

Journal of Entrepreneurship & Project Management

ISSN Online: 2616-8464



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ISSN: 2616-8464

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How to cite this article: Madey, J. & Chege P. (2022). Participatory Project Cycle Management and Performance of Donor Funded Projects in Mandera County, Kenya. *Journal of Entrepreneurship & Project Management*, 6(3), 77 - 91. <https://doi.org/10.53819/81018102t2084>

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 acquired data was cleaned, coded, and put into the SPSS version 21 statistical package for social sciences. 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

<https://doi.org/10.53819/81018102t2084>

stakeholders. Therefore future studies should replicate the current study but widen the scope of the sampled respondents to include other stakeholders.

Keywords: *Participatory Project, Cycle Management, Donor Funded Projects, Projects Performance, Project Monitoring.*

1.0 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 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 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 and Abuya (2018) found that most projects have been witnessing partial success since most of them only engage stakeholders project implementation

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monitoring and 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.

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.

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.

1.1 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 Mandera,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

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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.

1.2 General Objective

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

1.3 Objectives of the Study

- 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

- What is the influence of participatory project identification on the effectiveness of donor funded projects in Mandera County, Kenya?
- What is the influence of participatory project planning on performance of donor funded 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?

2.1 Theoretical Review

2.1.1 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.

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.

2.1.2 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.

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

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opportunities since the project was implemented and will be able to identify whether the problems identified during identification phase are being solved or not.

2.1.3 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.

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 Mander County.

2.1.4 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.

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 Mander County when the donor funded projects are implemented and are successful.

2.2 Empirical Literature Review

2.2.1 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 Sabotiforest 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.

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 sampled.

2.2.2 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

<https://doi.org/10.53819/81018102t2084>

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.

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.

2.2.3 Participatory Project Implementation and Performance of Projects

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

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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.

2.2.4 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.

2.3 Conceptual Framework

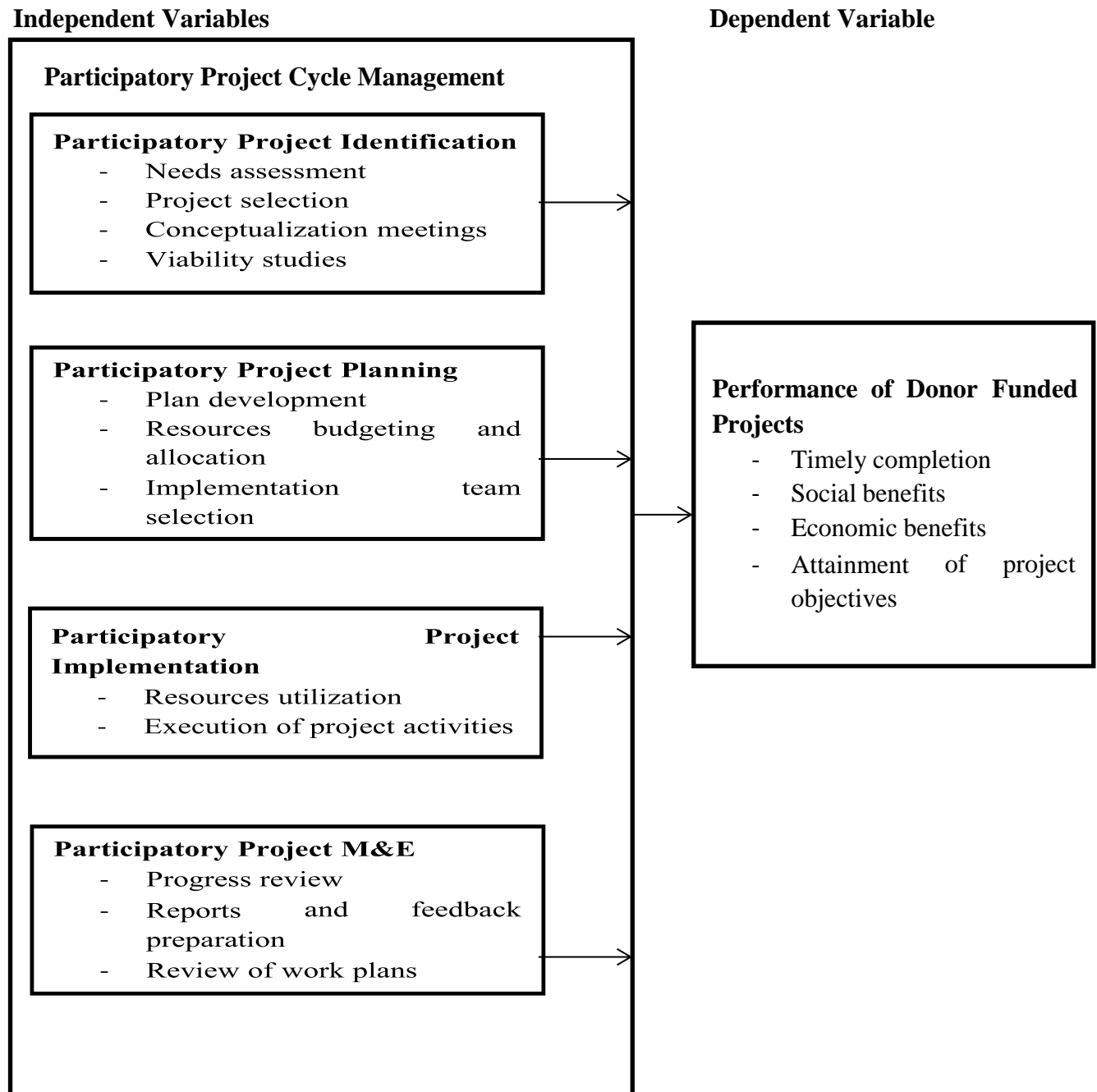


Figure 1: Conceptual Framework.

3.0 Research Methodology

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. 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 study sample size was 344 household heads. 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. The study used questionnaires (Appendix I) and interview schedules (Appendix II) as the primary instruments of primary data collection.

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.

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 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

X₁. Planning

X₂. Implementation

X₃. Monitoring And Evaluation

X₄. 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.

4.0 Findings And Discussion

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.

Respondents were asked to provide information about their gender, age group, and greatest degree

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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.

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.

4.1 Regression Analysis

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 1).

Table 1: Model Summary

Mode l	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.804 ^a	.646	.642	.39030	.646	142.385	4	312	.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. This means that the model as a whole is important in predicting performance of donor funded projects in Mandera County.

Table 2: ANOVA

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)

Table 3 shows that 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.

Table 3: Regression

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std Error	Beta	t	Sig.
(Constant)	0.538	0.217		2.487	0.013
Identification	0.171	0.04	0.198	4.23	0.000
Planning	0.217	0.049	0.151	4.393	0.000
Implementation	0.226	0.036	0.297	6.263	0.000
Monitoring and evaluation	0.278	0.025	0.431	11.05	0.000
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.

5.0 Conclusion

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. 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. 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. 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.

6.0 Recommendations

The study recommends the following for policy; 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. 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. 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.

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