveness of programs supported by donors, the majority of household heads are in agreement that the donor funded projects in Mandera County meet the purpose and objectives as envisioned such as livelihoods improvement. The household heads are also in agreement that the donor funded projects have been efficiently and effectively utilizing the resources allocated to them, the benefits accrued in all phases are sustainable and that the donor funded projects are completed at the right time.

The connection between overall performance, the dependent variable, and the identification of the participation project was examined using linear regression analysis., planning, implementation and monitoring and evaluation as the independent variables. The diagnostic tests prior to fitting the regression model revealed that assumptions of

linearity, homoscedasticity, normality and no multicollinearity were all fulfilled. From the regression model fitted, the value of R-Square was 0.646, indicating that 64.6% of performance of donor funded projects was explained by participatory identification, planning, execution, monitoring, and assessment of the project. The adjusted R-Square and R-Square obtained were close together indicating that regression model was better fit for prediction. From the ANOVA results, $p\text{-value} < 0.0001$, implying that the overall regression model was significant in predicting performance of donor funded projects. All the regression coefficients had $p\text{-values} < 0.0001$, significant at 0.05. This means that, the null hypotheses that participatory project identification, planning, implementation and monitoring and evaluation did not have significant effect on performance of donor funded projects were rejected. Therefore, participatory project identification, planning, implementation and monitoring and evaluation have a substantial impact on how donor-funded projects perform.

5.3 Conclusion for Study

In conclusion:

- i. There is high participation in project identification by stakeholders in aspects such as needs assessment, conceptualization meetings, project selection and viability studies. The high participation has led to participatory project identification having important effect on performance of donor funded projects.
- ii. Though there is low participation in aspects of planning such as development of project plans, budgeting and resource allocation, and implementation team selection, participatory project planning has a crucial influence on performance of donor funded projects.

- iii. There is high participation by the community in supply of labor and materials during project implementation. Utilization of resources by the community is also significantly high. The high participatory implementation has had an important influence on performance of donor-funded projects.
- iv. That participation in project monitoring and evaluation by the community is not high.

However, the participatory project monitoring and evaluation have a significant influence on performance of donor funded projects.

5.4. Recommendations for the Study

The study recommends the following for policy;

- i). Due to the low participation by the community in planning, organizations should engage the community more during the planning phase since participatory planning has an important influence on performance of donor funded projects.
- ii). Low participation in both in the monitoring of the project and its evaluation was noted during the study area despite its significance on the productivity of the projects funded by the donors. Organizations that have been entrusted by the donors and the donor organizations should therefore not treat monitoring and evaluation as a preserve of professionals but should also engage the local community so as to enjoy benefits such as identification of challenges and flaws which will make project completion flow smoothly.
- iii). Every phase in a project requires the inclusion of stakeholders. Therefore, donors should ensure that stakeholders take part in all activities in each phase so as to increase the likelihood of project success.

5.5 Suggestion for Further Studies.

The following should be studied further due to there incomplete cover by the study.

- i. Since low participation by the community was noted in planning and monitoring and evaluation phases, future studies should assess the determinants of low community participation during these phases.
- ii. The study only sampled the household heads as stakeholders in a project. However, there are other stakeholders such as government and private bodies. Future studies should therefore assess the influence of participatory project management but include a wider scope of stakeholders in comparsion to this study.
- iii. This study was conducted in Mandera County only. Future studies should focus inother study areas for comparison purposes.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Jama Madey, Kenyatta University,

MOBILE NO: 0700 343 477.

Dear Respondent (s)

RE: DATA COLLECTION FOR MASTERS IN PROJECT MANAGEMENT

I am a post-graduate student of Kenyatta University undertaking a Masters in Project Management. As part of my study, I am required to carry out a research entitled **“PARTICIPATORY PROJECT CYCLE MANAGEMENT AND PERFORMANCE OF DONOR FUNDED PROJECTS IN MANDERA COUNTY, KENYA”**

I humbly request your participation in this study by filling the questionnaire provided. The information that you give to me will be used for research purposes only and your confidentiality is assured.

There is no need to provide your name in the questionnaire responses. Please fill out the form and submit it to us as promised.

Thank you for accepting to participate in the study.

Yours sincerely, Jama Madey Hassan

Section B: Donor Funded Projects in Mandera County

4. What are some of the donor funded projects implemented in your area? (name several)

.....

.....

.....

.....

.....

Section C: Participatory Project Identification and Performance of Donor Funded Projects

5. Indicate by ticking appropriately on what aspects of project identification you are allowed to participate in that benefit you in this area.

KEY: 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

Statement	1	2	3	4	5
Needs assessment					
Conceptualization meetings					
Project selection					
Viability studies					
Idea sourcing					

6. Please mark your degree of agreement with the following influence-related statements of participatory project identification and performance of donor funded projects.

KEY: 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

Statement	1	2	3	4	5

Stakeholders' participation in needs assessment has led to the attainment of project objectives by donor funded projects in Mandera County					
Stakeholders' participation in project selection has led to social and economic benefits to the community in Mandera County					
Stakeholders' participation in conceptualization meetings has led to achievement of project objectives by donor funded projects in Mandera County					
Stakeholders' participation in feasibility meetings has led to timely completion of donor funded projects in Mandera County					

Section D: Participatory Project Planning and Performance of Donor Funded Projects

7. Indicate by ticking appropriately on what aspects of project planning you are allowed to participate in donor funded projects that benefit you in this area.

KEY: 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

Statement	1	2	3	4	5
Development of project plan					
Budgeting and allocation of resources					
Selection of the implementation team					

8. Please mark your degree of agreement with the following assertions about influence of participatory project planning and performance of donor funded projects.

KEY: 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

Statement	1	2	3	4	5
Stakeholders' participation in plan development has enhanced ownership of donor funded projects in Mandera County					
Stakeholders' participation in plan development for donor funded projects has led to timely completion of donor funded projects in Mandera County					
Stakeholders' participation in resource budgeting and allocation has led to attainment of project objectives in donor funded projects in Mandera County					
Stakeholders' participation in the selection of the implementation team has led to achievement of project objectives in donor funded projects in Mandera County					
Stakeholders' participation in feasibility meetings has led to timely completion of donor funded projects in Mandera County					

Section E: Participatory Project Implementation and Performance of Donor Funded Projects

9. Indicate by ticking appropriately the aspects of project implementation you are allowed to participate in donor funded projects that benefit you in this area.

KEY: 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

Statement	1	2	3	4	5
Utilization of resources					
Labor supply					
Supply of materials					

10. Please mark your degree of agreement with the following assertions about the influence of participatory project implementation and performance of donor funded projects.

KEY: 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

Statement	1	2	3	4	5
The involvement of the community in project execution through labor supply and materials supply has led to timely completion of donor funded projects in Mandera County					
Stakeholders' participation in execution of project activities has led to timely completion of donor funded projects in Mandera County					
Stakeholders' participation in resource utilization has led to achievement of project objectives in donor funded projects in Mandera County					

Section F: Participatory Project Monitoring & Evaluation and Performance of Donor Funded Projects

11. Indicate by ticking appropriately the aspects of project monitoring and evaluation you are involved in for donor funded projects that benefit you in this area.

KEY: 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

Statement	1	2	3	4	5
Information gathering, recording and organization					
Review of the progress of donor funded projects					
Preparation of feedback and reports					
Reviewing and refining of work plans					

12. Please indicate your level of agreement on the following statements regarding the influence of participatory project monitoring & evaluation and performance of donor funded projects. KEY: 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

Statement	1	2	3	4	5
Stakeholders' participation in project progress review has led to attainment of objectives in donor funded projects in Mandera County					
Stakeholders' participation in reports and feedback preparation has led to timely completion of donor funded projects in Mandera County					

Stakeholders' participation in review of work plans has led to social and economic benefits by donor funded projects inMandera County					
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SECTION G: Performance of Donor Funded Projects in Mandera County

The following statements are in reference to the performance of donor funded projects inMandera County. Please indicate your level of agreement/disagreement by ticking appropriately. KEY: 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

Statement	1	2	3	4	5
Donor funded project meet the envisioned purpose and objectives such as improving the livelihoods of targeted					
Donor funded projects have been efficiently and effectively utilizing resources allocated to them during the entire project cycle.					
The benefits accrued during all phases of the project are sustained and endure even after project closure.					
Donor funded projects in this area are completed at the right time					

Appendix II: Interview Schedule for the Project Coordinators

1. How long have you worked as a project coordinator for donor funded projects?
2. In your own opinion, what procedure is followed in selecting the project to be funded?
3. In your own opinion, how do you involve stakeholders in project identification?
4. In your own opinion, what are the benefits of stakeholder involving in project identification towards the project's performance?
5. Describe your own personal viewpoint on how you would involve stakeholders in project planning?
6. In your own opinion, what are the benefits of involving stakeholders in project planning towards project's performance?
7. From your personal viewpoint, how do you involve stakeholders in project implementation?
8. In your own opinion, what are the benefits of involving stakeholders in project implementation towards the project's performance?
9. From your personal viewpoint, how do you involve stakeholders in project M&E?
10. In your own opinion, what are the benefits of involving stakeholders in project M&E towards the performance of projects?

Appendix III: Map of Mandera County



Appendix IV: Research Approval from Postgraduate School



KENYATTA UNIVERSITY
GRADUATE SCHOOL

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

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Website: www.ku.ac.ke

Internal Memo

FROM: Dean, Graduate School

DATE: 2nd September, 2021

TO: Jama Madey
C/o Management Science Dept.

REF: D53/CTY/PT/27797/2018

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting 25th August, 2021 approved your Research Project Proposal for the M.BA Degree Entitled, "Participatory Project Cycle Management and Performance of Donor Funded Projects in Manderu County, Kenya".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and Progress Report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

ANNBELL MWANIKI
FOR: DEAN, GRADUATE SCHOOL


c.c. Chairman, Management Science Department.

Supervisors:

1. Dr. Perris Chege
C/o Department of Management Science
Kenyatta University

AM/inn


Appendix V: NACOSTI Research Permit


REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **583486**


RESEARCH LICENSE




This is to Certify that Mr. JAMA MADEY of Kenyatta University, has been licensed to conduct research in Mandera on the topic: **PARTICIPATORY PROJECT CYCLE MANAGEMENT AND PERFORMANCE OF DONOR FUNDED PROJECTS IN MANDERA COUNTY, KENYA** for the period ending ; 10/November/2022.

License No: **NACOSTI/P/21/13944**

583486
Applicant Identification Number


Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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