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Influence of stakeholder involvement on Implementation of Donor funded water and Sanitation Projects in the Central Rift Region, Kenya.

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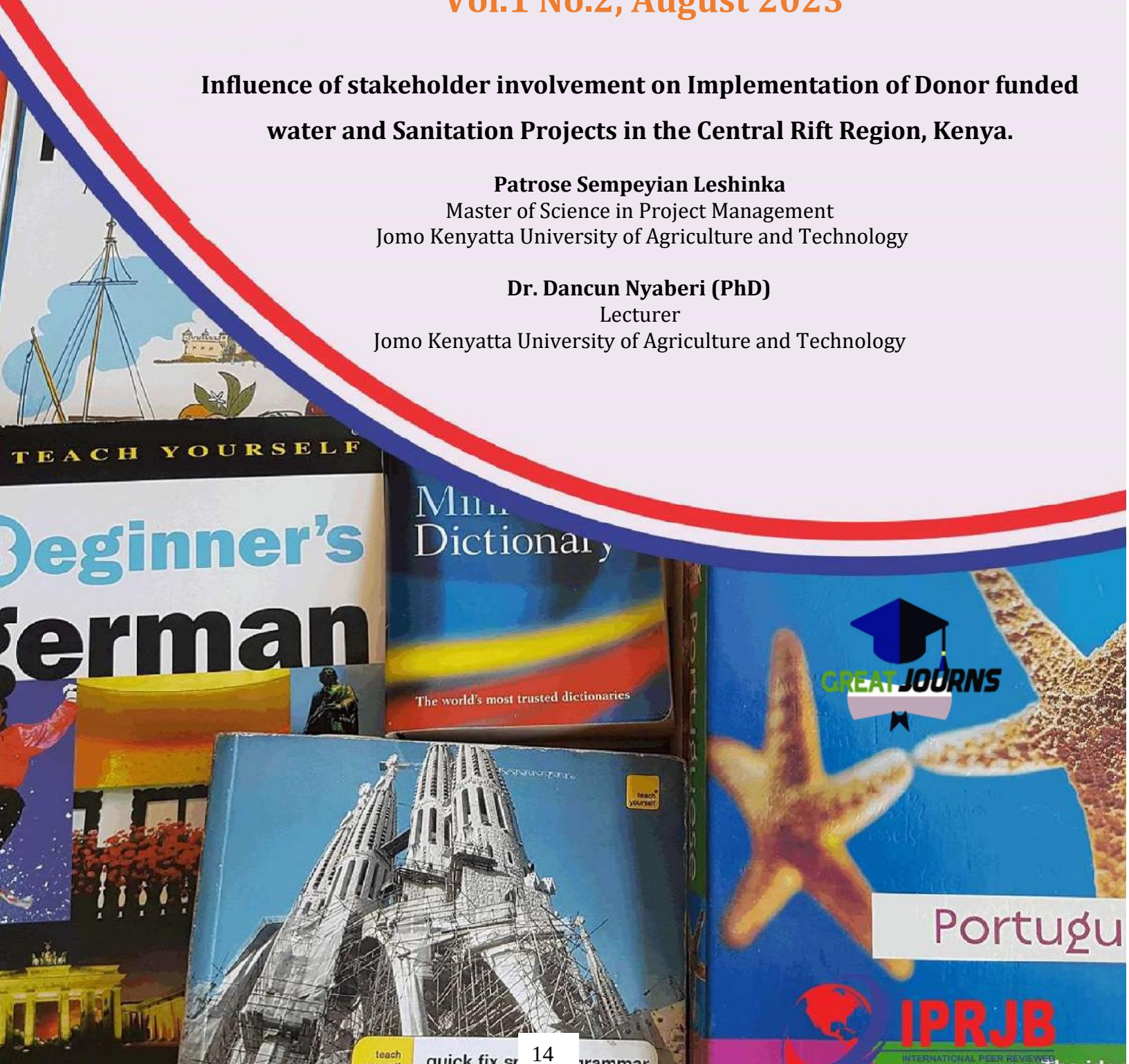


ABSTRACT: The general objective of this study was to establish the influence of stakeholder involvement on implementation of donor funded water and sanitation projects in the central rift region, Kenya. The study was anchored on stakeholder theory. For purposes of this study, a descriptive survey design was employed. The target population were all 160 project members comprising project managers, consultants, project implementation teams and task managers from donor agencies in 16 donor funded water and sanitation projects in the central rift region. Using statistical formulae, a sample of 62 elements was obtained. Purposive sampling was then used in targeting the said staff in each of the donor funded water and sanitation projects. This study used questionnaires in collecting data from the target group. Pilot-test was conducted to check the reliability of the instruments used for data collection. Data was analyzed using both descriptive and inferential statistics with the aid of the Statistical Package for Social Sciences (SPSS) version 25.0. The study revealed that when all the variables for project management practices, stakeholder involvement, project team training, project evaluation and risk management, were multi regressed against the dependent variable, project implementation, there was an observable model of good fit at 99.6% hence, a good predicator of project implementation if cumulatively practiced. The study further found that stakeholder involvement is a significant predicator ($p=0.046<.05$) of project implementation in donor funded water and sanitation projects in the Central Rift region, Kenya.The researcher recommended that stakeholder involvement should be enhanced since it has a significant influence on project implementation. The study recommends that project managers of donor funded projects should empower stakeholders by enriching the stakeholder engagement practices such as establishing regular communication with stakeholders and creating a positive understanding to help build effective long-term relationships, developing proper structures of grievance management procedures that will create structured channels for receiving stakeholders complaints and will encourage them air their grievances peacefully and in harmony. The study will also provide opportunities for project managers to identify key project management practices and how they influence implementation of donor funded water and sanitation projects.

Key words: ***project management practices, implementation of donor funded water and sanitation projects***

1.0 INTRODUCTION

Globally, project management has been described as a comprehensive management of all phases of a project ranging from its conception to completion and finally commissioning (Lawani, 2018). Project Management can thus be seen as the realization of a project's objective through planning and controlling resources allocated to the project and at the same time creating constructive relationships whilst managing people involved in the project (Moradi, Arbabi &Jouybari, 2018). It involves the application of knowledge, skills, tools and techniques to project undertakings to meet project requirements, with this being accomplished through initiating, planning, executing, controlling and closing (PMI, 2017).

Project management is an important business operation factor for the majority of modern companies and public administrations and is thus a prerequisite for successful implementation of projects (Sonja, 2016). Project implementation refers to the techniques, tools, methods, or approaches used effectively to arrive at the desired outcome when undertaking a specific project (Menon, 2015). They are procedures and methodologies which have been tried in project implementation and found to deliver the expected results. Effective project implementation therefore is likely to lead to project success. However, use of these methodologies is dependent on organizational parameters (Marko Slavković1, 2020). According to Azmach (2017), project implementation depends on the existing organizational culture, which directly influences the project success. Furthermore, properly and timely applied project management practices may lead to project success and wrongly used project management practices may lead to project failure. As noted by Fraz, Waris, Afzal, Jamil, Shah and Sultana (2016) project success is correlated with project management practices in many organizations.

Furthermore, project management practices involve the practice of coordinating people and resources, managing stakeholder expectations, as well as integrating and performing the activities of the project to bring about the desired change (Burrell, 2018). According to Fraz *et al.,* (2016) it involves planning, designing, and managing activities and help the project team to overcome the challenges throughout the project lifecycle processes. Project management practices are applied to achieve optimal performance in any project that seeks excellence and professionalism. Some of the practices include project planning, procurement, project monitoring, risk management, stakeholder involvement, budget monitoring, project completion, technology used and post-project monitoring.

1.1.1 Global Perspectives on Project Management Practices

Globally, a number of studies have attempted to link project management practices and implementation of projects. For example, in Portugal, Fernandes, Ward and Araújo (2013) sought to practitioner perceptions of the most useful project management processes to improve project management performance. They suggest by identifying the perceived most useful tools and techniques, as having the most potential for increased contribution to project management performance, practitioners and organizations can select their priorities when improving project success. The research involved a program of thirty interviews with project management professionals in Portugal, followed by a global survey. Their results showed that the top twenty of the lists of the most useful project execution processes is composed of very well-known and widely used tools, such as progress report; requirements analysis; progress meetings; risk identification; and project scope statement. Furthermore, overall project management cycle from initiation to project closing was found to be relevant. Further, they suggest that areas of knowledge, scope, time, risk, communication and integration assume a high relevance.

In Australia, Ahsan and Gunawan (2017) explored the impact of project management practices on project success specifically in non-governmental organizations (NGOs through studying specific project management practices which include stakeholder management, risk, management, communication management and project planning and how they contribute to successful project implementation in this sector. The study employed a quantitative research approach. Data was collected through a survey questionnaire distributed to project managers and professionals working in various NGOs. The questionnaire included questions related to project management practices and project success criteria. The responses were then analyzed using statistical techniques to determine the relationship between project management practices and project success. The study revealed that all the mentioned project management practices significantly influence project success in NGOs and further suggested that NGOs should focus on strengthening stakeholder management, risk management, communication, project planning, and monitoring and evaluation practices to achieve better project outcomes. It is worth noting that the study focused specifically on NGOs, and the findings may not be directly applicable to other sectors. Further research is needed to validate and expand upon these findings in diverse organizational contexts.

In Pakistan, Irfan, Khan, Hassan, Hassan, Habib, Khan and Khan (2021) argued that the core reasons for the failure of many public sector projects remain the same; poor planning and competency of a project manager. They therefore suggest that it becomes essential even in the contemporary world to assess and evaluate a model that determines the effect of planning and the project manager's competency on the success of public sector projects. Moreover, their study aimed at assessing the role of project planning and the project manager's competency in project success in the context of project management methodology defined by the project management institute. The study concluded that planning and competency have a significant positive impact on the success of public sector projects. Among the two, it was determined that planning for public sector projects had a greater role in the success of projects in the entire project lifecycle. Since this study aimed at understanding the impact of planning and the competencies of a project manager on the success of public sector projects, future research can address other project management practices issues in the same sector to discover if the findings are consistent.

In Iran, Moradi, Arbabi and Jouybari (2018) noted that project success or failure is affected by many context factors arising during the project execution process. The opined that project manager's competency is important in project success based on the project type and complexity. The findings of ranking project manager's competencies show that leadership, project stakeholder management and project integration management in the construction of simple project, result orientation, commitment and project integration management in construction of complex projects, project cost management, negotiation ability and project integration management in simple information technology projects and project integration management, project scope management and project cost management in complex information technology projects are the most important competencies.

1.1.2 Regional Perspectives on Project Management Practices

In the African region, a number of studies have also investigated project management practices and various performance outcomes. For example, in Ethiopia, Zerihun (2020) assessed the project management practice of Ethiopian construction design and supervision works and found a moderate level of project management practice within the organization. The study revealed that the levels of planning practice to be higher than the other process groups in the organization while the project closure process group has the lowest practice level. Furthermore, the study

identified that the level of practice of activities related to risk, procurement, communication, project control, cost, time and documentations to be low. The authors recommended that firms should give more emphasis or considerable attention for project execution processes related to project control, risk, procurement, communication, cost, time, documentation and dissemination of lesson learned during the implementation of each process groups in order to strengthen the practice of project management.

In Nigeria, Zuofa and Ochieng (2014) noted that like in most developing countries, particularly in sub-Saharan Africa, project execution processes in the civil service are relatively marginal. The lack of project management protocols and skills in all aspects of public projects, and the consequential problems of poorly implemented and abandoned projects in the country, have been reported by some key Nigerian government officials. They further argued that there is a perceived awareness of a shortage of adequate project management expertise which has led to problems of building collapse in Nigeria. Nonetheless, without adequate knowledge about the complications of project execution, and an understanding of how the structure of these organizations affect project execution, no significant initiative or practicable solution for promoting project execution may be developed. This study argues that the conventional reductionist approach of investigating project execution in developing countries does not address the reality of the condition from a holistic perspective, but rather offers a partial enquiry.

In Ghana, Napoleon, Eugene, Asubonteng, Tom and Alubokin (2018) investigated the effects of material management techniques on construction project success: perspective of material managers in northern region of Ghana. In their study on effects of material management techniques on construction project success in Northern Region of Ghana, the study revealed that, planning and monitoring of material schedule; establishing good business relations with suppliers; the use of security measures on site; use of information communication technology; and also use of competent workers as well as effective training of workers is significant for effective material management on construction site, and has direct effect on project implementation success. They further revealed that, use of information communication technology can help different parties involved in project implementation do some functionality such as purchasing orders, paying invoices and processing credit checks, and manage flow of material order, product, transportation and delivery of goods.

In Rwanda, Aimee and Eugenia (2022) sought to establish the influence of project management practices on performance of public construction projects in Kamonyi district of Rwanda. The study found that majority of the respondents participates in construction project for the purpose of sustaining their living standard. It was also found that majority of respondents do not make a written project plan. The study also found that majority agreed that there is the provision of the required resources to be used before starting the project. The variables like resource acquisition, resource organization and risk mitigation that make project implementation were found to influence the construction project performance. The study found that the project monitoring and evaluation is ready to affect the construction project performance. The study recommended that managers of different organizations which sponsor projects should continually modify management aspects to improve performance of construction projects.

1.1.3 Local Perspectives on Project Management Practices

Locally, a number of studies have been undertaken on project management practices and implementation of projects. For example, Musau (2020) established that change management, project team competency, stakeholders' involvement, and project resource management significantly influence implementation of borehole water projects. Kaluai (2020) established that stakeholder involvement, risk management, project planning, and monitoring and evaluation. Similarly, Njau and Omwenga (2019) found that resource planning, project monitoring, top management support and project communication all had significant and positive effect on the effective implementation of building construction projects in Kenya. Further, Ngundo (2018) found that project planning, stakeholder participation, monitoring and evaluation and use of technology significantly influenced implementation of government funded projects.

Similarly, Omolo and Moronge (2018) found that that enhancement of the project funding, enhanced proper communication, adequate monitoring and evaluation, training for project team competency to be enhanced and project team cohesion increases implementation of the project and thus lead to enhanced project success. The study however focused on water and sewerage projects and did not focus on team training, project planning and stakeholder involvement. Similarly, Obare *et al.,* (2016) found that project team training diversity influence the relationship between implementation process of project control systems and performance of rural roads construction projects in

Kenya. Their study however addressed only one project management practice. Furthermore, Gachui (2017) found that donor grants, training and development, and stakeholder involvement.

II: LITERATURE REVIEW

2.1 Stakeholder Involvement

Projects have many stakeholders and their involvement is likely to make their needs and expectations known, contribute resources and support the project. According to Botwe, Aigbavboa and Thwale (2016), stakeholder issues are associated with the diverse stakeholders involved, their cultural background and the culture of the project location in context. Further, the authors argued that to meet the differing demands for different stakeholder groups and in order to increase effectiveness and efficiency in decisions that are made during project cycle, a comprehensive stakeholder involvement plan must be developed. Furthermore, Ingason (2014) opined that firms using direct participation of the employees, were likely to implement their quality management systems in the time they expected. Therefore, for successful project implementation, it is important to evaluate the importance and influence levels of all stakeholders and their perception towards the project. However, involving stakeholders in project implementation has potential drawbacks including potential conflict, delay, resource shortages.

According to Littau (2015), early stakeholder involvement allows room for creative solutions and the intensive exchange of ideas. Thus, it leads to procedures that run in phases, which in turn change the project's value creation to holistic value co creation. Further, their ineffective management leads to project failure. Project stakeholders are individuals, groups, or organizations who may affect, be affected by, or perceive themselves to be affected by a decision, activity, or outcome of a project. According to Littau (2015), one of the keys to successful project is successfully managing the relationships between stakeholders. The author opines that, stakeholders are defined by their impact on a project and the causes of impacts are identified by power-interest-attitude they have towards the project. It is thus critical for project success to identify these stakeholders early in the project or phase and to analyze their levels of interest, their individual expectations, as well as their importance and influence. The process of identifying, prioritizing and engagement of stakeholder should be continuous exercise because stakeholders move within the organization.

2.2 Theoretical Framework

The study will be anchored on four theories, namely; stakeholder theory, team theory, dynamic capabilities theory and the theory of resilience.

2.2.1 Stakeholder Theory

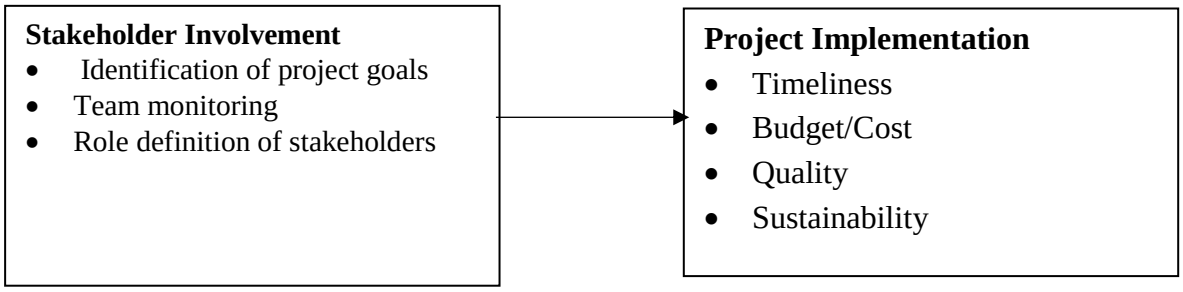
Stakeholder theory was proposed by Freeman in 1984. Stakeholder theory argues that firms should be concerned about the interests of other stakeholders when taking strategic decisions. The theory is a strategy by top management team for management of the interface between the many competing demands of different stakeholders in relation to its strategic goals. Thus, one of the critical tasks of a project leader is to identify and manage successfully stakeholders who are either affected or can affect implementation of a project. Further, Napoleon *et al.,* (2018) identified three themes for strategic management of stakeholders as: identifying who the stakeholders really are in the specific situation, exploring the impact of stakeholder dynamics and, developing stakeholder management strategies. Managing project stakeholders is critical during project implementation because one stakeholder's actions can generate a dynamic of responses across a range of other stakeholders.

According to Zerihun (2020), a project manager should manage the influences of various stakeholders in relation to the project requirements to ensure a successful outcome. They assert that the project manager should know about project management, should do or accomplish project goals and should behave accordingly. The theory can thus be used to explain stakeholder involvement since various stakeholders have stake in effective project implementation. Local community therefore expects economic and social benefits from water and sanitation projects once implemented. Project beneficiaries expect benefits which include getting water at affordable prices, improved livelihoods, financial benefits, skills related to project management. Applying stakeholder inclusiveness in a project is thus likely to increase the likelihood of more engaged and satisfied stakeholders. However, it may increase the danger of losing focus on those stakeholders who possess the most critical resources for the project's survival and progress; and increase the danger of inducing stakeholder disappointment due to conflicting demands.

2.3 Conceptual Framework

Independent Variable **Dependent Variable**

Stakeholder Involvement



III: RESEARCH METHODOLOGY

3.1 Research Design

According to Cooper and Schindler (2014), a research design is a blueprint for conducting a study that maximizes control over factors that could interfere with the validity of the findings. A research design therefore provides a framework for the collection and analysis of data. For purposes of this study, a descriptive survey design was employed. Descriptive survey design is preferred as it permits gathering of data from the respondents in natural settings. It will be used to describe what, who, when, how and whereof the phenomenon (Bryman, 2016).

3.2 Target Population

The term population means the total number of individuals, objects, or any other subject of concern which by virtue of a common characteristic is of interest to the researcher and may lead to the obtaining relevant information regarding a phenomenon under study (Cooper & Schindler, 2014). According to Cooper and Schindler (2014), target population is the totality of all the objects, subjects or members who conform to a set of specifications. The target population was 16 donor funded water and sanitation projects in the Central Rift region. The unit of observation were all 160 project members comprising project managers, consultants, project implementation teams and task managers from donor agencies in 16 donor funded water and sanitation projects in the Central Rift region.

The target population of the subject was drawn from the project registers of the Central Rift Valley Water Works Development Agency numbering 152 project managers operating the donor-funded projects in the Central Rift Valley Region and 8 donor- task managers from the donor-funding agencies as shown in Table 3.1 below.

Table 3.1: Target Population

County	Projects	Project Team Members
Nakuru	2	21
Baringo	4	43
Kericho	2	17
Nyandarua	2	18

Narok	4	35
Laikipia	1	8
Bomet	1	10
Sub-Total	**16**	**152**
Donor Program Task managers		8
Total		**160**

3.3 Sample Size and Sampling Technique

According to Bryman (2016), sampling is the act, process or technique of selecting a suitable sample or a representative part of a population for the determining parameters or characteristics of the whole population. A sample is a representative group under analysis obtained from a population of interest. Using Nassiuma's formula for sample calculation, with a population of 160 elements the sample was calculated as:

$$n = \frac{NC^2}{C^2 + (N-1)e^2} = \frac{160(0.5^2)}{0.5^2 + (160-1)(0.05)^2} = 62$$

Purposive sampling was then used in targeting the said staff in each of the donor funded water and sanitation projects. Purposive sampling is most suitable because the project members in each project would be in position to address study objectives since they are part of the decision-making process. This technique ensured that the sample is not only representative, reliable, flexible and efficient but also relevant to meet the objectives of the present study.

3.4 Data Collection Instruments

This study used questionnaires in collecting data from the target group. The questionnaire will be used to collect data because it is straight forward and less time consuming for both the researcher and the respondents and it enables reaching a representative number of respondents with ease (Bryman, 2016). The questionnaire will consist of close-ended items that aimed at obtaining data from the respondents. According to Cooper and Schindler (2014), a questionnaire has the advantage of being used to collect information from large sample and diverse regions. Questionnaires also save time and uphold confidentiality and more so, since they are presented in paper form, there is no opportunity for bias. Closed ended questions were designed in such a way as to elicit objective information from the respondent based on their background and working environment.

3.5 Pilot Testing

The researcher carried out a pilot-test with a small representative sample identical to, but not including the group in the survey. Cooper and Schindler (2014) recommend a pilot sample of 5-10% of the target population and thus pilot testing was done on 16 respondents which is 10% of target population who are in similar positions in donor funded projects in the South Rift Region, Kenya. Pilot tests are usually done to determine whether the questions measure what they are supposed to measure, check the wording and sentence construction and to check if the respondents are interpreting the questions clearly.

3.5.1 Validity of Instruments

According to Bryman (2016), a valid instrument measures the concept in question accurately. To ensure validity, the researcher used accurate measuring instruments, standardize data collection procedures by guiding the respondents appropriately and carried out piloting to determine usefulness of instruments, clarity in terminology, focus of questions, relevance and applicability, time required and methods for analysis. In undertaking validity analysis, the study will address: content validity which is the extent to which a measuring instrument provides adequate coverage of the topic under study; criterion-related validity which relates to the ability to predict some outcome or estimate the existence of some current condition; and construct validity which is the degree to which scores on a test can be

accounted for by the explanatory constructs of a sound theory. The findings of the pilot study and the respondents' comments were used to enhance the quality of the questionnaires so that they adequately address the constructs of the study. Further, input and guidance from the research supervisor enhanced the content and construct and validity of the research instrument.

3.5.2 Reliability of Instruments

A questionnaire with a high reliability would receive similar answers if it is done again or by other researchers (Bryman, 2016). Utilizing data from the pilot test, the reliability was determined through the Cronbach alpha coefficient analysis. The Cronbach alpha reliability recommends a reliability coefficient of $\alpha = 0.70$ and above. Cronbach alpha provides a good measure of reliability because holding other factors constant the more similar the test content and conditions of administration are, the greater the internal consistency reliability. Bryman (2016) have recommended that reliability test which produces Cronbach alpha (α) values of greater than 0.70 is sufficient in making the questionnaires reliable. The study undertook reliability analysis and the finding are as shown Table 3.2:

Table 3.2: Reliability Test Results

Variable Name	Number of Items	Cronbach's Alpha Values
Stakeholder Involvement	6	0.701
Project Team Training	6	0.779
Monitoring and Evaluation	6	0.719
Risk Management	6	0.805
Implementation of Donor Funded Water Projects	6	0.761

Since all the variables had Alpha values greater than 0.7, the questionnaires were deemed reliable and hence, used for data collection from the targeted respondents.

3.6 Data Collection Procedures

Before commencing data collection, the researcher sought a research permit from the National Council of Science, Technology and Innovation (NACOSTI) as legally required to all researchers conducting studies in Kenya. Upon receipt of the research permit, the researcher sought permission from the various Implementing Agencies, County Governments, Water Service Providers and relevant project supervisors after outlining the objectives of the current study. The researcher administered the questionnaires to the individual population members to ensure that the correct information is received from the respondents. Data was collected primarily using closed ended questionnaires. Furthermore, administering the questionnaires individually enabled the researcher to clarify areas which may not be clear to the respondents.

3.7 Data Analysis and Presentation

Before embarking on data analysis, the researcher carried out data cleaning to ensure unfilled or incorrectly filled questionnaires are identified and isolated. The collected data was analyzed quantitatively by first coding and then analyzing them using Statistical Package for Social Science (SPSS). The collected data was analyzed using both descriptive (frequencies, percentages, means and standard deviations) and inferential statistics (Regression and Correlation). The study hypothesizes the following model:

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

Where: Y = Implementation of Donor Funded Water and Sanitation Projects,

X_1 = Stakeholder Involvement,

X_2 = Project Team Training,

X_3 = Monitoring and Evaluation,

X_4 = Risk Management and

$\beta_0, \beta_1, \beta_2, \beta_3, \beta_4$= Beta Coefficients, ε = Error Term

3.7.1 Diagnostic Tests

The assumptions of linear regressions must be met because regression analysis was employed to test the study hypotheses. Prior to performing regression analysis, the linearity, homoscedasticity, normality, and multi-collinearity assumptions were checked. Through residual plots, the linearity of the connection between the dependent and independent variables was evaluated. To ensure homoscedasticity, scatter plots were used to assess variance of the error term. Similarly, data was tested for normality using scatter plots. To test for multi-collinearity, the study used Variance Inflation Factors (VIF) as an indicator of multi-collinearity. As a rule of thumb, VIF values of more than 10 indicate presence of multicollinearity.

IV: RESEARCH FINDINGS AND DISCUSSIONS

4.4.1 Stakeholder Involvement and Implementation of Donor Funded Water and Sanitation Projects

The study sought to establish the effect of stakeholder involvement on project implementation in donor funded water and sanitation projects in the Central Rift region, Kenya. The respondents were required to use the 5-point Likert scale which was interpreted using the ranges of 4.3-5=Strongly Agree; 3.5-4.2=Agree; 2.6-3.4=Undecided; 1.9-2.6=Disagree and 1-1.8=Strongly Disagree and the responses were as described in Table 4.2

Table 4.1: stakeholder involvement on project implementation of Donor Funded Water and Sanitation Projects

	N	Min	Max	Mean	Std. De
Our project team ensures adequate community participation in decision making	59	1	5	3.64	1.362
Our team makes deliberate efforts to enhance community participation in our project	59	1	5	3.76	1.264
We also involve the community in every aspect of water project as guided by project regulations	59	1	5	4.15	1.111
Our project teams have a structured community mobilization and involvement process	59	1	5	3.88	1.327
We always encourage community members to be involved directly in the project process through tendering, provision of labor and materials	59	1	5	3.73	1.628
Our teams ensure the involvement of all stakeholders in a structured manner as guided by project implementation guidelines	59	1	5	4.20	1.013

Table 4.1 observed that majority of the respondents with a mean of 3.64(SD=1.362) agreed that the project teams in the study are ensures adequate community participation in decision making processes. The study also revealed that majority of respondents 3.76(SD=1.264) were also in agreement that project management teams make deliberate efforts to enhance community participation in our project as guided by project regulations. It is prevalent that the problem does not lie on public participation alone given that projects in the study are well participated in and yet they are lacking in implementation. The study also revealed that majority of the respondents a mean of 4.15(SD=1.111) were also in agreement that they involve the community in every aspect of water project. It remains to be seen why there is poor implementation of the water projects and yet the subjects, the community is involved. Further, the study observed that majority of the respondents a mean of 3.88(SD=1.327) agreed that the project teams has a structured community mobilization and involvement process and that majority of the respondents 3.73(SD=1.628) agreed that they always encourage community members to be involved directly in the project process through tendering, provision of labor and materials. Finally, the study revealed that majority of the respondents 4.20(SD=1.013) were in very strong agreement that the project teams ensure that stakeholders are involvement in a structured manner as guided by project implementation guidelines. By aggregate, the study revealed that the project management teams agreed that the water project teams do engage stakeholders in all the water projects activities. However, it cannot be concluded from this on why projects seem to lag in implementation despite constructive stakeholder engagement.

V: SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The study sought to establish the effect of stakeholder involvement on project implementation of donor funded water and sanitation projects in the Central Rift region, Kenya. The study observed that that the project teams in the study are ensures adequate community participation in decision making processes. It was also observed that project management teams make deliberate efforts to enhance community participation in our project as guided by project regulations. It is prevalent that the problem does not lie on public participation alone given that projects in the study are well participated in and yet they are lacking in implementation. Further, the study established that project teams has a structured community mobilization and involvement process and that they always encourage community members to be involved directly in the project process through tendering, provision of labor and materials. Finally, the study revealed that that project teams ensured that stakeholders are involved in a structured manner as guided by project implementation guidelines. By aggregate, the study revealed that the project management teams agreed that the water project teams do engage stakeholders in all the water projects activities.

From the regression analysis the study revealed that stakeholder involvement is a significant predictor of project implementation (p-value=0.046<.05). Further, the estimates revealed that for every one unit increase in stakeholder involvement there was a predicated increase in the independent variable of 1.192 in the log-odds of being at a higher level of the project implementation. These findings consistently demonstrate the positive impact of stakeholder participation on project implementation, hence validate the predictions and assumptions of stakeholder engagement theory which asserts that engaging stakeholders leads to better project outcomes.

The study also examined the means of the propositions, which on average showed agreement with all the claims pointing to the favorable impact of stakeholder involvement on the project implementation These results are consistent with those of Musau, M, & Kirui (2018) who investigated the project management practices and implementation of government projects in Kenya, case of Machakos County, Kenya and found out a significant positive influence of a unit increase in stakeholder participation will see the effectiveness of project management practices and the implementation of government projects increase by 0.590. The study inferred that the key stakeholders in the project where are associated with project implementation for the successful conceptualization of project ideas and strategies. Similar results were reported by Chepchieng B, & Siringi(2019), who found out that stakeholder engagement by the study respondents revealed that, inclusion of stakeholders, feedback and ideas from stakeholders, and regular stakeholder engagement during project implementation contributed significantly. The study finding revealed that stakeholder engagement had the largest influence on performance of donor-funded health projects with a β coefficient of 0.290.

5.2 Conclusion

Stakeholder Involvement and Implementation of Donor Funded Water and Sanitation

The study concluded that the project teams in the study are ensures adequate community participation in decision making processes. It was also concluded that project management teams make deliberate efforts to enhance community participation in our project as guided by project regulations. Further, the study concluded that project teams has a structured community mobilization and involvement process and that they always encourage community members to be involved directly in the project process through tendering, provision of labor and materials. Finally, the study concluded that project teams ensured that stakeholders are involved in a structured manner as guided by project implementation guidelines. By aggregate, the study concluded that the project management teams agreed that the water project teams do engage stakeholders in all the water projects activities. From the regression analysis the study concluded that stakeholder involvement is a significant predictor of project implementation of donor funded water and sanitation projects.

5.3 Recommendation

The researcher recommended that stakeholder involvement should be enhanced since it has a significant influence on project implementation.

The study recommends that project managers of donor funded projects should empower stakeholders by enriching the stakeholder engagement practices such as establishing regular communication with stakeholders and creating a positive understanding to help build effective long-term relationships, developing proper structures of grievance management procedures that will create structured channels for receiving stakeholders complaints and will encourage them air their grievances peacefully and in harmony .

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