

**PROJECT MANAGEMENT PRACTICES AND PERFORMANCE OF DONOR
FUNDED PROJECTS IN GARISSA COUNTY, KENYA.**

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DECLARATION AND APPROVAL

I certify that this research proposal is entirely unique with no submissions to other universities.


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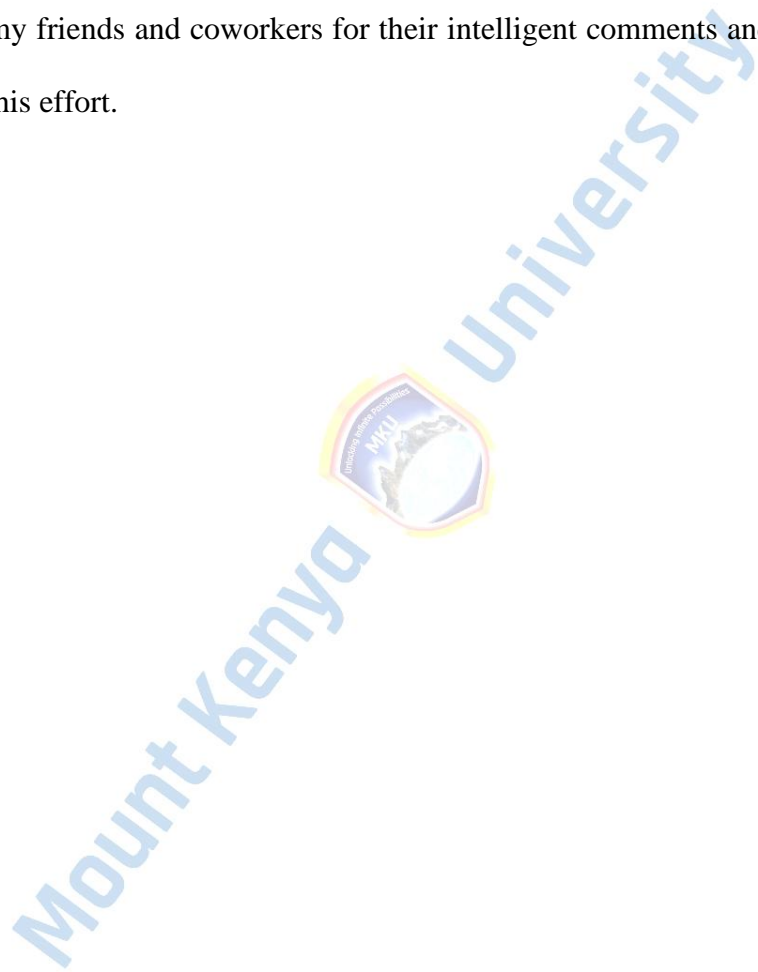
DEDICATION

This work is dedicated to my supervisor, Dr. Njeri S. Ngacha, PhD, OFS, for her invaluable guidance and unwavering support throughout this journey. I also dedicate it to my father, Doli Hussein, and my mother, Asilia Salat, for their patience, encouragement, and financial sacrifices during moments of intense concentration in my studies. Lastly, I extend my heartfelt gratitude to my dear friend, Ms. America, for the constant motivation and support that kept me going.



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ABSTRACT

Effective stakeholder management, project control, monitoring and evaluation, and accountability were crucial for the success of donor-funded projects. Engaging stakeholders using performance metrics, continuous monitoring, maintaining transparency, and ensuring accountability significantly enhanced project outcomes. These practices ensured alignment with stakeholder expectations, timely interventions, informed decision-making, and sustained support. This study aimed to examine the influence of project management practices on the performance of donor-funded projects in Garissa County, Kenya. The specific objectives were to investigate the influence of stakeholder management on the project performance of donor-funded projects, to assess the effect of project control on the project performance of donor-funded projects, to evaluate the influence of project monitoring and evaluation on the project performance of donor-funded projects and to examine the effect of project accountability on the project performance of donor-funded projects in Garissa County, Kenya. The study was guided by Stakeholder, Control, Monitoring and Evaluation, and Accountability theories. This study used a descriptive research design and a quantitative research approach. The study's target population comprised 314 respondents, including 157 project managers and 157 coordinators working on donor-funded projects in Garissa County. The annual Non-Governmental Organizations sector report for 2021/2022, which categorized donor-funded projects into eight groups to ensure thorough coverage of project types in the region, served as the basis for selecting this target group. A stratified random sampling technique was used to ensure fair representation of each category. The sample size, determined using the Yamane (1967) formula at a 5% precision level, included approximately 176 respondents, evenly divided between project managers and coordinators. Questionnaires were used to collect data, and a pilot study was conducted in Wajir County. Expert and peer reviews determined the validity of these tools, and Cronbach's Alpha reliability coefficient of 0.7 was used to assess the instruments' dependability. The Statistical Package for the Social Sciences Version 26.0 was used to clean, code, and enter the collected data. Descriptive analysis was conducted using frequencies, percentages, and means. Inferential analysis of the quantitative data was performed using multiple linear regression to assess the association between the independent and dependent variables at a 95% confidence level. Ethical considerations such as data preservation, informed consent, anonymity, confidentiality, and privacy were observed throughout the study. The overall significance of the regression model was tested in the ANOVA table (Table 14). The model was statistically significant, with a p-value of 0.004 and an F-statistic of 0.684. This implied that the independent variables significantly impacted project performance. The significance threshold supported the hypothesis that project management techniques, such as stakeholder management and accountability, contributed to the success of donor-funded projects ($p < 0.05$). Although procedures like risk management and structured work plans were acknowledged, issues with timely payments, resource availability, and safety training highlighted gaps that needed to be addressed. The statistically significant relationship between project control and performance underscored the importance of continuously deployed control methods for project success. Project teams needed to establish transparent and uniform accountability frameworks to ensure accountability. This could be achieved through consistent training and reinforcing the value of both individual and team accountability to enhance ownership and performance.

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LIST OF ABBREVIATIONS AND ACRONYMS

AIDs	Acquired Immunodeficiency Syndrome
CBO	Community-Based Organizations
FAO	Food and Agriculture Organization
FBO	Faith-Based Organizations
HIV	Human Immunodeficiency Virus
M&E	Monitoring and Evaluation
NACOSTI	National Commission for Science, Technology and Innovation
NGO	Non-Governmental Organizations
NRP	Neighborhood Renewal Program
PPP	Public-Private Partnerships
SPSS	Statistical Package for the Social Sciences
UNDP	United Nations Development Program
UNICEF	United Nations International Children's Emergency Fund
WASH	Water, Sanitation & Hygiene

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Globally, donor-funded projects are critical in addressing developmental challenges, and their success is largely attributed to the implementation of effective project management practices. These practices ensure projects meet their objectives by optimizing resources, managing risks, and engaging stakeholders. For example, in the United States, the U.S. Bank Stadium in Minnesota stands out as a project where advanced project management methodologies, including the use of cutting-edge technology and strong stakeholder collaboration, led to its successful completion ahead of schedule and within budget (Smith, 2019). Similar to this, the United States Department of Agriculture's (USDA) National Organic Program demonstrates how careful project management and planning may guarantee the long-term viability of initiatives with significant positive effects on the community (Johnson & Lee, 2019).

In Europe, the Neighborhood Renewal Program (NRP) in the United Kingdom serves as another prime example of the role project management can play in driving socioeconomic development. Through comprehensive strategic planning and effective collaboration among stakeholders, the NRP significantly improved the quality of life in impoverished regions like Northern Ireland by addressing issues such as unemployment and social exclusion (Jessoula, Sabato, Agostini, & Madama, 2019).

In Asia, Japan's Metropolitan Expressway Project in Tokyo, funded by the Asian Development Bank, underscores the importance of integrating environmental sustainability into project management. This project successfully created climate-resilient infrastructure through a multidisciplinary approach that involved environmental experts, ensuring both environmental and financial goals were met (Muromachi,

Iwakura, & Itaya, 2019). Meanwhile, in Saudi Arabia, the successful implementation of the Waste Water Treatment Plants Development Projects, driven by Public-Private Partnerships (PPPs), illustrates the pivotal role that collaborative management frameworks play in ensuring efficient project delivery and resource optimization (Alshammari, Ghernaout, Aichouni, & Touahmia, 2019).

In Africa, the success of donor-funded projects is often linked to the presence of robust project management practices that are adapted to local contexts. The Last Mile Project in Zambia, which significantly improved rural water and sanitation services, is a testament to the transformative power of donor support when coupled with comprehensive planning and management (Gwaibi, 2019). Similarly, in Nigeria, donor-funded projects such as the Rural Electrification Project have expanded access to electricity in underserved communities, a success attributed to effective stakeholder engagement and strategic project execution (Lawrence, 2019). In Zimbabwe, initiatives like the Smallholder Irrigation Revitalization Programme have bolstered agricultural productivity through improved water management and farmer training, highlighting the role of well-structured donor interventions (Lawrence, 2019).

In the East African region, Countries such as Kenya, Uganda, Tanzania, Rwanda, and Burundi have been major beneficiaries of donor-funded projects aimed at improving food security, health, and education. Uganda in particular had donor-funded projects such as the Fisheries Development Project along Lake Victoria have enhanced local livelihoods by improving fish quality, a success that was driven by the structured involvement of stakeholders and rigorous management practices (Lawrence, 2019). These projects are vital in addressing some of the region's most pressing challenges, including poverty, disease, and educational disparities. Despite instances of success, such as UNDP and FAO-funded projects that have significantly reduced food insecurity, many projects in

the region have faced difficulties due to political instability, corruption, and inadequate management structures (Kamau & Githinji, 2019).

In Kenya, donor-funded initiatives have been central to national development, particularly in sectors such as health, education, water, and agriculture. Projects like the Slum Upgrading Project in Nairobi have demonstrated the significant impact that well-managed initiatives can have in improving living conditions in marginalized communities (Mwenda, 2019). Nevertheless, challenges such as mismanagement, corruption, and poor monitoring and evaluation systems have hindered the effectiveness of some donor-funded initiatives, reducing their potential impact (Njeru, 2019). The success of well-managed projects, however, highlights the need for rigorous project management frameworks to ensure these initiatives meet their goals.

Shifting the focus to Garissa County, located in northeastern Kenya, the region faces unique developmental challenges, including high poverty rates, recurrent droughts, and security issues (Njiru, 2019). Donor-funded projects in Garissa are critical in addressing these challenges, particularly in improving health, education, water, and sanitation services. However, the success of these initiatives is often compromised by logistical difficulties, insecurity, and socio-economic disparities. For instance, projects aiming to improve healthcare infrastructure and access to clean water have faced delays due to these challenges, making effective project management all the more important (Smith & Olatunji, 2019).

In order to improve the lives of the local populace, especially in rural and underprivileged areas, Garissa County heavily relies on donor-funded programs. According to the Kenya National Bureau of Statistics (2020), the county's poverty rate is almost 66%, which is far higher than the 36.1% national average. This underscores the critical need for successful donor interventions to address the region's socio-economic challenges

(KNBS, 2020). Projects like the UNICEF Education for All Initiative have improved school enrollment rates and reduced dropouts in the region, demonstrating the transformative potential of effective project management (UNICEF, 2019).

However, the performance of donor-funded projects in Garissa County has been mixed, with some failing to meet their objectives due to poor management practices, inadequate stakeholder engagement, and insufficient monitoring and evaluation mechanisms (Mwangi & Ngugi, 2020). The unique socio-economic conditions in Garissa, including widespread poverty, security concerns, and infrastructural deficits, require project management approaches tailored to the local context. As suggested by Ochieng & Tubey (2021), adapting project management methodologies to the specific needs of the region such as involving local stakeholders and community leaders in project planning and execution can significantly improve project outcomes and long-term sustainability.

The success of donor-funded projects in Garissa County is also closely tied to the ability of project managers to engage local stakeholders and build strong communication channels between donors, beneficiaries, and implementing agencies (Mohammed, Wang, & Kazeem, 2020). Furthermore, continuous monitoring and evaluation are critical to identifying potential issues early on and making necessary adjustments to ensure that projects stay on track and deliver their intended benefits (Waweru & Makori, 2020). Studies show that by aligning project goals with community needs and ensuring transparency in resource allocation, project managers can enhance both project performance and stakeholder satisfaction (Ahsan, Ho, & Khan, 2021).

As such, addressing the unique challenges faced by Garissa County, ranging from logistical issues to socio-economic disparities, required a comprehensive project management approach that incorporated local knowledge, effective risk management, and stakeholder participation at all levels (Ochieng & Tubey, 2021). The success of

donor-funded projects in the region depended on the ability of project managers to navigate these challenges while ensuring that resources were used efficiently. Additionally, it ensured that projects were delivered on time and within scope.

1.2 Statement of the Problem

Despite substantial financial and technical investments, donor-funded projects in Garissa County, Kenya, showed inconsistent performance. While some improved socio-economic conditions, many failed to meet their objectives, raising concerns about project management effectiveness. This variability highlighted issues in planning, execution, and monitoring. Garissa County faced significant challenges, including a high poverty rate of 66% (Kenya National Bureau of Statistics, 2020), inadequate infrastructure, limited healthcare and education access, and frequent security threats. These factors hindered the successful implementation and sustainability of donor-funded projects.

In education, enrollment increased from 41% in 2015 to 55% in 2020 due to new schools and feeding programs (UNICEF, 2020), yet dropout rates remained high, and education quality concerns persisted. In healthcare, donor-funded projects expanded facilities by 25% between 2016 and 2020 (World Health Organization, 2020), but sustainability issues arose due to poor planning, weak stakeholder engagement, and insufficient monitoring.

Successful project outcomes depended on effective management practices, including planning, communication, stakeholder involvement, and monitoring (Ahsan, Ho, & Khan, 2021). However, inconsistent application of these practices, lack of data-driven decision-making, poor transparency, and mismanagement weakened the project's impact (Mwangi & Ngugi, 2020). Addressing gaps in planning, stakeholder engagement, and evaluation was necessary to enhance project sustainability and effectiveness.

Strengthening management practices would ensure donor-funded projects contributed meaningfully to Garissa County's socio-economic development.

1.3 Purpose of the Study

To establish the influence of project management practices on performance of donor funded projects in Garissa County, Kenya.

1.4 Objectives of the Study

This study sought to achieve the following objectives.

- i. To investigate the influence of stakeholder management on project performance of donor funded projects in Garissa County, Kenya.
- ii. Assess the effect of project control on project performance of donor funded projects in Garissa County, Kenya.
- iii. To evaluate the influence of project monitoring and evaluation on project performance of donor funded projects in Garissa County, Kenya.
- iv. To examine the effect of project accountability on project performance of donor funded projects in Garissa County, Kenya.

1.5 Research Questions

This study sought to answer the following research questions.

- i. What is the influences of stakeholder management on project performance of donor-funded projects in Garissa County, Kenya?
- ii. What is the effect of project control on project performance of donor-funded projects in Garissa County, Kenya?
- iii. What is the influences of project monitoring and evaluation on project performance of donor-funded projects in Garissa County, Kenya?
- iv. What is the effect of project accountability on project performance of donor-funded projects in Garissa County, Kenya?

1.6 Significance of the Study

- i. **Government Policy Development:** This research was significant to the government in developing policies that ensured the proper execution of donor-funded projects in Garissa County, Kenya. These policies enabled the government to play an oversight role, monitor donor activities, and ensure compliance with legal requirements while maximizing benefits to the communities. By establishing clear guidelines and standards for project management practices, the government enhanced the effectiveness and accountability of donor-funded projects, ultimately increasing their impact on local development.
- ii. **Non-Governmental, Faith-Based, and Community-Based Organizations:** The study benefited NGOs, Faith-Based Organizations (FBOs), and Community-Based Organizations (CBOs) by providing insights into strategies for effectively engaging stakeholders at different project phases. Understanding the importance of stakeholder management, project control, monitoring, and accountability helped these organizations improve project planning and implementation. This, in turn, increased the likelihood of project success and sustainability.
- iii. **Community Empowerment:** The research empowered the local community by increasing awareness of their roles and responsibilities in implementing donor-funded projects. As the main beneficiaries, community members were better equipped to participate actively in project activities, ensuring alignment with their needs and priorities. This increased involvement also helped build local capacity and ownership, which were essential for the sustainability of development initiatives.

- iv. **Scholars and Researchers:** The study was beneficial to scholars and researchers by providing a foundation for further exploration in project management practices and performance. By examining the factors influencing the success of donor-funded projects in Garissa County, the research contributed to existing knowledge and offered valuable insights for future studies. Scholars used the findings as a reference for developing new theories, methodologies, and best practices in project management, particularly in the context of developing regions.
- v. **Socio-Economic Development:** This research enhanced the understanding of how effective project management practices improved the performance of donor-funded projects. By addressing key challenges in project execution, the study contributed to the socio-economic development of Garissa County and served as a model for similar contexts.

1.7 Scope of the Study

The study examined project management practices and their influence on the performance of donor-funded projects in Garissa County, Kenya. It focused on key project management practices, including stakeholder management, project control, monitoring, and accountability. The study targeted various donor-funded initiatives implemented by NGOs, Faith-Based Organizations (FBOs), and Community-Based Organizations (CBOs) across different sectors such as education, health, and infrastructure.

In terms of geographical scope, the study was limited to Garissa County, allowing for a detailed contextual understanding of the unique challenges and dynamics affecting project performance in the region. Regarding the time scope, the study analyzed donor-funded projects implemented over a specified period to assess their management practices and outcomes. This focused approach provided insights to inform policy

development, improve project management strategies, and enhance the effectiveness and sustainability of donor-funded projects in similar contexts.

1.8 Limitations of the Study

The study on project management practices and performance of donor-funded projects in Garissa County, Kenya, encountered several limitations. One major challenge was the potential reluctance of NGOs, FBOs, and CBOs to share necessary information due to confidentiality concerns. To address this, the researcher will assure participants of their anonymity and confidentiality. Logistical challenges and security issues in Garissa County also posed significant hurdles, potentially limiting data collection from some areas. The researcher will mitigate these issues by collaborating with local administration, but some areas may still have been underrepresented.

The reliance on self-reported data from stakeholders may introduce potential biases, as participants might provide socially desirable responses or may not accurately recall past events. Despite efforts to enhance data reliability, these limitations may remain. The dynamic nature of project environments in Garissa County and the study's cross-sectional design further limited the ability to generalize findings across all donor-funded projects in the region. The study's scope will also be limited to Garissa County, meaning the findings may not be directly applicable to other regions with different conditions. Future research can expand geographically and incorporate longitudinal designs to address these limitations comprehensively.

1.9 Delimitations of the Study

The delimitations of this study on project management practices and the performance of donor-funded projects in Garissa County, Kenya, were carefully defined to maintain focus and relevance. The study was geographically confined to Garissa County, ensuring that findings were context-specific to this region, which was characterized by unique

socio-economic and logistical challenges. The scope was limited to donor-funded projects, excluding government and privately funded initiatives, to concentrate on the specific dynamics and management practices pertinent to donor-driven efforts.

The study focused on specific project management practices such as stakeholder engagement, project control, project accountability, monitoring, and evaluation. This narrowed scope allowed for a detailed examination of how these practices influenced project outcomes. The study period was also limited to recent projects completed within the last five years, providing contemporary insights while excluding older projects that might not have reflected current practices and challenges. These delimitations ensured the research was both manageable and targeted, offering valuable insights into improving the effectiveness and sustainability of donor-funded projects in Garissa County.

1.10 Assumptions of the Study

The study was guided by the following presumptions:

- i. That stakeholder management has an influence on performance of donor funded projects in Garissa County, Kenya.
- ii. That project control has an effect on performance of donor funded projects in Garissa County, Kenya.
- iii. That project monitoring and evaluation has an influence on performance of donor funded projects in Garissa County, Kenya.
- iv. That project accountability has an effect on performance of donor funded projects in Garissa County, Kenya.

1.11 Operational Definition of Terminologies

- Donor Funded Projects:** These are initiatives that receive financial support from external entities such as international organizations, governments, non-governmental organizations, foundations, or private donors.
- Project Accountability:** Refers to the obligation of individuals and teams involved in a project to take responsibility for their actions, decisions, and the overall outcomes of the project.
- Project Control:** This involves processes and activities in monitoring, managing, and regulating the project's progress to ensure it stays on track with its objectives, scope, schedule, and budget.
- Project Management Practices:** This applies to methods, processes, techniques, and principles that involves planning, executing, monitoring, controlling, and close projects effectively and efficiently.
- Project Monitoring & Evaluation:** Refers to systematic processes used to track the progress and assess the performance of a project.
- Project Performance:** Refers to the measure of how well a project achieves its objectives and meets its goals.
- Stakeholder Management:** It is the methodical process of identifying, evaluating, planning, and carrying out activities intended to interact and communicate with people or groups that are involved in a project.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter addressed the theoretical review in line with the study objectives. It also outlined the empirical literature review, conceptual framework and research gaps of the study.

2.2 Theoretical Review

This section presents an outline of the theories that guide this study with their relevance to the studies objectives clearly explained. Specifically this sections outlines; stakeholders, control, monitoring and evaluation and accountability theories.

2.2.1 Stakeholder Theory

Freeman first put forth the stakeholder theory in 1984, and it highlights how crucial it is to recognize and manage the interests of all parties participating in a project. According to this view, meeting the requirements and expectations of stakeholders who may have an impact on or be impacted by the project's outcomes is essential to effective project management. Donors, beneficiaries, local communities, governmental organizations, and project teams are all considered stakeholders in donor-funded initiatives.

Stakeholder theory offers a strong framework for examining how stakeholder management affects project performance. Identifying important stakeholders, comprehending their interests, and actively including them throughout the project lifetime are all necessary for effective stakeholder management. For example, a study by Mante, Asante, and Boateng (2021) discovered that thorough stakeholder mapping and engagement helped donor-funded health projects in Ghana better line with stakeholder expectations. This alignment is crucial for enhancing project performance as it ensures that stakeholder needs are met, reducing resistance and increasing support for the project.

Stakeholder Theory also highlights the importance of transparent communication and conflict resolution mechanisms. Ofori and Atiogbe (2020) demonstrated that regular communication and engagement with stakeholders in donor-funded educational projects in Ghana fostered trust and collaboration, leading to improved project outcomes. Effective communication ensures that stakeholders are informed and their concerns addressed, which is essential for maintaining their support and involvement.

2.2.2 Control Theory

Control Theory, rooted in systems theory and management science, focuses on the mechanisms and processes used to regulate and guide project activities to achieve desired outcomes. It encompasses the principles of planning, monitoring, and corrective actions to ensure that project objectives are met efficiently and effectively. This theory is particularly relevant for assessing the effect of project control on the performance of donor-funded projects.

Project control involves setting performance standards, measuring actual performance, and taking corrective actions when deviations occur. Control Theory provides a structured approach to this process, emphasizing the need for clear performance metrics and continuous monitoring. For example, a study by Johnson and Brown (2021) on donor-funded health projects in Uganda found that projects with robust control mechanisms experienced fewer delays and budget overruns. The study highlighted that regular monitoring and timely interventions were critical in maintaining project performance.

Control Theory also underscores the importance of adaptive management, where project plans and controls are adjusted based on feedback and changing conditions. This is particularly relevant for donor-funded projects operating in dynamic and often unpredictable environments. By adopting adaptive control mechanisms, project

managers can respond more effectively to emerging challenges, thereby improving project performance.

2.2.3 Monitoring and Evaluation Theory

Monitoring and Evaluation (M&E) Theory integrates principles from both Stakeholder and Control Theories, focusing on systematic data collection, analysis, and use to inform project decisions. M&E is essential for evaluating the influence of project monitoring and evaluation on project performance, as it provides the tools and processes necessary to assess project progress, outcomes, and impact.

Effective M&E systems offer real-time insights into project activities, enabling adaptive management and ensuring accountability and transparency. For instance, Ngoma and Mukulu (2020) found that donor-funded educational projects in Kenya with well-structured evaluation mechanisms achieved better outcomes. Periodic evaluations allowed project teams to adjust strategies and align them with changing circumstances and stakeholder needs, enhancing project impact and sustainability.

M&E Theory also emphasizes the role of technology in improving the efficiency and effectiveness of monitoring and evaluation processes. Lee, Park, and Kim (2021) demonstrated that the use of digital M&E tools in donor-funded agricultural projects in South Korea significantly improved project performance. Technology facilitates real-time data collection and analysis, enabling more responsive project management and better decision-making.

2.2.4 Accountability Theory

Accountability Theory focuses on the obligation of project managers and teams to provide accurate information about project performance and outcomes to stakeholders, particularly donors. This theory is crucial for examining the effect of project

accountability on the performance of donor-funded projects, as it highlights the importance of transparency, feedback, documentation, and progress reporting.

Effective project accountability involves regular reporting and transparent communication with stakeholders. Mensah and Atta (2022) found that donor-funded infrastructure projects in Ghana with strong accountability frameworks were more likely to receive continued donor support. Transparent reporting reassures donors about the effective use of their funds, leading to sustained funding and support, which is vital for long-term project success.

Accountability Theory also stresses the importance of documentation and progress tracking. Regular documentation of project activities and outcomes ensures that there is a clear record of what has been achieved and any challenges encountered. This documentation is essential for evaluating project performance and making informed decisions. For instance, Patel and Shah (2021) highlighted that involving local communities in the accountability processes of donor-funded disaster relief projects in India led to more effective and sustainable project outcomes. Community involvement in accountability ensures that project activities align with local needs and priorities, enhancing overall project performance.

2.3 Empirical Literature Review

This section presents an outline of the literature review of other scholars guided by the study's research objectives.

2.3.1 Stakeholder Management and Performance of Donor Funded Projects

Comprehensive stakeholder mapping is essential to understand the influence and interests of different stakeholders. For instance, Mante, Asante, and Boateng (2021) highlighted that thorough stakeholder analysis in donor-funded health projects in Ghana led to improved project alignment with stakeholder expectations, thereby enhancing

project performance. This emphasizes the necessity of detailed stakeholder analysis as a foundational element in the management process. Stakeholder mapping ensures that all relevant parties are identified, their roles and influence understood, and their interests considered in project planning and implementation.

Engaging stakeholders through effective communication strategies is crucial for building trust and ensuring project success. Recent studies show that continuous stakeholder engagement can significantly improve project performance. Ofori and Atiogbe (2020) found that regular stakeholder meetings and transparent communication channels in donor-funded educational projects in Ghana fostered trust and collaboration, leading to better project outcomes. This highlights the importance of consistent and clear communication with stakeholders to maintain their engagement and support. Engaging stakeholders means actively involving them in the decision-making process, seeking their input, and addressing their concerns promptly.

Interaction with stakeholders goes beyond mere engagement; it involves ongoing, meaningful exchanges that foster mutual understanding and collaboration. Effective interaction entails regular updates, feedback sessions, and open forums where stakeholders can voice their opinions and suggestions. A study by Liu, Zhang, and Chen (2021) on a donor-funded disaster relief project in Nepal found that involving local community leaders in decision-making processes enhanced project acceptance and effectiveness. This enhance in creating opportunities for interactive dialogue, which can lead to more informed and accepted project decisions.

Another major aspect of stakeholder management is communication. Clear, transparent, and frequent communication helps to ensure that all stakeholders are on the same page regarding project goals, progress, and any issues that arise. Effective communication strategies can help to build trust, manage expectations, and prevent misunderstandings.

For example, Boakye, Abor, and Anning-Dorson (2020) found that in donor-funded infrastructure projects in Nigeria, successful management of influential stakeholders through effective communication was closely linked to achieving project objectives. This emphasizes the need for well-structured communication plans that cater to the needs and preferences of different stakeholders.

Relationship building is a long-term investment in project success. Establishing strong, positive relationships with stakeholders can lead to increased support, smoother project implementation, and better outcomes. Singh and Gupta (2020) revealed that engaging teachers and parents in donor-funded educational projects in India led to improved educational outcomes, demonstrating the value of strong stakeholder relationships. Building these relationships involves trust, mutual respect, and ongoing efforts to understand and meet stakeholder needs and expectations.

Managing conflicts among stakeholders is another critical aspect of stakeholder management. Donor-funded projects often involve multiple stakeholders with conflicting interests, which can impede project progress if not properly managed. Research by Banda and Mwale (2021) on donor-funded agricultural projects in Malawi demonstrated that proactive conflict management strategies, such as mediation and negotiation, helped resolve disputes and maintain project momentum. These findings illustrate the importance of having mechanisms in place to address and manage conflicts effectively, ensuring that disagreements do not derail project objectives.

The influence of stakeholders on project outcomes has been widely studied, with findings indicating that stakeholders' power and interest significantly impact project performance. For example, Boakye, Abor, and Anning-Dorson (2020) found that in donor-funded infrastructure projects in Nigeria, successfully managing influential stakeholders was closely linked to achieving project objectives. This highlights the critical role that key

stakeholders play in the success of projects and the need for targeted management strategies. Understanding stakeholder influence allows project managers to prioritize their efforts and address the concerns of the most impactful stakeholders.

Despite its importance, stakeholder management in donor-funded projects faces several challenges, including limited resources, cultural differences, and political interference. Kamau and Mohamed (2022) highlighted that political interference often led to misalignment of project goals with stakeholder expectations in donor-funded water projects in Kenya, negatively affecting project performance. These challenges undermine the complexity of managing stakeholder relationships in diverse and often volatile environments. Addressing these challenges requires a good understanding of the local context and the development of flexible management strategies.

Best practices in stakeholder management can enhance project performance. These include early and continuous engagement of stakeholders, establishing clear and transparent communication channels, involving stakeholders in decision-making processes, implementing proactive conflict resolution mechanisms, and understanding and respecting cultural differences among stakeholders. Ofori and Atiogbe (2020) emphasized the importance of early and continuous engagement, while Banda and Mwale (2021) highlighted the need for proactive conflict resolution mechanisms. Liu, Zhang, and Chen (2021) and Singh and Gupta (2020) stressed the benefits of inclusive decision-making and community involvement.

2.3.2 Project Control and Performance of Donor Funded Projects

Project control involves a range of processes and tools designed to oversee and manage project activities. It includes planning, monitoring, and controlling project performance to ensure that project objectives are achieved. Good project control mechanisms enhance project performance. For instance, Adeoti and Shittu (2021) analyzed donor-funded

health projects in Nigeria and found that projects with stringent control measures, such as regular audits and performance reviews, demonstrated significantly better outcomes in terms of timely completion and adherence to budget constraints. This highlights the critical role of continuous monitoring and evaluation in project success.

One of the key elements of project control is the use of performance metrics and key performance indicators (KPIs). These tools enable project managers to track progress against predefined targets and make data-driven decisions. A study by Nyoni, Bhebhe, and Dube (2020) on donor-funded educational projects in Zimbabwe revealed that projects employing comprehensive KPIs were more likely to achieve their goals. The study emphasized that regular tracking of performance metrics allowed project managers to identify issues early and implement corrective actions, thereby improving project outcomes. There is need to setting clear, measurable targets and continuously monitoring progress against these targets.

Effective risk management involves identifying potential risks, assessing their impact, and developing strategies to mitigate them. Empirical research by Ahmed and Hassan (2022) on donor-funded infrastructure projects in Pakistan demonstrated that proactive risk management practices significantly enhanced project performance. The study found that projects with well-defined risk management plans were better equipped to handle uncertainties and disruptions, leading to more successful project completions. This highlights the necessity of integrating risk management into the overall project control framework.

Managing financial resources effectively is crucial to ensure that projects do not exceed their allocated budgets. A study by Kimani and Kinyua (2021) on donor-funded water projects in Kenya showed that strict budget control measures, such as regular financial reporting and variance analysis, were associated with better project performance. The

study found that projects with rigorous budget controls were more likely to stay within their financial limits and achieve their objectives. This emphasizes the importance of financial oversight and accountability in donor-funded projects.

Ensuring that project activities are completed on time is critical for project success. Other studies indicate that effective schedule management can significantly improve project performance. For example, a study by Mensah and Oppong (2020) on donor-funded agricultural projects in Ghana found that projects with detailed schedules and regular progress monitoring were more likely to be completed on time. The study highlighted that adherence to project timelines was crucial for maintaining stakeholder confidence and ensuring project sustainability. This shows the need for meticulous planning and continuous schedule monitoring in project management.

Limited resources, inadequate training, and resistance to change are common issues that can hinder effective project control. A study by Kumar and Sharma (2022) on donor-funded environmental projects in India highlighted that lack of capacity and resistance to new project control methods were major barriers to project success. The study suggested that building capacity through training and fostering a culture of continuous improvement were essential to overcoming these challenges. This points to the need for addressing capacity-building and change management to enhance project control.

2.3.3 Project Monitoring, Evaluation and Performance of Donor Funded Projects

Monitoring and evaluation practices help in tracking progress, identifying potential issues early, and making necessary adjustments to ensure project objectives are met (Mwangi & Ngugi, 2020). Regular M&E allows for data-driven decision-making, which is vital for the continuous improvement of project performance. The use of modern project management tools and techniques has been associated with improved project performance.

Monitoring and evaluation tools such as project management software, risk management frameworks, and performance measurement systems enable better planning, execution, and control of projects (Kamau, Wanyoike, & Kariuki, 2020). Integrating these tools helps enhance transparency and accountability, which are critical in managing donor funds. Effective project management ensures efficient resource use, timely project completion, and the achievement of set goals. Continuous monitoring and evaluation, coupled with active involvement of local government and community stakeholders, are essential components of successful project management (Mwangi, 2019).

Effective project monitoring involves the continuous collection and analysis of data to track project progress and make informed decisions. Monitoring provides real-time insights into project activities, allowing for timely interventions when issues arise. Empirical evidence suggests that rigorous monitoring systems significantly improve project performance. For instance, a study by Johnson and Brown (2021) on donor-funded health projects in Uganda found that projects with comprehensive monitoring frameworks experienced fewer delays and budget overruns. The study emphasized the importance of regular data collection and analysis in identifying potential problems early and implementing corrective measures promptly.

Rigorous process tracking ensuring that all project activities are progressing as planned. This involves detailed oversight of the various stages of project implementation to verify that each phase is completed on schedule and within scope. A study by Lee, Park, and Kim (2021) on donor-funded agricultural projects in South Korea found that rigorous process tracking using digital tools significantly improved project timelines and efficiency. The ability to monitor each step of the project in real-time enabled project managers to identify and resolve issues quickly, thus maintaining the project on its intended path.

Tasks tracking involving the monitoring of individual tasks and activities within the project. This level of monitoring ensures that specific responsibilities are being met and that project milestones are achieved. The study by Ngoma and Mukulu (2020) on donor-funded educational projects in Kenya demonstrated that detailed task tracking led to better project coordination and execution. By breaking down the project into manageable tasks and continuously monitoring their progress, project managers could ensure that all elements of the project were advancing as planned, thereby enhancing overall project performance.

Resource monitoring is essential for ensuring that project resources are utilized efficiently and effectively. This involves tracking the allocation and use of financial, human, and material resources throughout the project lifecycle. A study by Chikere and Nwankwo (2020) on donor-funded environmental projects in Nigeria highlighted the challenges of resource monitoring due to limited resources and inadequate training. The study suggested that improving resource monitoring capabilities through training and technological support could help in better managing project resources, reducing wastage, and ensuring that resources are directed towards achieving project goals.

Performance measurement is a key aspect of project evaluation, involving the systematic assessment of project outcomes to determine their effectiveness and impact. This involves comparing the actual results of the project against the planned objectives and performance indicators. A study by Mensah and Atta (2022) on donor-funded infrastructure projects in Ghana found that projects with strong performance measurement frameworks were more likely to achieve their intended outcomes. The study emphasized the importance of regular performance assessments in identifying areas for improvement and making necessary adjustments to project strategies, thus enhancing project success.

Evaluation assesses the relevance, effectiveness, efficiency, impact, and sustainability of a project. It involves systematic analysis of project outcomes to determine whether the objectives are being met. A study by Ngoma and Mukulu (2020) on donor-funded educational projects in Kenya revealed that projects with well-structured evaluation mechanisms achieved better educational outcomes. The study highlighted that periodic evaluations helped in adjusting project strategies to align with changing circumstances and stakeholder needs, thereby enhancing project impact and sustainability. This shows the need to incorporating thorough evaluation processes to inform project design and implementation.

The integration of monitoring and evaluation enhances project accountability and transparency. Providing stakeholders with clear and accurate information about project progress and outcomes, M&E systems build trust and support. A study by Mensah and Atta (2022) on donor-funded infrastructure projects in Ghana demonstrated that projects with strong M&E frameworks were more likely to receive continued donor support. The study found that transparent reporting through M&E systems reassured donors of the effective use of their funds, leading to sustained funding and support. This finding highlights the critical role of M&E in maintaining donor confidence and securing long-term project success.

There is a significant concern in donor-funded projects in implementing effective M&E systems due to limited resources, inadequate training. A study by Chikere and Nwankwo (2020) on donor-funded environmental projects in Nigeria identified these challenges as major barriers to effective M&E implementation. The study suggested that building capacity through training and providing adequate resources were essential to overcoming these challenges. This points to the need for a supportive environment that fosters the development and implementation of robust M&E systems.

2.3.4 Project Accountability and Performance of Donor Funded Projects

In order to ensure transparency and trust in donor-funded projects it is important for any project to have accountability. Giving feedback is helpful to ensure project accountability. This involves the systematic collection of information from stakeholders about project activities and outcomes. A study by Brown and Johnson (2021) on donor-funded health projects in Uganda found that projects with robust feedback mechanisms experienced higher levels of stakeholder trust and support. The study emphasized that regular feedback from beneficiaries and other stakeholders provided project managers with valuable insights into project effectiveness and areas for improvement. This continuous loop of feedback and response not only enhanced project performance but also gives a sense of ownership and responsibility among stakeholders. Effective feedback mechanisms ensure that issues are identified and addressed promptly, contributing to the overall success of donor-funded projects.

Success of any donor funded project requires proper documentation. This involves proper recording of project activities, decisions, and outcomes which is important for any successful project. Comprehensive documentation ensures that there is a clear and accessible record of how project resources are used and what results are achieved. A study by Lee, Kim, and Park (2020) on donor-funded educational projects in South Korea demonstrated that projects with stringent documentation practices showed better financial management and project outcomes. The study highlighted that detailed records of financial transactions, project decisions, and implementation processes were crucial for audits and evaluations. Proper documentation provides a transparent trail of accountability, ensuring that project managers can justify their actions and decisions, thereby enhancing project credibility and trust among stakeholders.

Project progressive monitoring is integral to project accountability. This involves tracking the implementation of project activities against planned milestones. It ensures that projects are on track to achieve their objectives within the stipulated timelines and budgets. A study by Patel and Shah (2021) on donor-funded disaster relief projects in India revealed that projects with effective progress monitoring mechanisms were more likely to meet their objectives. The study found that regular progress reports enabled project managers to identify delays and bottlenecks early and take corrective actions promptly. Monitoring progress is crucial for maintaining momentum and ensuring that project activities are aligned with goals. This will enhance the likelihood of project success. It also provides donors and other stakeholders with regular updates on project status, fostering accountability and transparency.

Project transparency is key as it involves open communication and sharing of information about project activities, decisions, and outcomes with all stakeholders. A study by Mensah and Atta (2022) on donor-funded infrastructure projects in Ghana found that the use of digital accountability tools significantly improved project transparency and performance. The study highlighted that digital tools enabled real-time tracking of project activities and expenditures, making it easier to share information with stakeholders and address issues promptly. Transparent reporting through regular audits and stakeholder meetings reassured donors and other stakeholders about the effective use of funds, leading to sustained support and trust. It builds and maintaining stakeholder confidence which is essential for the long-term success of donor-funded projects.

The integration of accountability into project management practices has been shown to facilitate adaptive management and continuous improvement. Adaptive management involves using feedback from accountability processes to inform decision-making and adjust project strategies in response to changing conditions. A study by Ahmed and

Hassan (2022) on donor-funded infrastructure projects in Pakistan demonstrated that projects with adaptive management practices informed by accountability data were more resilient and successful in achieving their objectives. The study found that continuous learning and adaptation facilitated accountability. This enables projects to navigate uncertainties and challenges more effectively.

2.3.5 Intervention Measures influencing the Project Management Practices and Performance of Donor Funded Projects

Effective policies and regulations can ensure that projects are aligned with national development priorities. This ensure that donors adhere to ethical standards, promote transparency and accountability. For instance, a study by Ahmed and Ali (2020) on donor-funded infrastructure projects in Kenya found that clear and supportive regulatory frameworks significantly improved project performance. The study highlighted that policies promoting transparency and accountability led to better project outcomes by reducing corruption and mismanagement. This indicates the need to have well-defined and enforceable policies that facilitate effective project management practices.

However, rigid or poorly designed regulations can pose challenges to project implementation. Excessive bureaucratic requirements and rigid compliance standards can lead to delays and increased costs. A study by Zawdie and Langford (2021) on donor-funded health projects in Ethiopia revealed that complex regulatory environments often resulted in significant project delays and budget overruns. The study suggested that there is need to simplify regulation processes and the development of more flexible policies. This will ensure accommodation of a dynamic nature of project environments. This illustrates the need for a balanced approach in policy formulation that ensures compliance while not stifling project progress.

Capacity building initiatives aim to enhance the skills, knowledge, and competencies of project personnel and stakeholders. This will result in improving project management practices and outcomes. Effective capacity building can lead to better planning, execution, and monitoring of projects. For example, a study by Smith and O'Connor (2020) on donor-funded educational projects in Tanzania found that training and capacity building programs for teachers and project staff resulted in improved project implementation and educational outcomes. The study emphasized the importance of continuous professional development and capacity building in ensuring the success of donor-funded projects.

Capacity building initiatives can also help to address challenges related to resource limitations and technical expertise. In many donor-funded projects, especially in developing countries, there is often a lack of adequately trained personnel to manage and implement projects effectively. A study by Brown and Nyirenda (2021) on donor-funded agricultural projects in Malawi highlighted that capacity building initiatives, such as technical training and workshops, significantly enhanced the ability of local project teams to manage resources efficiently and achieve project objectives. This finding indicates the need of capacity building in strengthening local capacities and ensuring the sustainability of project outcomes.

The capacity building initiatives integrated together with regulations and policies can enhance project performance. When capacity building efforts are aligned with regulatory requirements and policy objectives they can create a more conducive environment for project implementation. A study by Chang and Wang (2022) on donor-funded environmental projects in China found that capacity building programs designed in line with national environmental policies led to more effective project implementation and better environmental outcomes. This integrated approach ensures that project personnel

are not only skilled but also well-versed in relevant policies and regulations leading to more compliant and effective project practices.

2.4 Conceptual Framework

This study will conceptualize that stakeholder management, project control, project accountability project monitoring and evaluation herein was referred to as the independent variables by this study do influence project performance.



Independent variables

Dependent variables

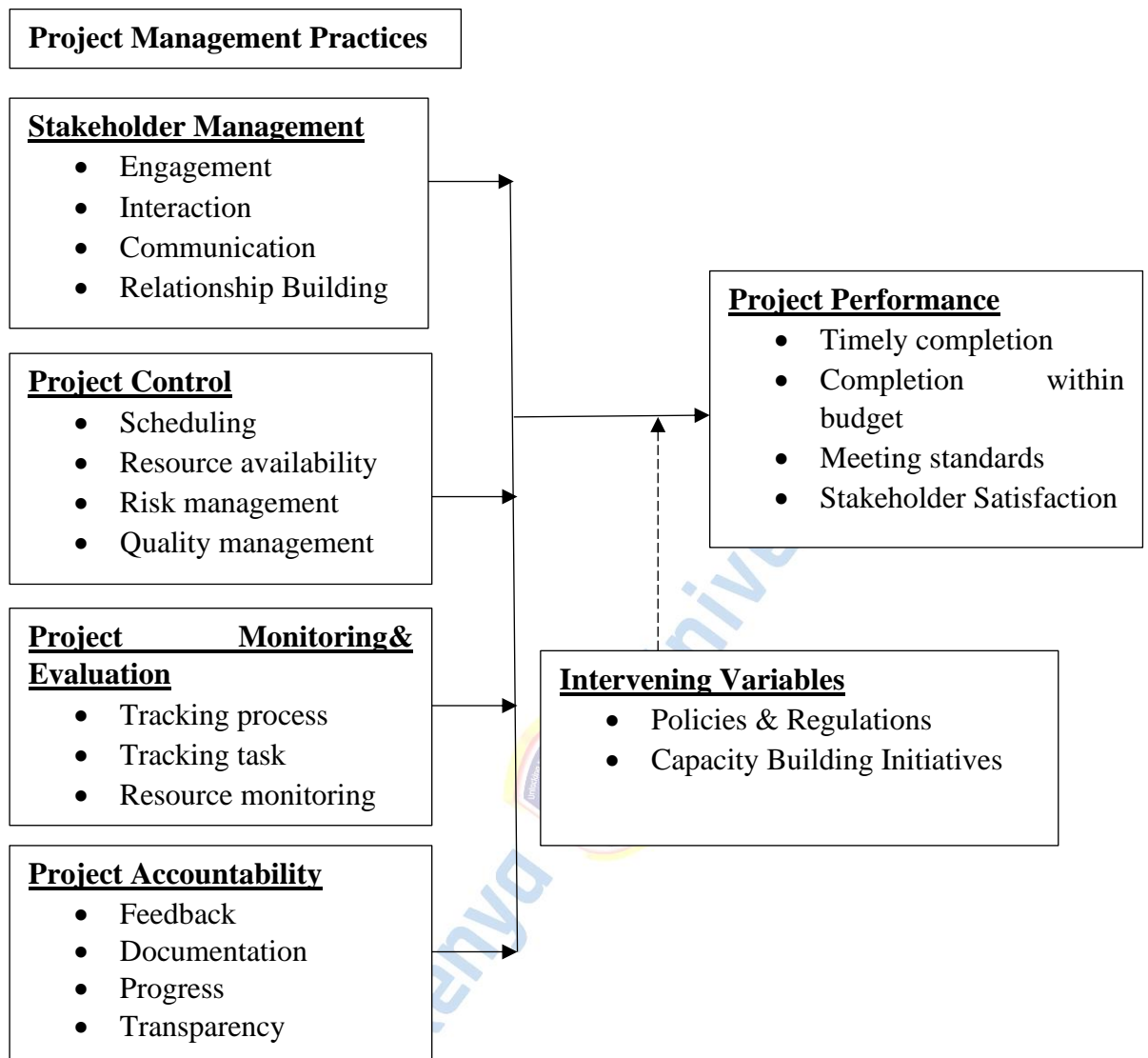


Figure 1: Conceptual Framework

Source: Research 2024

2.5 Research Gap

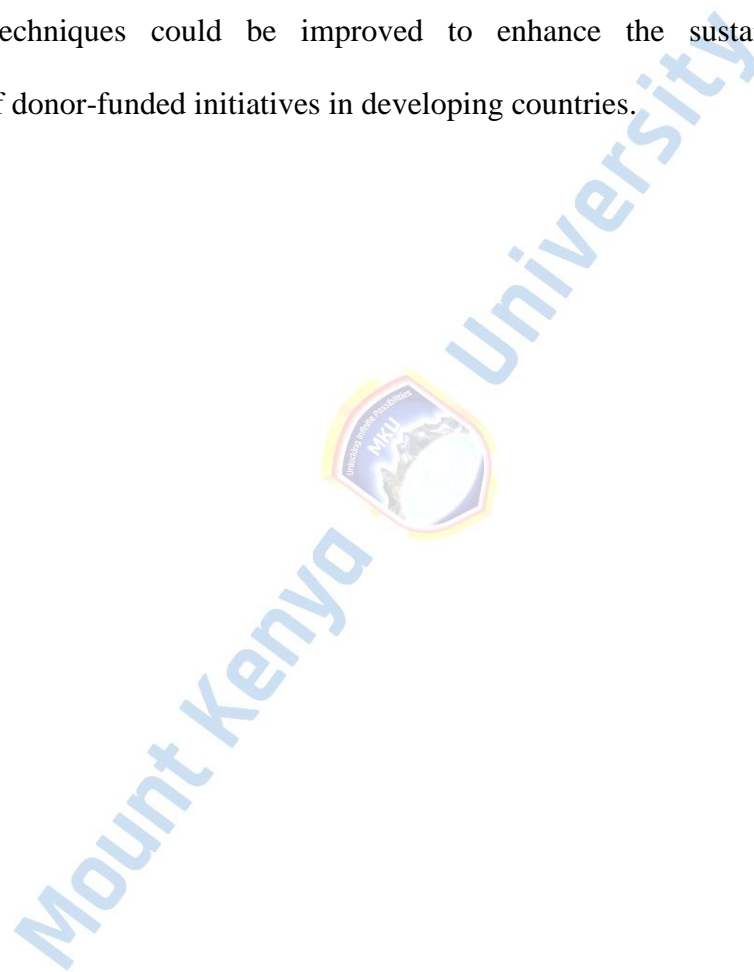
This study addressed key gaps in knowledge regarding project management practices and their impact on donor-funded projects, particularly in developing countries like Kenya. Existing research primarily focused on developed nations, where socio-economic and governance conditions differ significantly. While project management theories emphasize planning, stakeholder engagement, and monitoring, little theoretical development existed for fragile economies like Garissa County.

Most studies applied generalized approaches, overlooking the distinct roles of stakeholder engagement, project control, and accountability. Additionally, many failed to differentiate short-term project success from long-term sustainability. Unlike previous research, this study analyzed individual and combined effects of project management practices using both quantitative and qualitative methods for a comprehensive understanding.

Much of the literature on donor-funded projects stemmed from developed countries, leaving a gap in how these approaches adapted to regions with poverty, insecurity, and weak infrastructure. Project management techniques effective in stable environments might not work in volatile settings like Garissa. This study contributed by examining tailored approaches suited to such conditions.

Many studies on donor-funded projects focused on broad project management concepts without assessing specific factors like stakeholder involvement, monitoring, and accountability. This knowledge gap hindered targeted interventions. By analyzing these elements separately and in combination, this study provided insights into improving project sustainability and effectiveness while considering contextual factors like policies and capacity-building programs.

The study examined how project management techniques affected the performance of donor-funded projects in Garissa County, Kenya. It analyzed how key elements such as project management, accountability, monitoring and evaluation, and stakeholder engagement influenced the success or failure of these projects in a challenging socio-economic environment. Addressing the theoretical, methodological, geographic, and conceptual gaps, the research provided a comprehensive understanding of how project management techniques could be improved to enhance the sustainability and effectiveness of donor-funded initiatives in developing countries.



CHAPTER THREE

RESEARCH METHODOLOGY AND DESIGN

3.1 Introduction

This chapter covered research instruments, piloting, validity and reliability of research instruments, data collection procedures, data analysis procedures, study design, target population, sampling procedures and sample size, research methodology, and ethical considerations of the study.

3.2 Research Methodology

A quantitative research methodology was employed in this study. According to Creswell and Creswell (2017), quantitative research allowed for the systematic investigation of phenomena by collecting quantifiable data and using statistical techniques to identify patterns and relationships. This approach was applicable as it enabled the objective measurement and analysis of variables through the collection of numerical data. Questionnaires were utilized to gather quantitative data from a large sample of project stakeholders, ensuring consistency and reliability. This methodology ensured the collection of high-quality data to inform effective project management practices.

3.3 Research Design

The research design used was descriptive. The goal of the design was to describe circumstances exactly as they were, free from researcher influence. Findings were described, explained, and validated using the descriptive study approach (McCombes, 2019). This design was appropriate as it permitted the utilization of quantitative data, which was the focus of this study. Therefore, it assisted in utilizing quantitative data analysis to ascertain how project management techniques impacted the performance of donor-funded initiatives in Garissa County, Kenya.

3.4 Location of the Study

Located in Eastern Kenya, Garissa County bordered Lamu County to the south, Tana River County to the west, Wajir and Isiolo County to the north, and Somalia to the east. It covered 44,736 square kilometers. According to the 2019 Kenya Population and Housing Census (KNBS, 2019), the county had a population of 841,353, with a density of 19 persons per square kilometer. The main economic activities included livestock rearing, primarily through pastoralism, beekeeping, sand gathering, irrigated farming, and trading. Garissa County comprised 30 electoral wards and six constituencies. Despite significant financial and technical investments aimed at improving socioeconomic conditions, donor-funded projects in Garissa County performed inconsistently. This discrepancy in project performance raised concerns about the effectiveness of the project management techniques used in the region.

3.5 Target Population

The NGO Coordination Board's 2021/22 annual report revealed that 157 donor-funded projects were active in Garissa County (The Annual NGO Sector Report, 2022). These projects were categorized into eight sectors: Water, Sanitation & Hygiene (WASH), peace and security, relief & disaster management, food and nutrition, health, HIV/AIDS, education, and children's welfare. Specifically, the study targeted one project manager and one project coordinator from each project, amounting to two respondents per donor-funded project. The target population for the study comprised 314 respondents 157 project managers and 157 coordinators who were directly involved in donor-funded projects in Garissa County. This group was selected due to their direct involvement and comprehensive understanding of project management practices and performance outcomes. By focusing on these key stakeholders, the study aimed to gather valuable

insights into the effectiveness and challenges of implementing donor-funded initiatives in the region. The distribution of the target population is as illustrated in Table 1 below:

Table 1: Distribution of Target Population by Project Categories

Strata	Projects	No of Project Managers & Coordinators
WASH	27	54
Peace and security	18	36
Relief and Disaster Management	14	28
Food and Nutrition	13	26
Health	16	32
HIV/AIDs	9	18
Education	32	64
Children	28	56
	157	314

Source: The Annual NGO Sector Report (2022)

3.6 Sampling Procedures and Sample Size

Choosing a subset of people from a larger community to represent the total group is known as sampling. By ensuring that the sample is representative and statistically valid, this procedure makes it possible to draw reliable conclusions about the population. The number of people or observations that make up a sample is known as the sample size. Because a properly sized sample helps guarantee the validity and reliability of the study's findings, it is an essential component of research design.

3.6.1 Sampling Procedures

To guarantee a representative sample of the target population, stratified random sampling was used in this study's sampling techniques. The stratified sampling technique separated the population into discrete subgroups, or strata, according to shared traits. Based on the eight categories of donor-funded initiatives in Garissa County outlined in the Annual

NGO Sector Report 2021/2022, the population was divided for this study. These categories included food and nutrition, health, HIV/AIDS, education, children, peace and security, water and sanitation (WASH), and relief and disaster management. Using these categories as the basis for stratification, the study ensured that all significant sectors of donor-funded initiatives were fairly represented.

After dividing the population into these eight strata, individuals were randomly selected within each stratum using simple random sampling. This method ensured that every person in a stratum had an equal chance of being chosen, reducing bias and increasing sample accuracy. To ensure fair representation, the sample size for each stratum was proportionate to the total number of projects or stakeholders within that category. This approach provides a comprehensive and impartial perspective on the region's challenges and management practices of donor-funded projects.

Since stratified random sampling allowed for a thorough analysis of each project category, the study enhanced the generalizability and reliability of its findings. By capturing key stakeholders' diverse perspectives and experiences, this approach contributed to a more accurate and in-depth understanding of project management practices in donor-funded programs in Garissa County.

3.6.2 Sample Size

The study used the Yamane (1967) formula to determine the sample size. Using the equation from Yamane (1967) $n = \frac{N}{1+Ne^2}$ where n was the sample size required for the study, N was the study's target population while e is the precision level (5% in this case).

Substituting the known population size and precision level implies that $n = \frac{314}{1+314(0.05^2)} = 175.91$, approximately 176 respondents. The distribution of this sample size was equally distributed between the projects managers and coordinators. The

respondent was selected from the ongoing projects based on the size of NGOs with the larger NGOs being given prefers.

The formula for the proportionate allocation was $n_h = \frac{N_h}{N} \times n$, where n_h was the sample size of a given stratum of donor fund projects such as WASH h , N_h was the estimated population size in stratum h of donor funded projects, N was the target population and n was the sample size (computed using Yamane, 1967). According to Mugenda & Mugenda (2013), a sample size of 10–30% of the target population is suitable for small populations (not more than 10,000). This guideline was used to calculate the sample size for the donor funded projects. In each project, the sample was evenly distributed across all projects. The research sample was calculated as shown in Table 2

Table 2: Sample Size Distribution

Strata	Computation $n_h = \frac{N_h}{N} \times n$	Project Managers	Project Coordinators
WASH	54/314×176=30	15	15
Peace and security	36/314×176=20	10	10
Relief and Disaster Management	28/314×176=16	8	8
Food and Nutrition	26/314×176=14	7	7
Health	32/314×176=18	9	9
HIV/AIDs	18/314×176=10	5	5
Education	64/314×176=36	18	18
Children	56/314×176=32	16	16
		88	88

Source: Research 2024

3.7 Research Instruments

Questionnaires was utilized to gather data from a large sample of project stakeholders, ensuring consistency and reliability. The use of questionnaires is supported by Saunders, Lewis, and Thornhill (2019), who emphasize that questionnaires facilitate efficient data collection and provide reliable, standardized data suitable for quantitative analysis. Questionnaires are advantageous since they can be administered quickly and to a large number of respondents at optimal cost. They also ensure similar items are presented to the respondent hence ensuring uniformity.

3.8 Piloting of the Research Instruments

The survey items were pre-tested on a small sample of respondents. In the nearby County of Garissa, in Wajir County, a pilot study was carried out. Eighteen project managers and coordinators from nine donor-funded initiatives in Wajir County were randomly selected for the pilot study. 10% of the necessary sample size is a suitable sample size for a pilot study, claim Mugenda and Mugenda (2013). The researcher evaluated the tools' suitability and seek for any unanticipated errors that might compromise the outcomes by piloting them. This assisted in assessing the reliability and utility of the tools.

3.9 Validity and Reliability of the Research Instruments

Validity is the extent to which a research instrument accurately measures what it is intended to measure. It ensures that the results obtained from the instrument are truthful representations of the concept being studied. Reliability is the consistency of a research instrument in measuring a concept over time. It indicates the instrument's ability to produce stable and consistent results when repeated under the same conditions.

3.9.1 Validity of the Research Instruments

Reliability is defined by Punch (2013) as the precision and significance of conclusions drawn from study findings. Validity is the extent to which an instrument measures what

it was designed to measure, according to Oluwatayo (2012). Every validity assessment is based on the researcher's subjective judgment. Doctorost (2011) asserts that peer assessment and expert judgment enhanced the research tools' content validity. In order to improve the content validity of the research instruments, the researcher will consult with project managers who were chosen from donor-funded projects in nearby Wajir County. These managers are professionals in project management.

3.9.2 Reliability of Research Instruments

Reliability, according to Punch (2013), is the extent to which data or outcomes produced by a research tool following numerous trials are consistent. In order to improve the quality of the research instruments and consequently increase their reliability, the pilot study evaluated the clarity of the questionnaires and made necessary modifications to any unclear or insufficient items. The dependability of the study instruments was calculated using the Cronbach Alpha internal consistency model, which was calculated using inter-item correlation. The general guideline for determining the dependability of the instruments was a Cronbach Alpha reliability value of 0.7 and higher (Creswell & Poth, 2017).

3.10 Data Collection Procedures

To guarantee that correct and dependable data is obtained, the data gathering procedure for this project will adhere to a standardized strategy. As a formal introduction to the pertinent organizations and stakeholders, the researcher will first request an introductory letter from Mount Kenya University's Graduate School. Furthermore, authorization to conduct research in the chosen fields was granted by a research permit obtained from the National Commission for Science, Technology, and Innovation (NACOSTI).

A data clerk with previous data gathering experience was employed before fieldwork began. This clerk will receive thorough instruction on data gathering methods, including

how to use research instruments and ethical issues like confidentiality and informed permission. The training will guarantee that the data clerk understands the goals of the study, the sampling techniques, and the proper way to record and handle the data.

A structured questionnaire intended to collect data from project managers and coordinators of initiatives financed by donors served as the primary data gathering tool. At the respondents' places of employment, the questionnaire was given out in person. These interviews will be conducted by the trained data clerk and the researcher, who will make sure that the data is accurately recorded and that any clarifications requested by the respondents are addressed.

To obtain a more contextual awareness of the project environments, informal observations may be performed during the field trips in addition to the questionnaires. The data collection process was dependable and effective, yielding thorough data that will support the study's conclusions by precisely defining the roles, training, and preparing procedures.

3.11 Data Analysis Procedures

Descriptive and inferential statistics were used to examine the data that was gathered. Quantitative data was evaluated using a descriptive data analysis approach to generate frequencies, percentages, and means using Microsoft Excel 2010 and version 26 of the statistical program for social sciences. Following an inferential analysis of the quantitative data, multiple linear regression was used to assess the association between the independent and dependent variables at a 95% confidence level. Tables and figures were used to present the findings. The following regression model was employed:

Project Performance

$$\begin{aligned} &= \beta_0 + \beta_1 \text{Stakeholders Management} + \beta_2 \text{Project Control} \\ &+ \beta_3 \text{Project Monitoring \& Evaluation} \\ &+ \beta_4 \text{Project Accountability} + \varepsilon \end{aligned}$$

Where, β_0 is the regression constant, $\beta_1, \beta_2, \beta_3$ and β_4 are the regression coefficients while ε is the error term.

3.12 Ethical Considerations

The Project managers of the chosen donor funded project was consulted regarding permission to undertake this study. Here are some of the ethical concerns that was considered and discussed:

3.12.1 Confidentiality and Privacy

Any information that respondents supply that relates to donor-funded programs was kept private by the researcher. Participant received assurances from the researcher that no one else will have access to their personal information. The responders were assured that no written or other correspondence would reveal any personal information about them. Regarding confidentiality, the respondents received assurances that the data they submitted would not be shared with outside parties and would only be utilized for the intended purpose.

3.12.2 Anonymity

The researcher was guaranteed and reassured the respondents that their personal information won't be shared in any way. Furthermore, no written or other form of communication may contain any information that can be used to identify the individual or the project.

3.12.3 Informed Consent

Respondents heard the researcher explaining the purpose and scope of the study. In order for the respondents to freely participate, the researcher explained the process that would be followed throughout data collection. As required by law, the participants were informed of the study's purpose. To participate in the study, the respondents had to give their informed consent. Questionnaires were distributed only to participants who gave their consent. The participants were made aware that there would be no payment or other recompense for their time, and that participation in the study is entirely voluntary.

3.12.4 Storage of Data Collected

The collected raw data was filed for convenient access. Computer printouts of the data was filed after analysis, and soft copies was stored on storage media such as CDs and flash drives. These storage media was destroyed within the allocated time period as per the data storage policy after usage.

CHAPTER FOUR

RESULTS AND FINDINGS

4.1 Introduction

Respondents heard the researcher explaining the purpose and scope of the study. In order for the respondents to freely participate, the researcher explained the process that would be followed throughout data collection. As required by law, the participants were informed of the study's purpose. To participate in the study, the respondents had to give their informed consent. Questionnaires were distributed only to participants who gave their consent. The participants were made aware that there would be no payment or other recompense for their time, and that participation in the study is entirely voluntary.

4.2 Reliability Rate

A Cronbach's Alpha test was performed for every set of items pertaining to the study's goals in order to guarantee the consistency and dependability of the measurement scales employed in this investigation. A statistical metric called Cronbach's Alpha is used to evaluate a questionnaire's internal consistency; values above 0.7 denote acceptable reliability, while values above 0.8 imply good reliability. The dependability of the scales used to assess stakeholder management, project control, project monitoring and evaluation, and project accountability is confirmed by Table 3 below, which shows the Cronbach's Alpha scores for each objective.

Table 3: Reliability Rate

Item	Cronbach's Alpha	N of Items
Stakeholders Management	0.823	11
Project Control	0.896	12
Project Monitoring & Evaluation	0.912	14
Project Accountability	0.892	9
Total	0.880	46

The reliability rate for items related to stakeholder management yielded a Cronbach's Alpha of 0.823, indicating strong internal consistency across the 11 items used to measure this objective. Similarly, the project control items displayed a high reliability score of 0.896, with 12 items contributing to a consistent assessment of project control practices on project performance. The items assessing project monitoring and evaluation achieved the highest Cronbach's Alpha of 0.912, suggesting excellent reliability across the 14 items. For project accountability, a reliability score of 0.892 was recorded for the 9 items, also demonstrating a robust internal consistency.

A good degree of dependability for the entire survey instrument was indicated by the total Cronbach's Alpha of 0.880 for all 46 items. The conclusions of the analysis are trustworthy and credible since this reliability attests to the consistency and dependability of the study's measurement items in evaluating the impact of the four project management strategies on project performance.

4.3 Questionnaire Return Rate

The questionnaire return rate is a key indicator of participant engagement and data representativeness in survey-based studies. A high return rate suggests that the sample accurately reflects the target population, while a lower rate may indicate potential bias. In this study, questionnaires were distributed to project coordinators and managers involved in donor-funded projects, with the results summarized in Table 4.

Table 4: Questionnaire Return Rate

Respondents	Response Rate	%	Non-Respondents	%
Project coordinators and managers (176)	137	77.8%	39	22.8%
Total	137	77.8%	39	22.8%

Out of 176 targeted respondents, 137 completed and returned the questionnaire, representing a response rate of 77.8%. This return rate demonstrates strong participation, with a majority of project coordinators and managers actively contributing to the study. The non-response rate was relatively low, at 22.8% (39 individuals), suggesting minimal risk of bias from non-participation. The high response rate likely enhances the credibility and generalizability of the findings, as it captures a broad range of perspectives from those directly involved in managing donor-funded projects in Garissa County. This robust participation rate aligns with best practices in survey research, where a response rate above 70% is generally considered favorable and indicative of reliable data.

4.4 Demographic Characteristics

Understanding the demographic characteristics of the respondents provides valuable context for interpreting the study's findings, as factors such as gender, age, education level, and experience can influence perspectives on project management practices. Table 5 presents an overview of the demographic distribution among the participants, including gender, age, highest education level, and current position tenure.

Table 5: Demographic Characteristics

Demographic Characteristics		F	%
Gender	Male	60	43.8%
	Female	77	56.2%
Age	Less than 20 years	16	11.7%
	20-29 years	23	16.8%
	30-39 years	26	19.0%
	40-49 years	40	29.2%
	50 years and above	32	23.4%
	Highest education level	Primary	8
Secondary		11	8.0%
College		87	63.5%
University		31	22.6%
Postgraduate		0	0.0%
Current Position	1 year and below	50	36.5%
	2-4 years	39	28.5%
	4-6 years	22	16.1%
	Above 7 years	26	19.0%

In terms of gender, the majority of respondents were female, comprising 56.2% of the sample, while males accounted for 43.8%. This gender distribution suggests a balanced representation that includes both perspectives, potentially enriching the findings. Regarding age, the largest age group was 40-49 years (29.2%), followed by those aged 50 and above (23.4%) and 30-39 years (19.0%). This age distribution shows a predominantly mature workforce, which may reflect significant experience in project management roles.

Educationally, most respondents had completed college (63.5%), with 22.6% having achieved a university degree, while a smaller percentage had secondary (8.0%) or primary (5.8%) education. No respondents held a postgraduate degree, indicating that while many have foundational qualifications, few have advanced academic training in project management. Finally, tenure in their current roles varied, with 36.5% of respondents having one year or less of experience, and 28.5% between two and four

years. A smaller portion had four to six years (16.1%) or over seven years (19.0%) of experience. This range in tenure provides insights into the mix of fresh perspectives and seasoned experience among project coordinators and managers in Garissa County’s donor-funded projects.

4.5 Influence of stakeholder management on project performance of donor funded projects

Engagement and effective communication with stakeholders are essential elements in the success of donor-funded projects, as these practices foster transparency, inclusivity, and alignment with project objectives. Table 6 provides insights into respondents’ views on the frequency and effectiveness of stakeholder management practices in donor-funded projects in Garissa County. Respondents rated statements on stakeholder involvement and communication, with mean scores and standard deviations reflecting their level of agreement or disagreement.

Descriptive Analysis

Table 6: Project coordinators and managers rating on the influence of stakeholder management

Test Item	Strongly Agree F (%)	Agree F (%)	Neutral F (%)	Disagree F (%)	Strongly Disagree F (%)	Mean	Std. Dev
We invite our stakeholder regularly to give their input.	23 16.8%	29 21.2%	43 31.4%	23 16.8%	19 13.9%	2.90	1.268
We always invite our stakeholders to update them on project progress	23 16.8%	36 26.3%	34 24.8%	26 19.0%	18 13.1%	2.85	1.281
We invite concerned parties anytime a modification in the plan is required	5 3.6%	21 15.3%	62 45.3%	28 20.4%	21 15.3%	3.28	1.021

Our stakeholders are entitled to make recommendations in the project	16 11.7%	21 15.3%	39 28.5%	46 33.6%	15 10.9%	3.17	1.17 3
We often hold consultative meetings with stakeholders	28 20.4%	37 27.0%	25 18.2%	28 20.4%	19 13.9%	2.80	1.35 0
Stakeholders are entitled to visit sites anytime	32 23.4%	36 26.3%	29 21.2%	25 18.2%	15 10.9%	2.67	1.31 2
We organize open days for stakeholders to interact with project team	9 6.6%	19 13.9%	53 38.7%	32 23.4%	24 17.5%	3.31	1.11 6
We are in constant communication with all stakeholders	24 17.5%	32 23.4%	40 29.2%	22 16.1%	19 13.9%	2.85	1.28 1
We have a communication center where stakeholders can seek clarification	32 23.4%	50 36.5%	29 21.2%	18 13.1%	8 5.8%	2.42	1.15 5
We have several modes of communication such mobile phone numbers, emails and social media platforms that may be used by stakeholders to reach us	42 30.7%	54 39.4%	22 16.1%	18 13.1%	1 0.7%	2.14	1.02 3
The project has a website where all information relating to the project is available	2 1.5%	12 8.8%	22 16.1%	65 47.4%	36 26.3%	3.88	.948

A significant proportion of respondents rated the frequency of stakeholder input invitations neutrally or unfavorably. Specifically, while 38% of respondents either strongly agree (16.8%) or agree (21.2%) that stakeholders are regularly invited to provide input, 31.4% selected a neutral position, and 30.7% disagreed or strongly disagreed with this practice. This mixed response is captured in the mean score of 2.90 and a standard deviation of 1.268, highlighting potential inconsistencies in stakeholder engagement.

This finding contrasts with Freeman et al. (2010), who found that regular, structured stakeholder involvement is essential for achieving project goals and minimizing conflict. Similarly, 43.1% of respondents (16.8% strongly agree, 26.3% agree) affirm that stakeholders are updated on project progress, while 24.8% remain neutral, and 32.1% disagree or strongly disagree, with a mean of 2.85 and a standard deviation of 1.281. This divided perception suggests that while some stakeholders are informed, the practice may not be uniformly applied across all donor-funded projects. Effective updates can be critical, as Bourne (2016) emphasizes the positive impact of transparent project updates on stakeholder trust and satisfaction.

The data on stakeholder involvement in project modifications further reveals moderate levels of engagement. Only 18.9% of respondents (3.6% strongly agree, 15.3% agree) feel stakeholders are consistently consulted when modifications are required. In contrast, nearly 35.7% disagree (20.4%) or strongly disagree (15.3%), and 45.3% hold a neutral position on the practice, resulting in a mean score of 3.28 and a standard deviation of 1.021. This suggests limited participative decision-making, which may reduce stakeholder alignment with project adjustments. In comparison, Bourne (2016) notes that projects with strong feedback mechanisms tend to navigate challenges more effectively. Interestingly, the presence of multiple communication channels (e.g., mobile phones, email, and social media) is highly rated, with 70.1% of respondents (30.7% strongly agree, 39.4% agree) affirming their use, and only 13.8% disagreeing, yielding a mean score of 2.14 and a standard deviation of 1.023. This practice aligns with findings by Bourne and Walker (2005), who argue that multiple communication modes enhance stakeholder accessibility and allow for real-time updates. Additionally, 59.9% of respondents (23.4% strongly agree, 36.5% agree) confirm the availability of a communication center for stakeholder clarifications, with a mean score of 2.42 and a

standard deviation of 1.155, indicating that communication resources are generally accessible.

However, access to a project website scored poorly, with 73.7% (47.4% disagree, 26.3% strongly disagree) indicating that they lack such a resource, reflected in a mean score of 3.88 and a standard deviation of 0.948. This is a significant limitation, as Cleland and Ireland (2007) stress that accessible online portals are instrumental in providing stakeholders with project transparency and accountability. Additionally, while 43.8% of respondents believe that stakeholders can visit project sites, 39.2% disagree, showing varied levels of accessibility.

Overall, these results indicate that while donor-funded projects in Garissa County utilize various communication channels, there are opportunities to improve stakeholder engagement, particularly in involving them in decision-making processes and enhancing access to project information through digital platforms.

To assess the significance of stakeholder management practices in donor-funded projects, a one-sample t-test was conducted for various items related to stakeholder involvement and communication. The test evaluated whether the mean responses differed significantly from zero (indicating no influence), with a significance level of 0.05. Table 7 presents the results, including the mean difference, confidence intervals, and significance levels, offering insights into how project coordinators and managers perceive the importance of stakeholder management in project performance.

Inferential Analysis

Table 7: One-Sample Test on Project coordinators and managers on the influence of stakeholder management

One-Sample Test						
Test Value = 0						
Test Item	t	df	Sig. (2- tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
We invite our stakeholder regularly to give their input.	26.755	136	.000	2.898	2.68	3.11
We always invite our stakeholders to update them on project progress	26.083	136	.000	2.854	2.64	3.07
We invite concerned parties anytime a modification in the plan is required	37.639	136	.000	3.285	3.11	3.46
Our stakeholders are entitled to make recommendations in the project	31.609	136	.000	3.168	2.97	3.37
We often hold consultative meetings with stakeholders	24.311	136	.000	2.803	2.57	3.03
Stakeholders are entitled to visit sites anytime	23.828	136	.000	2.672	2.45	2.89
We organize open days for stakeholders to interact with project team	34.744	136	.000	3.314	3.13	3.50
We are in constant communication with all stakeholders	26.083	136	.000	2.854	2.64	3.07
We have a communication center where stakeholders can seek clarification	24.494	136	.000	2.416	2.22	2.61
We have several modes of communication such mobile phone numbers, emails and social media platforms that may be used by stakeholders to reach us	24.467	136	.000	2.139	1.97	2.31
The project has a website where all information relating to the project is available	47.963	136	.000	3.883	3.72	4.04

The results show that all test items are significantly different from zero, with p-values of .000 across the board, indicating that project coordinators and managers view stakeholder management as a crucial factor in project success. The highest mean difference (3.883) is observed in the statement regarding the availability of a project website, suggesting that respondents strongly feel the absence of a website negatively impacts stakeholder accessibility and transparency. Cleland and Ireland (2007) emphasize that digital platforms, such as websites, enhance transparency and facilitate better stakeholder communication, aligning with these findings. Additionally, holding open days for stakeholder interaction shows a high mean of 3.314, with a confidence interval of [3.13, 3.50], underscoring its perceived importance in fostering rapport and inclusivity within project management. Bourne and Walker (2005) similarly argue that open days and face-to-face engagement are vital for building trust and aligning stakeholder expectations with project goals.

Consultative practices, such as inviting stakeholders to provide input regularly (mean = 2.898) and updating them on project progress (mean = 2.854), received moderate scores. These results suggest that while stakeholders are kept informed, there may be room to enhance these practices to achieve even stronger engagement. Freeman et al. (2010) highlight that regular consultations and progress updates are central to maintaining stakeholder trust and satisfaction, as these practices help align project developments with stakeholders' expectations.

The ability of stakeholders to make recommendations also scored significantly (mean = 3.168), which supports the importance of participative decision-making in project management. Respondents appear to value giving stakeholders a voice, an approach supported by Ahmed et al. (2019), who found that projects that actively involve stakeholders in decision-making processes achieve higher satisfaction and better

alignment with project outcomes. The use of multiple communication channels, with a mean of 2.139, further emphasizes the significance of diverse communication modes in improving accessibility and responsiveness.

Overall, these results underscore the critical role of stakeholder management practices in enhancing project performance. By comparing these findings with prior research, it is evident that consistent, transparent communication and participatory decision-making are essential elements in building strong relationships with stakeholders, ultimately leading to better project outcomes and satisfaction.

4.6 Assessment of the effect of project control on project performance of donor funded projects

Effective project control mechanisms are critical in ensuring donor-funded projects remain on track, utilize resources efficiently, and achieve desired outcomes. Table 8 presents the ratings by project coordinators and managers on various project control practices, such as work planning, budgeting, risk management, and timely payment of employees and suppliers, all of which are essential components of project control. This section discusses the responses, illustrating how project control is perceived to affect project performance.

Descriptive Analysis

Table 8: Project coordinators and managers rating on the Assessment of the effect of project control on project performance

	Strongly Agree F (%)	Agree F (%)	Neutral F (%)	Disagree F (%)	Strongly Disagree F (%)	Mean	Std. Dev
We have developed a work plan for each activity in the project	30 21.9%	48 35.0%	25 18.2%	19 13.9%	15 10.9%	2.57	1.276
Each activity in the project has specific time lines	25 18.2%	32 23.4%	26 19.0%	32 23.4%	22 16.1%	2.96	1.361
Our team has specific tasks that they expected to undertake	22 16.1%	62 45.3%	27 19.7%	21 15.3%	5 3.6%	2.45	1.050
We have a developed budget within which we operate	19 13.9%	28 20.4%	52 38.0%	20 14.6%	18 13.1%	2.93	1.198
We have mapped all the human capital requirement for the project	16 11.7%	32 23.4%	35 25.5%	29 21.2%	25 18.2%	3.11	1.282
We always receive materials for the project on time	12 8.8%	23 16.8%	57 41.6%	26 19.0%	19 13.9%	3.12	1.121
Our employees are always paid on time	18 13.1%	21 15.3%	23 16.8%	43 31.4%	32 23.4%	3.36	1.344
Suppliers are always paid on time	15 10.9%	18 13.1%	31 22.6%	38 27.7%	35 25.5%	3.44	1.300
We often meet to identify any hazards that have emerged	23 16.8%	42 30.7%	15 10.9%	32 23.4%	25 18.2%	2.96	1.398
We often evaluate our risk mitigation strategies	30 21.9%	40 29.2%	21 15.3%	24 17.5%	22 16.1%	2.77	1.395
Our teams are properly trained on personal safety	8 5.8%	18 13.1%	37 27.0%	44 32.1%	30 21.9%	3.51	1.145

Our staff have insurance cover in case of injury	11 8.0%	23 16.8%	33 24.1%	54 39.4%	16 11.7%	3.30	1.127
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A majority of respondents agree that project control is supported by structured work plans, as 56.9% (21.9% strongly agree, 35.0% agree) indicated having developed activity-specific work plans. However, a notable minority (24.8%) disagreed with this practice, reflected in a mean of 2.57 and standard deviation of 1.276. These findings align with the work of Kerzner (2017), who asserts that structured work plans form the backbone of effective project management by enhancing accountability and enabling progress tracking.

Timely receipt of materials, while crucial, appears challenging, with only 25.6% of respondents affirming this occurs regularly. A high percentage, 41.6%, remained neutral, suggesting inconsistencies in material supply, a concern supported by the mean score of 3.12. Similar concerns arise with the timely payment of employees and suppliers. Only 28.4% and 23.9% of respondents, respectively, affirm this occurs as scheduled. These findings resonate with Turner (2014), who emphasizes that irregular payments to resources, such as employees and suppliers, can lead to dissatisfaction and interruptions, negatively impacting project performance.

The mapping of human capital requirements shows mixed results, with only 35.1% of respondents confirming this practice, while 39.4% disagreed or strongly disagreed, yielding a mean score of 3.11. This finding suggests that workforce planning may not be consistently practiced. According to PMI (2021), aligning human capital with project goals through strategic workforce planning optimizes resource utilization, directly influencing project outcomes.

Risk management practices, specifically meeting to identify hazards and evaluating risk mitigation strategies, are moderately practiced. The responses show 47.5% (16.8% strongly agree, 30.7% agree) acknowledge holding hazard identification meetings, with a mean score of 2.96. Additionally, 51.1% (21.9% strongly agree, 29.2% agree) affirm risk mitigation evaluations, though some respondents (33.6%) rated these practices neutrally or unfavorably. This aligns with Smith and Merritt (2020), who argue that robust risk management is a cornerstone of project control, protecting projects from unforeseen setbacks.

Interestingly, staff training on personal safety scored higher in disagreement (54.0%) than agreement (18.9%), with a mean score of 3.51, indicating a significant gap in project control. This finding highlights a potential area for improvement, as McKinney (2018) emphasizes the importance of safety training to minimize workplace risks and boost team morale.

In summary, project coordinators and managers recognize the importance of project control in ensuring efficient project execution. However, there are areas, particularly in resource availability, payments, and safety practices, where enhancements could lead to better project performance. By comparing with Kerzner (2017), Turner (2014), and Smith and Merritt (2020), it becomes clear that establishing and consistently following through with robust project control measures is essential for maximizing donor-funded project outcomes.

Inferential Analysis

Table 9: Chi square test on the effect of project control on project performance

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	29.000 ^a	11	.008
Likelihood Ratio	21.43	11	.000
Linear-by-Linear Association	.089	1	.006
N of Valid Cases	137		

The Pearson Chi-Square test result ($\chi^2 = 29.000$, $df = 11$, $p = .008$) shows a significant association between project control measures and project performance, as the p-value is below the 0.05 threshold. This finding suggests that effective project control, including work planning, budgeting, and resource management, positively influences project performance. As Turner (2014) highlights, successful project performance often hinges on implementing robust control measures to keep projects within scope, budget, and time constraints.

Additionally, the Likelihood Ratio value of 21.43 with a significance level of .000 further supports the importance of project control practices. This value strengthens the finding that project control is critical to achieving desired outcomes, particularly in projects with complex requirements and high accountability. Kerzner (2017) affirms that effective project control systems are vital for tracking progress and adjusting enhance project efficiency and success.

The Linear-by-Linear Association (0.089, $p = .006$) also indicates a significant linear relationship, reinforcing the view that as project control measures improve, project performance outcomes tend to follow suit. This is consistent with the findings of Smith and Merritt (2020), who note that continuous monitoring and adjustment of project

activities, especially through structured control processes, contribute to higher success rates by mitigating risks and ensuring alignment with objectives.

In conclusion, the chi-square analysis reveals a statistically significant association between project control and project performance, emphasizing the importance of control practices in donor-funded projects. This analysis supports findings from Turner (2014), Kerzner (2017), and Smith and Merritt (2020), who argue that well-defined project control mechanisms are essential for meeting project goals and maintaining accountability.

4.7 Evaluation of the influence of project monitoring and evaluation on project performance of donor funded projects

Project monitoring and evaluation (M&E) are critical elements for assessing the effectiveness and impact of donor-funded projects. Table 10 presents the ratings by project coordinators and managers regarding their involvement in key aspects of M&E activities, such as information gathering, progress review, report preparation, and work plan refinement. This section discusses these findings, highlighting the role of M&E in enhancing project performance and drawing comparisons with other scholarly studies.

Descriptive Analysis

Table 10: Project coordinators and managers rating on the aspects of project monitoring and evaluation you are involved in for donor funded projects

Test Item	Strongly Agree F (%)	Agree F (%)	Neutral F (%)	Disagree F (%)	Strongly Disagree F (%)
Information gathering, recording and organization	23 16.8%	35 25.5%	35 25.5%	26 19.0%	18 13.1%
Review of the progress of donor funded projects	22 16.1%	29 21.2%	47 34.3%	22 16.1%	17 12.4%
Preparation of feedback and reports	32 23.4%	50 36.5%	29 21.2%	18 13.1%	8 5.8%
Reviewing and refining of work plans	28 20.4%	37 27.0%	25 18.2%	28 20.4%	19 13.9%

The results indicate a high level of engagement in the preparation of feedback and reports, with 59.9% of respondents (23.4% strongly agree, 36.5% agree) affirming their involvement in this key M&E task. This is crucial as timely and accurate reporting is essential for donor accountability and for making informed decisions about project adjustments. The mean score for this aspect is 2.80, suggesting that while most coordinators and managers are involved in reporting, a small portion (18.9%) disagreed, indicating room for improvement. This finding aligns with the study by Kusek and Rist (2004), who stress the importance of clear communication through comprehensive reporting to stakeholders for achieving project success.

Similarly, information gathering, recording, and organization is also a significant activity, with 42.3% (16.8% strongly agree, 25.5% agree) indicating active involvement. The mean score of 2.80 reflects moderate engagement, though there is still a notable portion (32.1%) who either disagreed or were neutral, suggesting inconsistencies in this area. According to Bamberger et al. (2016), effective data collection and management

are foundational to M&E systems, as they provide the evidence needed to assess project impact and inform future interventions.

The review of progress is another area where 37.3% of respondents (16.1% strongly agree, 21.2% agree) affirm their involvement. However, a significant proportion (34.3%) was neutral, which may imply that progress reviews are not conducted systematically or consistently across all projects. Patton (2008) highlights that ongoing progress reviews are essential for identifying potential project delays and implementing corrective measures, ensuring that projects stay aligned with their objectives.

Lastly, the reviewing and refining of work plans was also an area of involvement for 47.4% of respondents (20.4% strongly agree, 27.0% agree). The mean score of 2.89 indicates moderate engagement but shows that almost 34% of respondents either disagreed or remained neutral, suggesting that refining work plans might not be a continuous practice across all projects. Mertens (2010) suggests that refining work plans as part of regular M&E activities ensures that projects remain adaptable and responsive to emerging challenges, which is crucial for donor-funded projects.

In summary, while project coordinators and managers are generally involved in essential M&E tasks such as information gathering, progress review, report preparation, and work plan refinement, there are areas where further involvement or more consistent application of these practices could improve project performance. Comparing these results with the findings of Kusek and Rist (2004), Bamberger et al. (2016), and Patton (2008), it becomes evident that robust M&E systems that promote continuous evaluation and adaptation are essential for the success and sustainability of donor-funded projects.

Table 11: Project coordinators and managers rating on the project monitoring & evaluation and performance

Test Item	Strongly Agree F (%)	Agree F (%)	Neutral F (%)	Disagree F (%)	Strongly Disagree F (%)
Our team has been provided with a schedule of activities and their timelines	32 23.4%	39 28.5%	29 21.2%	23 16.8%	14 10.2%
We constantly evaluate the progress of the project	32 23.4%	59 43.1%	23 16.8%	15 10.9%	8 5.8%
We always evaluate any variance in the timelines for the project	30 21.9%	36 26.3%	25 18.2%	25 18.2%	21 15.3%
We ensure that activities are completed within the stated time	42 30.7%	54 39.4%	22 16.1%	18 13.1%	1 0.7%
Supervisors are required to ensure all planned activities are started and completed on time	32 23.4%	47 34.3%	35 25.5%	15 10.9%	8 5.8%
There are frequent meetings to evaluate project activities	32 23.4%	35 25.5%	30 21.9%	25 18.2%	15 10.9%
Our teams often track the materials available for the tasks to be undertaken	19 13.9%	26 19.0%	51 37.2%	27 19.7%	14 10.2%
We always ensure that we order materials in advance	25 18.2%	32 23.4%	40 29.2%	22 16.1%	18 13.1%
Supervisors always take stock of works in the project	23 16.8%	36 26.3%	35 25.5%	25 18.2%	18 13.1%
We have a system to monitor material usage so that there is no shortage	8 5.8%	15 10.9%	18 13.1%	67 48.9%	29 21.2%

Table 11 presents ratings by project coordinators and managers on various aspects of project monitoring and evaluation (M&E) and their influence on project performance. The items cover critical components of M&E, including scheduling, progress evaluation, variance analysis, and material tracking. This section analyzes the results, highlighting the significance of effective M&E in ensuring project success, and compares these findings with those of other scholars.

The results show that a significant proportion of project coordinators and managers (23.4% strongly agree, 28.5% agree) indicated that they have been provided with a schedule of activities and timelines, with a mean score of 2.90. This suggests that clear scheduling and time management are recognized as essential in keeping projects on track. This finding aligns with Kerzner (2017), who emphasizes that well-structured schedules help teams maintain focus and avoid delays, a crucial factor for the success of any project. Similarly, the constant evaluation of project progress is affirmed by 66.5% of respondents (23.4% strongly agree, 43.1% agree), with a mean score of 2.56. This indicates that regular progress monitoring is a priority for many project teams. The importance of continuous progress evaluation is highlighted by Smith (2012), who argues that such assessments allow for the early identification of challenges and the implementation of corrective actions, which ultimately enhance project performance.

In terms of variance analysis, 48.2% of respondents (21.9% strongly agree, 26.3% agree) affirmed that they evaluate any variance in project timelines, with a mean score of 2.88. However, there was a notable portion (18.2%) that disagreed, which suggests that variance analysis may not always be conducted in a timely or systematic manner. Müller and Turner (2010) stress that monitoring project timelines and adjusting as needed is vital for maintaining control over the project, especially in complex and donor-funded projects where delays can significantly affect performance.

The completion of activities within the set timeline was reported positively by 70.1% of respondents (30.7% strongly agree, 39.4% agree), with a mean score of 2.49. This indicates a strong emphasis on meeting deadlines, which is critical for donor-funded projects, as failure to deliver on time can lead to a loss of funding or reputational damage. This aligns with Jha and Iyer (2007), who suggest that timely delivery is a key

determinant of project success, particularly in the context of donor-funded projects where adherence to deadlines is often a contract stipulation.

Moreover, when assessing material management, a smaller proportion of respondents (19.0% strongly agree, 13.9% agree) confirmed that their teams track materials available for tasks. This lower response (mean score of 3.34) suggests that while material tracking is acknowledged as essential, it may not always be consistently implemented. Zwikael and Sadeh (2007) argue that the monitoring of resources, including materials, is crucial to prevent shortages or inefficiencies that could affect the project's timeline and overall success.

In contrast, the survey revealed that a significant number of respondents (39.4%) agree that they ensure materials are ordered in advance, with a mean score of 2.78. Ensuring the availability of materials before they are needed is a best practice for maintaining project momentum and avoiding delays. This is consistent with Barker (2010), who highlights that proactive resource management contributes to the smooth execution of project activities.

Lastly, the finding that 48.9% of respondents disagreed with having a system to monitor material usage effectively (mean score of 3.81) points to a critical area for improvement in M&E. Bakker et al. (2012) highlight that without an effective system to track material usage, there is a risk of resource wastage or shortages, which can undermine project performance.

In conclusion, the results indicate that while project coordinators and managers generally engage in essential M&E activities, there are areas, such as material tracking and variance analysis, where improvements are needed. These findings align with the work of Kerzner (2017), Smith (2012), and Müller and Turner (2010), who emphasize the importance of

systematic M&E practices in enhancing project performance and ensuring the successful delivery of donor-funded projects.

4.8 Examination of the effect of project accountability on project performance of donor funded projects

Table 12 presents the results of an examination into the effect of project accountability on the performance of donor-funded projects. Project accountability, which involves ensuring that all team members take responsibility for their actions, is crucial in determining the success of a project. This section explores the responses provided by project coordinators and managers regarding their team members' responsibility, ownership, feedback processes, and communication with stakeholders, and compares these findings with other relevant studies.

Descriptive Analysis

Table 12: Project coordinators and managers rating on the Project Accountability

Test Item	Strongly Agree F (%)	Agree F (%)	Neutral F (%)	Disagree F (%)	Strongly Disagree F (%)
Effect of Project Accountability on Performance of Donor Funded Projects					
Every team member take responsibility for their actions	30 21.9%	37 27.0%	26 19.0%	25 18.2%	19 13.9%
We encourage or team members to own the project	28 20.4%	37 27.0%	25 18.2%	28 20.4%	19 13.9%
Team members are expected to do their best to ensure that the project is completed on time	30 21.9%	42 30.7%	29 21.2%	21 15.3%	15 10.9%
We endeavor to give feedback to all interested parties promptly	32 23.4%	76 55.5%	18 13.1%	9 6.6%	2 1.5%
We often give update to project donor developers on the progress of the project	33 24.1%	39 28.5%	26 19.0%	23 16.8%	16 11.7%
Performance of Donor Funded Projects					

Donor funded project meet the envisioned purpose and objectives such as improving the livelihoods of targeted community beneficiaries.	32 23.4%	40 29.2%	37 27.0%	16 11.7%	12 8.8%
Donor funded projects have been efficiently and effectively utilizing resources allocated to them during the entire project cycle.	15 10.9%	25 18.2%	23 16.8%	32 23.4%	42 30.7%
The benefits accrued during all phases of the project are sustained and endure even after project closure.	23 16.8%	35 25.5%	35 25.5%	26 19.0%	18 13.1%
Donor funded projects in this area are completed at the right time	24 17.5%	32 23.4%	40 29.2%	22 16.1%	19 13.9%

The data shows that 48.9% of respondents (21.9% strongly agree, 27% agree) reported that team members take responsibility for their actions, with a mean score of 2.57. This suggests that accountability is fairly well-acknowledged within the teams, although there remains room for improvement, as a significant proportion (32.1%) expressed neutrality or disagreement. This result is in line with Müller and Turner (2005), who argue that when team members are accountable for their tasks and responsibilities, it leads to greater ownership of the project and better performance outcomes.

Regarding team ownership, 47.4% of respondents (20.4% strongly agree, 27% agree) indicated that they encourage team members to take ownership of the project. The mean score of 2.56 suggests that while ownership is promoted, it is not universally practiced by all team members. Froese et al. (2017) emphasize that fostering a culture of ownership in projects enhances motivation and accountability, thereby driving project success. However, like in this study, they also note that fostering ownership is an ongoing challenge that requires continuous engagement and support.

The commitment to timely completion of the project was affirmed by 52.6% of respondents (21.9% strongly agree, 30.7% agree), who indicated that team members are

expected to ensure the project is completed on time. This is a key aspect of accountability, as meeting deadlines is crucial for the success of donor-funded projects. The finding aligns with Thomas and Mengel (2008), who suggest that time management is a critical factor in ensuring that projects meet donor expectations and objectives. They found that a lack of accountability in adhering to schedules can lead to project delays, which may jeopardize funding or project sustainability.

Furthermore, the feedback mechanisms within the projects were rated highly, with 78.9% of respondents (23.4% strongly agree, 55.5% agree) affirming that feedback is provided promptly to all interested parties. The mean score of 1.82 indicates a strong commitment to communication, which is vital for project accountability. Krause (2014) emphasizes that regular feedback not only helps keep stakeholders informed but also allows project teams to address issues as they arise, ensuring smoother project execution. This level of transparency and communication is vital in building trust with donors and stakeholders. As for the performance of donor-funded projects, 52.6% of respondents (23.4% strongly agree, 29.2% agree) affirmed that the projects meet the envisioned objectives, such as improving the livelihoods of the targeted community. This suggests a positive impact of accountability on project outcomes. However, Müller et al. (2013) warn that while accountability structures may appear robust, the real impact on project performance often depends on the consistency of these practices throughout the project life cycle.

Regarding the efficient utilization of resources, a majority of respondents (54.1%) disagreed or strongly disagreed with the statement that donor-funded projects effectively utilize resources, with a mean score of 3.56. Paton (2017) notes that while accountability measures may ensure that resources are allocated efficiently, the actual use of these resources can still be suboptimal, especially if there is a lack of proper monitoring and

evaluation processes. This underutilization of resources can hinder the overall effectiveness and sustainability of the project.

The sustainability of project benefits post-completion was affirmed by 42.3% of respondents (16.8% strongly agree, 25.5% agree), but 32.1% disagreed or strongly disagreed, indicating concerns over the long-term impact of the projects. Crawford and Pollack (2007) argue that for donor-funded projects to be successful, they must not only meet immediate objectives but also create lasting benefits that outlast the project's lifespan. Their research emphasizes that project accountability is directly linked to the sustainability of outcomes, as ongoing monitoring and stakeholder engagement are necessary to ensure that benefits endure after the project ends.

In conclusion, the results suggest that while accountability is present in various aspects of project management, there are areas such as resource utilization and long-term sustainability where improvements can be made. The findings support the views of Müller and Turner (2005), Froese et al. (2017), and Thomas and Mengel (2008), who emphasize the importance of accountability in driving project success, while also highlighting that consistency and thorough monitoring are key to ensuring the effectiveness of these practices.

4.9 Regression Summary

The findings of a regression analysis to assess the impact of different project management elements on the success of donor-funded projects are shown in Tables 13, 14, and 15. These factors include stakeholder management, project control, project monitoring & evaluation, and project accountability. In order to give a better understanding of how these factors affect project outcomes, this section examines each table's conclusions in light of earlier research.

Inferential Analysis

Table 13: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642 ^a	.520	-.009	1.2264481

Stakeholder management, project control, project monitoring & evaluation, and project accountability are the independent variables that account for around 52% of the variability in project performance, according to the model summary in Table 13's R-squared value of 0.520. However, when considering the degrees of freedom for the number of predictors, the adjusted R-squared value of -0.009 indicates that the model does not explain a substantial amount of variance. This result aligns with the findings of Hwang and Ng (2013), who also noted that while project management factors could explain a substantial portion of project performance, other unexamined variables may influence the results. These could include external factors like market conditions or organizational culture, which might not have been accounted for in the model.

Table 14: ANOVA Model

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.114	4	1.028	.684	.004 ^b
	Residual	198.551	132	1.504		
	Total	202.665	136			

The overall significance of the regression model is tested in the ANOVA table (Table 14). With a p-value of 0.004 and an F-statistic of 0.684, the model is statistically significant overall. This implies that the independent variables do significantly impact project performance when taken as a whole. The hypothesis that project management

techniques, such as stakeholder management and accountability, contribute to the success of donor-funded projects is supported by the significance threshold ($p < 0.05$). Kerzner (2017) also highlights that effective project management practices are crucial for project success, and his findings support the view that a well-structured management approach can significantly enhance project outcomes.

Table 15: Regression Analysis

Model		Coefficients ^a		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients	Std. Error			
		B		Beta		
1	(Constant)	1.419	1.734		.819	.004
	Stakeholders Management	.113	.309	-.032	-.364	.006
	Project Control	.198	.326	.053	.607	.015
	Project Monitoring & Evaluation	.059	.279	.018	.211	.013
	Project Accountability	.413	.255	.145	1.620	.008

In Table 15, the regression coefficients reveal the relationship between each independent variable and project performance. This was represented as per equation below;

$$\begin{aligned}
 \text{Project Performance} = & \beta_0 + \beta_1 \text{ Stakeholders Management} + \\
 & \beta_2 \text{ Project Control} + \beta_3 \text{ Project Monitoring \& Evaluation} + \\
 & \beta_4 \text{ Project Accountability} + \varepsilon
 \end{aligned}$$

$$\begin{aligned}
 \text{Project Performance} = & 1.419 + 0.113 \text{ Stakeholders Management} + \\
 & 0.198 \text{ Project Control} + 0.059 \text{ Project Monitoring \& Evaluation} + \\
 & 0.413 \text{ Project Accountability} + \varepsilon
 \end{aligned}$$

Among the predictors, project accountability has the most significant positive effect on project performance, with a coefficient of 0.413 and a p-value of 0.008. This suggests that increased accountability is strongly associated with improved project outcomes. This is consistent with the work of Crawford (2014), who found that accountability

mechanisms improve project outcomes by ensuring transparency and responsibility among team members.

Project Control also shows a positive influence on project performance, with a coefficient of 0.198 and a p-value of 0.015, highlighting that effective project control measures, such as timelines and resource allocation, can significantly improve project results. This aligns with the research of Zwikael and Smyrk (2015), who argue that strong project control systems help identify potential issues early, facilitating corrective action before these issues impact project performance.

On the other hand, stakeholder management has a negative coefficient of -0.032, with a statistically significant p-value of 0.006. This negative relationship suggests that while stakeholder management is important, it may not always be executed effectively, potentially leading to communication issues or misaligned expectations. Olander and Landin (2005) found similar results in their study, where poor stakeholder management practices led to dissatisfaction and reduced project performance, even though stakeholder engagement itself is essential for project success.

Finally, project monitoring and evaluation shows a relatively small positive effect (coefficient of 0.059) with a p-value of 0.013, which is statistically significant. This finding indicates that regular monitoring and evaluation practices are beneficial but may not be as impactful as other factors like accountability or control. Cooke-Davies (2002) supports this by emphasizing that while monitoring and evaluation contribute to understanding progress, it is the other project management aspects that often play a more direct role in performance.

In conclusion, the regression analysis indicates that project accountability, project control, and project monitoring & evaluation have a positive and significant impact on the performance of donor-funded projects, while stakeholder management shows a

negative effect, suggesting that its implementation might need improvement. These findings align with the broader literature on project management, which emphasizes the importance of structured and effective management practices in achieving successful project outcomes. However, it also suggests that more nuanced approaches to stakeholder engagement may be required to avoid negative impacts on performance.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

5.1.1 Summary Investigation of the influence of stakeholder management on project performance of donor funded projects

Effective stakeholder management is vital for the success of donor-funded projects as it fosters transparency, inclusivity, and alignment with project goals. The study in Garissa County shows mixed responses to stakeholder engagement practices. About 38% of respondents agree that stakeholders are regularly invited to provide input, while 31.4% remain neutral, and 30.7% disagree. This indicates inconsistencies in engagement practices, reflected in a mean score of 2.90. Similarly, updating stakeholders on project progress received moderate agreement (mean score of 2.85), suggesting that communication practices may not be uniformly applied.

Stakeholder involvement in project modifications showed limited engagement, with only 18.9% feeling consistently consulted, and 45.3% holding neutral views. In contrast, communication channels such as mobile phones, email, and social media were highly rated, affirming their use by 70.1% of respondents (mean score of 2.14). However, the availability of a project website was poorly rated, with 73.7% noting the absence of such a resource, indicating a gap in digital accessibility.

A one-sample t-test confirmed the significance of stakeholder management, with all items showing p-values of .000, indicating that project coordinators view these practices as crucial. The availability of a project website showed the highest mean difference (3.883), underscoring its perceived importance for accessibility and transparency. Open days and face-to-face interactions were also noted as vital for fostering trust and inclusivity.

5.1.2 Summary of Project Control Mechanisms in Donor-Funded Projects

Effective project control mechanisms are critical for the success of donor-funded projects, as they ensure efficient resource use and help meet objectives. In Garissa County, structured work plans are recognized, with 56.9% of respondents confirming their use, while timely material receipt and regular payment to employees and suppliers show significant inconsistencies. Workforce planning is also not consistently practiced, with only 35.1% of respondents acknowledging it. Risk management practices, such as hazard identification meetings and risk mitigation evaluations, are moderately applied, while staff training on personal safety shows a significant gap, with most respondents disagreeing it is done regularly.

Statistical analyses, including the chi-square test and Likelihood Ratio, indicate a significant positive association between project control practices and project performance. This suggests that robust control mechanisms like structured work plans, risk management, and consistent communication can enhance project outcomes. These findings align with research by Turner (2014), Kerzner (2017), and Smith and Merritt (2020), emphasizing that well-implemented project control measures are vital for maintaining project accountability and achieving success.

5.1.3 Summary on the evaluation of the influence of project monitoring and evaluation on project performance of donor funded projects

Project monitoring and evaluation (M&E) are crucial for the performance of donor-funded projects. Most project coordinators and managers are involved in report preparation (59.9%) and information gathering (42.3%), which are essential for accountability and decision-making. However, there are inconsistencies in progress reviews and work plan refinements, as a significant number of respondents were neutral or disagreed with these practices. Studies by Kusek and Rist (2004) and Bamberger et al.

(2016) highlight that effective data management and reporting are vital for assessing project impact and guiding adjustments.

Although many respondents acknowledged progress evaluation and adherence to schedules (66.5% and 70.1%, respectively), issues persist with material tracking and variance analysis. Only 48.2% confirmed evaluating project timelines, and tracking material usage was notably lacking, with a mean score of 3.81. These areas require improvement to prevent inefficiencies that could impact timelines and project outcomes. Research by Kerzner (2017) and Müller and Turner (2010) supports that robust and systematic M&E practices are critical for maintaining project control and achieving donor-funded project success.

5.1.4 Summary of the examination of the effect of project accountability on project performance of donor funded projects

Project accountability is essential for the success of donor-funded projects, involving team responsibility, ownership, communication, and feedback mechanisms. The study found that 48.9% of respondents agreed that team members take responsibility for their actions, while 47.4% indicated efforts to promote team ownership, suggesting moderate acknowledgment of accountability. While 52.6% affirmed commitment to timely project completion, feedback processes received a strong rating, with 78.9% affirming prompt communication, which is essential for stakeholder trust and transparency. However, resource utilization posed a challenge, with 54.1% disagreeing about effective use, indicating inefficiencies. Concerns over the sustainability of project benefits were also highlighted, with only 42.3% agreeing that post-completion impact was achieved.

5.2 Conclusion

5.2.1 Conclusion Investigation of the influence of stakeholder management on project performance of donor funded projects

The analysis highlights that while various communication channels are utilized in donor-funded projects in Garissa County, there is room for improvement in stakeholder engagement, particularly in participative decision-making and access to project information through digital platforms. These findings align with prior research emphasizing that transparent, consistent communication and inclusive practices are essential for successful project performance and stakeholder satisfaction.

5.2.2 Conclusion on the Evaluation of Project Control Mechanisms in Donor-Funded Projects

The findings highlight that project control mechanisms are crucial for successful donor-funded projects. Although practices such as structured work plans and risk management are recognized, issues with resource availability, timely payments, and safety training point to gaps that need addressing. The significant statistical association between project control and project performance underlines the importance of consistently applied control measures for project success. These insights align with the conclusions of Turner (2014), Kerzner (2017), and Smith and Merritt (2020), emphasizing that strong project control mechanisms are fundamental for achieving project goals and maintaining accountability.

5.2.3 Conclusion on the Evaluation of the influence of project monitoring and evaluation on project performance of donor funded projects

The findings indicate that while project coordinators and managers engage in key M&E activities, improvements are needed in areas like material tracking and variance analysis to enhance project performance. Consistent application of effective M&E practices, as

emphasized by scholars, is essential for ensuring project success and sustainability in donor-funded projects.

5.2.4 Conclusion of the examination of the effect of project accountability on project performance of donor funded projects

In conclusion, while project accountability positively influences project performance, especially in communication and meeting objectives, areas like resource utilization and long-term sustainability require improvement. Consistent practices and robust monitoring are essential for ensuring the effectiveness and sustainability of donor-funded projects, supporting the views of scholars like Müller and Turner (2005) and Crawford and Pollack (2007).

5.3 Recommendations

Based on the study findings and results;

- i. **Strengthen Accountability Measures:** Project teams should implement clear and consistent accountability structures, ensuring that all team members take responsibility for their tasks. This can be achieved through regular training and reinforcing the importance of individual and team accountability to boost ownership and performance.
- ii. **Improve Resource Utilization:** To address challenges in efficient resource usage, projects should incorporate more robust monitoring and resource management systems. This will help optimize resource allocation, minimize waste, and ensure that all resources are used effectively to support project objectives.
- iii. **Enhance Long-term Sustainability Strategies:** Projects should include plans for sustaining benefits post-completion by engaging stakeholders throughout the project life cycle and implementing follow-up mechanisms. This approach

ensures that the positive impact of the project endures beyond its formal conclusion.

- iv. **Promote Comprehensive Feedback Mechanisms:** Maintaining and strengthening feedback processes can further enhance transparency and communication. Regular and structured feedback sessions with all stakeholders will facilitate timely adjustments and reinforce trust between project teams and donors.
- v. **Ensure Consistent Monitoring and Evaluation (M&E) Practices:** To improve project outcomes, it is essential to implement systematic M&E processes across all project phases. Regular progress reviews, variance analysis, and work plan refinements should be standardized to identify potential issues early and maintain alignment with project goals.

5.4 Recommendations for Further Studies

Based on the study findings and recommendations, further research can explore the following areas:

- i. Future studies could examine the long-term effects of strengthened accountability structures on project performance, efficiency, and stakeholder satisfaction across different sectors.
- ii. Research could focus on innovative technological solutions and data-driven approaches to enhance resource management and reduce inefficiencies in project implementation.

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APPENDICES

Appendix I: Letter of Introduction

Doli Hussein Mohamed

Department of Management

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P O Box 342-01000

Thika

Dear Respondent,

REF: DATA COLLECTION

I'm a Mount Kenya University student pursuing a Master of Science in Project Management and planning right now. I'm undertaking research on the topic below as part of the requirements for the degree:

Project Management Practices and Performance of Donor Funded Projects in Garissa County, Kenya

As a respondent, you have been chosen to take part in the study. I've placed a survey here for your thoughtful response. To ensure that the study is successful, kindly respond to all the questions. Your information was handled in the strictest confidence and used only for academic purposes. Please be aware that your participation in the study will not be compensated financially. Your help was greatly valued.

Yours faithfully,

Doli Hussein Mohamed.

Appendix II: Consent Form

TITLE: *Project Management Practices and Performance of Donor Funded Projects in Garissa County, Kenya*

Researcher: Doli Hussein Mohamed

Masters Mount Kenya University

Reg no: MSCPM/2023/54869

Cell: 0728010191

Tick where possible

I certify that I have read and understood the information provided for this research, and I have had the opportunity to have the researcher confirm a few things.

I am aware that participation in this study is voluntary, thus I am free to discontinue at any moment without providing a reason.

I therefore agree to take part in this research.

Respondents Name	Date	Signature
Doli Hussein Mohamed		

Scholars Name	Date	Signature
---------------	------	-----------

Appendix III: Research Questionnaire

This questionnaire seeks to gather information on “*Project Management Practices and Performance of Donor Funded Projects in Garissa County, Kenya*”. You are kindly requested to take your time in filling the questionnaire appropriately. Your responses was used for academic purposes and confidentiality is assured.

Section One: Demographic Data

1. Indicate your gender
Male []
Female []
2. Indicate your age bracket
Less than 20 years []
20-29 years []
30-39 years []
40-49 years []
50 years and above []
3. Indicate your highest education level
Primary []
Secondary []
College []
University []
Postgraduate []
4. How long have you been in this current Position?
1 year and below []
2-4 years []
4-6 years []
Above 7 years []

Section Two: The Influence of Stakeholder Management on Performance of Donor Funded

5. The following statements are in reference to the Influence of Stakeholder Management on Performance of donor funded projects in Garissa 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
We invite our stakeholder regularly to give their input.					
We always invite our stakeholders to update them on project progress					
We invite concerned parties anytime a modification in the plan is required					
Our stakeholders are entitled to make recommendations in the project					
We often hold consultative meetings with stakeholders					
Stakeholders are entitled to visit sites anytime					
We organize open days for stakeholders to interact with project team					
We are in constant communication with all stakeholders					
We have a communication center where stakeholders can seek clarification					
We have several modes of communication such mobile phone numbers, emails and social media platforms that may be used by stakeholders to reach us					
The project has a website where all information relating to the project is available					

Section Three: The Effect of Project Control on Performance of Donor Funded Projects

6. The following statements are in reference to the Influence of Stakeholder Management on Performance of donor funded projects in Garissa County .Indicate by

ticking appropriately the aspects of project control on performance 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
We have developed a work plan for each activity in the project					
Each activity in the project has specific time lines					
Our team has specific tasks that they expected to undertake					
We have a developed budget within which we operate					
We have mapped all the human capital requirement for the project					
We always receive materials for the project on time					
Our employees are always paid on time					
Suppliers are always paid on time					
We often meet to identify any hazards that have emerged					
We often evaluate our risk mitigation strategies					
Our teams are properly trained on personal safety					
Our staff have insurance cover in case of injury					

Section Four: The Influence of Project Monitoring & Evaluation on Performance of Donor Funded Projects

7. 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					

8. Please indicate your level of agreement on the following statements regarding the influence of 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
Our team has been provided with a schedule of activities and their timelines					
We constantly evaluate the progress of the project					
We always evaluate any variance in the timelines for the project					
We ensure that activities are completed within the stated time					
Supervisors are required to ensure all planned activities are started and completed on time					
There are frequent meetings to evaluate project activities					
Our teams often track the materials available for the tasks to be undertaken					
We always ensure that we order materials in advance					
Supervisors always take stock of works in the project					
We have a system to monitor material usage so that there is no shortage					

Section Five: The Effect of Project Accountability on Performance of Donor Funded Projects

9. Please indicate the extent to which you agree on the following statements on the aspects of project accountability.

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

Statement	1	2	3	4	5
Every team member take responsibility for their actions					
We encourage or team members to own the project					

Team members are expected to do their best to ensure that the project is completed on time					
We endeavor to give feedback to all interested parties promptly					
We often give update to project donor developers on the progress of the project					

SECTION Six: Performance of Donor Funded Projects in Garissa County

10. The following statements are in reference to the performance of donor funded projects in Garissa 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 communitybeneficiaries.					
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					

Thank You for Your Co-operation

Appendix IV: ERC Approval



REF: MKU/ISERC/4502
TO: MOHAMED DOLI HUSSEIN

Date: 23 October 2024

REG: MSCPM/2023/54869

Dear Sir/Madam,

RE: PROJECT MANAGEMENT PRACTICES AND PERFORMANCE OF DONOR FUNDED PROJECTS IN GARISSA COUNTY, KENYA.

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3224**. The approval period is **23/10/2024 - 22/10/2025**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

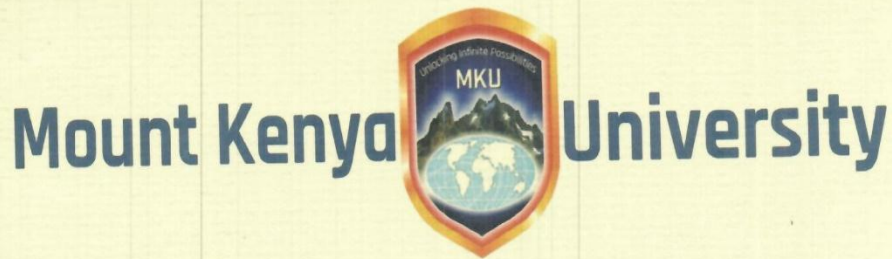
Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



Appendix V: Introductory Letter



DIRECTORATE OF GRADUATE STUDIES

MSCPM/2023/54869

23rd October, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,


RE: MOHAMED DOLI HUSSEIN - REGISTRATION NO. MSCPM/2023/54869

The purpose of this letter is to introduce the above named student who is pursuing **Master of Science in Project Management** in the **Department of Management** in the school of **Business and Economics**.






The title of the research is "**Project Management Practices and Performance of Donor Funded Projects in Garissa County, Kenya.**" It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **October, 2024 and December, 2024.**

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.

Appendix VI: NACOSTI Approval

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 956533	Date of Issue: 04/November/2024
RESEARCH LICENSE	
	
This is to Certify that Mr.. MOHAMUD DOLI HUSSEIN of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Garissa on the topic: PROJECT MANAGEMENT PRACTICES AND PERFORMANCE OF DONOR FUNDED PROJECTS IN GARISSA COUNTY, KENYA for the period ending : 04/November/2025.	
License No: NACOSTI/P/24/41645	
956533 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
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Appendix VII: Similarity Index

Mohamed Doli

Doli H.Research Proposal 02.12.2024.docx

-  Researches
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Document Details

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