

# International Journal of Geopolitics and Governance

[ijgg.eanso.org](http://ijgg.eanso.org)

Volume 2, Issue 1, 2023

Print ISSN: 2790-9549 | Online ISSN: 2790-9557

Title DOI: <https://doi.org/10.37284/2790-9557>

**ENASO**

EAST AFRICAN  
NATURE &  
SCIENCE  
ORGANIZATION

Original Article

## Impact of Constitution Policy of Project Management Committee on Performance of County Government-Funded Boreholes in Igembe North Sub-County

Florence Karegi Kirema<sup>1\*</sup> & Dr. Simon Njeri Ngacha, PhD<sup>1</sup>

<sup>1</sup> Mount Kenya University, P. O. Box 4441-40200, Kisii, Kenya.

\* Author for Correspondence ORCID ID: <https://orcid.org/0009-0000-1153-7215>; email: [karegi.florence@gmail.com](mailto:karegi.florence@gmail.com).

Article DOI: <https://doi.org/10.37284/ijgg.2.1385>

**Date Published: ABSTRACT**

23 August 2023

**Keywords:**

*Capacity Building,  
National Objectives,  
Project Execution,  
Project Management  
Committee,  
Stakeholders.*

Different oversight and implementation challenges have led to the failure of borehole projects in Meru County in the recent past, hence leading to the sourcing of extra funding and technical expertise to achieve the desired results. This research sought to assess the project Management committee's effect on the performance of County Government funded boreholes in the Igembe North Sub- County of Meru County. The findings of this research will be of use to stakeholders such as National and devolved governments, NGOs, and other government agencies. In an aspect of the study methodology, a descriptive research design was adopted. The research targeted a population of 181 borehole committee members and a sample size of 100 drawn from 25 borehole committees across the five wards in the Igembe North sub-county. Data was gathered using research questionnaires and interview guides. Data analysis was guided by the use of SPSS for the calculation of frequencies, standard deviations, means as well as percentages. The study established that having and adhering to the constitution, membership of water management experts, the committee being reliable, and the link between the committee and community are moderate contributors to the performance of County Government funded boreholes in Igembe North Sub-County. Regarding the constitutional policy of project management committees, borehole management committees should ensure that they have a defined constitution in place to guide the selection of members and operations effectively. For enhanced outcomes of borehole projects, the study recommends training in advanced water management and monitoring and evaluation. This should be initiated by first developing training manuals for borehole management committees.

### APA CITATION

Kirema, F. K. & Ngacha, S. N. (2023). Impact of Constitution Policy of Project Management Committee on Performance of County Government-Funded Boreholes in Igembe North Sub-County *International Journal of Geopolitics and Governance*, 2(1), 62-69. <https://doi.org/10.37284/ijgg.2.1.1385>

### CHICAGO CITATION

Kirema, Florence Karegi and Simon Njeri Ngacha. 2023. "Impact of Constitution Policy of Project Management Committee on Performance of County Government-Funded Boreholes in Igembe North Sub-County". *International Journal of Geopolitics and Governance* 2 (1), 62-69. <https://doi.org/10.37284/ijgg.2.1.1385>

#### HARVARD CITATION

Kirema, F. K. & Ngacha, S. N. (2023), "Impact of Constitution Policy of Project Management Committee on Performance of County Government-Funded Boreholes in Igembe North Sub-County", *International Journal of Geopolitics and Governance*, 2(1), pp. 62-69. doi: 10.37284/ijgg.2.1.1385.

#### IEEE CITATION

F. K., Kirema & S. N., Ngacha "Impact of Constitution Policy of Project Management Committee on Performance of County Government-Funded Boreholes in Igembe North Sub-County", *IJGG*, vol. 2, no. 1, pp. 62-69, Aug. 2023.

#### MLA CITATION

Kirema, Florence Karegi & Simon Njeri Ngacha "Impact of Constitution Policy of Project Management Committee on Performance of County Government-Funded Boreholes in Igembe North Sub-County". *International Journal of Geopolitics and Governance*, Vol. 2, no. 1, Aug. 2023, pp. 62-69, doi:10.37284/ijgg.2.1.1385

## INTRODUCTION

Better water access aids the creation of options for communities living in the world's rural areas. United Nations Sustainable Development Goal number six aims at ensuring manageable and sustainable water for all. Water is very important as it serves so many domestic needs, such as bathing, cooking, irrigation, and watering animals, among others. Water accessibility is a key factor in the attainment of improved health, economic productivity, and social wellbeing of people, as both social and economic activities rely on the quality and quantity of water. Millennial Development Goals emphasizes water access. Constitution of Kenya (2010) article 43(d) states that all persons have a right to an acceptable amount of safe and clean water. However, the availability of quality and safe water is very vital as it culminates in better health and economic and social wellbeing. According to World Health Organization and United Nations International Children's Emergency Fund (2019), more than two billion people cannot access managed drinking water services. Further, two million depend on healthcare facilities without basic water facilities (Makau, 2019) states that over two billion people live in Counties experiencing water insufficiency. According to the Environmental Sanitation & Hygiene Policy 2016 -2030, everyone should access improved sanitation services by 2030. Kenya Vision 2030 aims to deliver universal access to water & sanitation services by 2030. The National Water Master Plan 2030 was developed for fast-tracking these objectives.

South Imenti. Igembe North sub-County has had water issues for the longest time since there are no

surface water sources which has necessitated the need for underground water development. Igembe North residents have in the recent past, been buying water from water vendors and private water developers hence spending Ksh. 30 per 20 litre Jerri can. Children and women have had to spend so much time queuing at the only water stream at Tamani, which would cost the children their school hours, with women missing out on farm hours and other nation-building engagements. Thanks to the ongoing drilling of boreholes right, left and centre, there is a great relief as everyone has clean portable water in their ward, and better still, several water points have been strategically erected to enable ease of water access. There are more than 35 boreholes that have been sunk with 30 of them being successful, 2 unsuccessful and 3 being low yielding. The successful boreholes are; Anjalu, A/Kiongo, Luciuti Dispensary, Gatolone, Kiromwathi, Malaene, Buluu, Thirua, Mweromutua, Kalembwine, Kanthali, Naathu, Lubua, Kang'enyone, Lukununu, Ndumuru, K.K Etama, Njaruine, Ngukwine, Muraa, Kamboo, Ntunene, Kirindara, Luma, Linjoka, Mariri, Kimachia, Kileru, Kaelo and Kimachia. Those that are unsuccessful include Kuka and Mangoya, while Nac Inono, Miuine, and Miriki are low yield. Of these boreholes, 70%, which accounts for 25 out of the 35, have instituted borehole committees for their operation and maintenance. In a study carried out by Makau (2019), as one of the key implementation success indicators, borehole management committees need to be instituted to counter the inefficiencies of running borehole projects all over the country. The borehole committee need to have a clear method of implementing the project in that, the election

process of the members ought to be transparent, the committee needs to involve stakeholders from the onset to the commissioning of the project, the training levels of the members need to be considered to make sure that the committee is able to deliver to the letter. Failure to have all these parameters is the main setback of borehole management committees which leads to poor performance of the boreholes in the long run. Some of the impacts of poor performance of boreholes include an increase in conflicts related to water, an increase in waterborne diseases, school absenteeism for children as well as poor hygiene and sanitation.

## LITERATURE REVIEW

Different research has been undertaken with an emphasis on the performance of project management committees. In a study carried out by Mbevi (2016) in Makueni County, Kenya, on the performance of development projects, it was concluded that community projects that had management committees elected by members of the community had better accountability and transparency. The study also found that the committee members had undergone training to enhance their management skills, thus improving the performance of the projects. Bamberger and the World Bank (1998) emphasized the importance of management committee training to enhance the performance of projects. Additionally, as a deterrent to project mismanagement, management committees should hold regular meetings to review the performance and communicate project progress to all stakeholders. Njogu (2014) carried out research in Kiambu County to assess the influence of community participation on the performance of rural NG-CDF-funded boreholes, where it was concluded that where the community participated in electing project leaders, performance was better than the opposite. The study also revealed that when project committee members participated in transparency and accountability meetings, the projects did better in terms of performance.

According to County Governance Toolkit Version 1.0 (2020), all county undertakings should have

community involvement during their implementation. The community's role depends on the scale, size, and technical characteristics of the undertaking. The community is involved in the form of community-based- project management committees, which are charged with monitoring the implementation of the projects by county staff or contractors, contribution towards the project work, offering land to the project as well as supervising small projects in which county government contributes only materials or funds. The aim of the management committee is clearly outlined, and a constitutional process is followed. The constitution of the committee is dependent on the nature of the undertaking. County-wide infrastructure project requires a high level of technical knowledge by the committee members, while a smaller community project will not require high-level qualifications such as a university degree for committee members. The local users of the project output represent the bulk of the committee members. The constitution of the committee should consider gender issues, the age of the members as well as the skill set of the members. According to Baringo County Project Implementation and Management Committee Bill (2019), men, youth, persons with disability representatives, ward administrators, and village administrators are part of a 7-member borehole management committee which also includes a chairman, vice chairman and a treasurer who must be knowledgeable in terms of accounting. The ward administrator becomes the default committee secretary for purposes of county reporting.

## RESEARCH METHODOLOGY

This study employed a descriptive research design. Amwathi, Antuambui, Ntunene, Naathu, and Antubetwe Kiongo wards have 35 boreholes, of which 25 have functional borehole management committees. Each management committee consists of 7 members, including a chairman, treasurer, secretary, one youth, PWD representative, a woman representative and the village administrator, making a total of  $(25 \times 7) = 175$  members.

The formula was deployed to obtain a sub-set from a target population of 181. For key informants, purposive sampling was used to pick

one water officer in charge of the Igembe North sub-county.

**Table 1: Sample size**

Category	Population	% Proportion	Sample Size
Water borehole committee	175	$175/181 \times 100\% = 96$	97
Ward administrator	05	$05/181 \times 100\% = 2$	2
Sub-County water officer	01	$1/181 \times 100\% = 1$	1
Total	181	100	100

**Source:** Researcher, (2023)

For this study, questionnaires were employed as the primary data collection instrument. Structured questionnaires assembled data from respondents.

During analysis, data was subjected to both qualitative and quantitative techniques. The study therefore used regression analysis to identify a distinct relationship between an independent variable and the dependent variable. (SPSS Version 25) Statistical Package for Social Sciences was used to give means of standard deviations, correlations, and frequencies of each of the variables, both independent and dependent. Descriptive and inferential statistics were used and highlighted through; rate counts, means, percentages, standard deviation, regression, and correlation. Frequency, means, and standard deviation was used for descriptive statistics, while for inferential statistics, the study employed the analysis of variance and multivariate regression analysis to test the hypotheses of the study.

## RESULTS AND DISCUSSION

### Response Rate

A total of 100 questionnaires were distributed to selected water borehole committees' members, ward administrators and sub-county water officers. 77 (77%) questionnaires were filled and returned. According to Baruch (1996), the average and also reasonable, acceptable response rate is 60% +/-20. Owing to this, the study response rate of 77% response rate was considered significant for carrying out statistical analysis of this study.

### Constitutional Policy of Project Management Committee

The study's first objective was to assess how the constitutional policy of project management committees influences the performance of County Government funded boreholes in Igembe North Sub-County. In pursuit of this, respondents were asked to indicate the level at which they agreed to present statements on the constitutional policy of the project management committee. The results of the average scores recorded were as in *Table 2* below.

Findings on the constitutional policy of project management committees detailed respondents generally agreed with the statements provided. 41(41%) respondents strongly agreed to a constitution being in place to guide management committees, as evidenced by the average mean of 4.36 (36%) respondents also agreed to the constitutional policy being adhered to during the selection of committee members resulting to an average mean of 3.52. With an average mean of 3.73, 38(38%) of participants agreed that the constitutional policy of the management committee provides members to be team players. Likewise, 43(43%) of respondents agreed to a constitutional policy providing for linkage between beneficiary communities with a recorded mean of 3.87. However, 27(27%) of respondents were neutral to their project management committees composed of experts in the water sector, as evidenced by the average mean of 2.88. 36(36%) of participants were also neutral about their respective committees being dependable and reliable.

**Table 2: Constitutional policy of project management committee**

Statement (N=100)	1	2	3	4	5	Mean
A constitution is in place to guide the project management committee	2 (2%)	10 (10%)	15 (15%)	32 (32%)	41 (41%)	4
During the selection of the committee constitution is followed	11 (11%)	13 (13%)	15 (15%)	36 (36%)	25 (25%)	3.51
My project management committee is made up of experts in their respective fields	18 (18%)	23 (23%)	27 (27%)	17 (17%)	15 (15%)	2.88
Project committees are team players	6 (6%)	7 (7%)	22 (22%)	38 (38%)	27 (27%)	3.73
The committee is dependable and reliable	7 (7%)	9 (9%)	36 (36%)	28 (28%)	20 (20%)	3.45
There is a link between the committee and the beneficiary community	4 (4%)	6 (6%)	18 (18%)	43 (43%)	29 (29%)	3.87

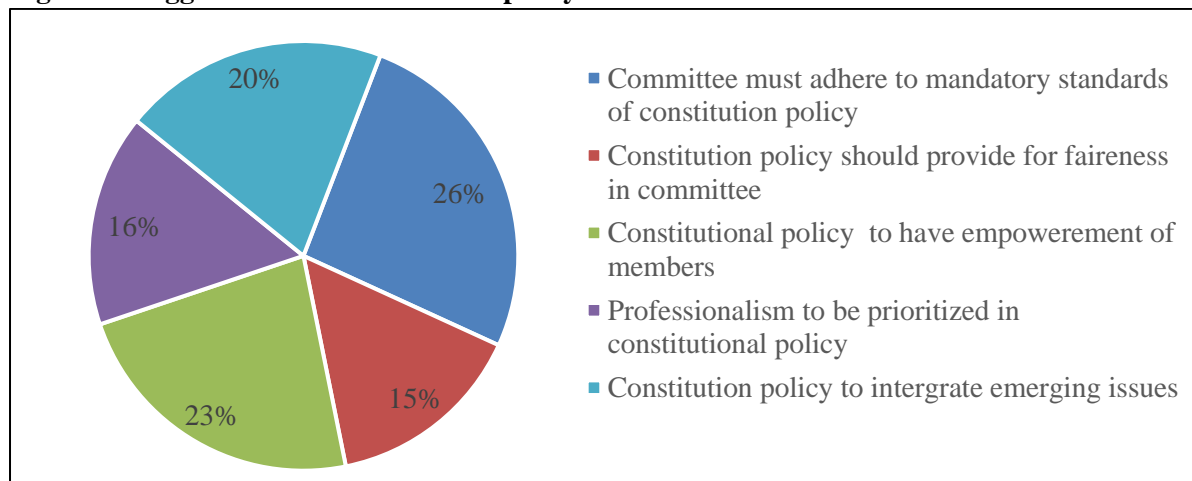
The study further asked respondents to provide suggestions on how the constitutional policy of project management committees can be enhanced in their respective committees. The findings are as in *Figure 1* below.

**Suggestions on Constitution Policy of Project Management Committee**

As illustrated in *Figure 1*, adherence to mandatory standards, empowerment of committee members

and integration of emerging issues were identified to be crucial for the performance of borehole management committees. The same is echoed by Knutson (1994), who stated that prioritization systems in the constitutional policy of committees are crucial for enhanced performance and productivity.

**Figure 1: Suggestions on constitutional policy**



**Results from Correlation analysis**

In determining the association between the constitutional policy of project management committees and the performance of county Government funded boreholes, correlation analysis revealed a moderate positive association. This was detailed in the reported correlation of 0.420 521 and a p-value of 0.000. With the p-value being 0.000<0.05, the alternative hypothesis

(Ha1) that there exists a positive significant relationship between the constitutional policy of the project management committee and the performance of County Government funded boreholes in Igembe North Sub-County was accepted.

## CONCLUSION

Based on inferential statistics and findings of the study, the following conclusions were made; having a constitutional policy on the project management committee is important. The study established that having and adhering to the constitution, membership of water management experts, the committee being reliable, and the link between the committee and community are moderate contributors to the performance of County Government funded boreholes in Igembe North Sub-County.

On the second independent variable, the study concluded that training of the project management committee strongly influences the performance of county government-funded boreholes. Regular training, job training, and having a mentorship program are major contributors to the performance of County Government funded boreholes in Igembe North Sub-County.

Transparency in the election process of the management committee was the third independent variable. It was concluded that there exists a strong association between transparency and the performance of County Government funded boreholes. Having a constitution followed to the letters during elections, impartiality, capacity to hold free and fair elections, and effective information management are critical determinants of the performance of County Government funded boreholes.

Management committee stakeholder involvement was the final independent variable. The study concluded that a significant association exists between stakeholder involvement and the performance of county-funded boreholes. Active engagement of stakeholders, meeting of stakeholder expectations, sufficient communication, and prioritizing stakeholder priorities leads to enhanced performance of County Government funded boreholes in Igembe North Sub-County.

## Recommendations

Towards ensuring the enhanced performance of County Government funded boreholes in Igembe North Sub-County, the study recommends the following; Regarding the constitutional policy of project management committees, borehole management committees should ensure that they have a defined constitution in place to guide the selection of members and operations effectively. For enhanced outcomes of borehole projects, the study recommends training in advanced water management and monitoring and evaluation. This should be initiated by first developing training manuals for borehole management committees.

Owing to the extent to which transparency in the election process of committees impacts the performance of borehole committees, the study recommends openness and enhanced oversight during election processes. The involvement of stakeholders was reported to have a significant influence on the performance of county government-funded boreholes. To enhance this, the study recommends enhanced involvement of stakeholders in planning and administration as well as in the monitoring and evaluation of projects.

## REFERENCES

- Altman DG, B. J. (1995). Statistics notes: The Normal Distribution.
- Baruch, Y. (1996). Response rate in academic studies—A comparative analysis. *Human Relations*, 52.
- Bryman, A., & Bell, E. (2015). *Business Research Methods*.
- Bryman, A. (2011), *Business Research Methods (2<sup>nd</sup> ed.)*: New York., Oxford University Press.
- Becker, K. and Campbell, M. (2003). *The complete guide to Project Management, 3<sup>rd</sup> Edition*. Alpha Books.
- Carow, M.D. (2007). *Training and Leadership in Organizations (6, Ed.)*

- Cleland, D.I. (1999). *Project Management Strategic Design and Implementation*. Singapore: McGraw-Hill.
- Cohen, M.W. and Palmer, G.R. (2004). *Project risk identification and management*' AACE International Transactions.
- County Government of Meru, (2018), *Meru County Government Integrated Development Plan: Government Printer, Nairobi*.
- Davis (2012). *Taking Sustainable Rural Water Supply Services to Scale, A Discussion Paper*, Bank of Netherlands, Water Partnership Energy and Water Department: World Bank, Washington Dc.
- Duncan, W.R. (1996). *A guide to project management body of knowledge*.
- Flanagan, G. and Norman, U. (2003). *Assessment and Control of project risks*. Englewood Cliffs: Prentice- Hall Fraenkel, J. R., Wallen, N. E., & Hyun, H. H. (2012).
- Fraenkel, J. R., Wallen, N. E., & Hyun, H. H. *How to design and evaluate research In education*, 8.
- Freeman R.E (1983), *Strategic Management: A stakeholder Approach*, *Advances in Strategic management*. Boston MA: Pitman
- Glass, G.V and Hopkins, K.D. (1984). *Statistical Methods in Education and Psychology, 2<sup>nd</sup> Edition*. Englewood Cliffs, NJ: Prentice-Hall.
- Government of Kenya (2020). *County Governance Toolkit Version 1.0*, Government Printer: Nairobi
- Government of Kenya. (2007). *Kenya Vision 2030*. Government printer: Nairobi
- Jong Hae, K. (2019). *Multicollinearity and misleading statistical results*. *Korean Journal of Anesthesiology*.
- Knutson, J. (1994). *The Top Management Project Steering Committee*. *PM Network*, 8(1).
- Kombo D.K. and Tromp D.A. (2006). *Proposal and Thesis Writing an Introduction: Nairobi*, Pauline Publications Africa.
- Kumar, C.R. (2012), *Methods for Community Participation, A complete Guide for Practitioners* ITDG Publishing, London, UK
- Makau, K.E (2019). *Effects of Committee competency on performance of borehole drilling projects in Machakos County*. *The Strategic Journal of Business & Change Management*.
- Maylor, H. (2003). *Project Management, 3<sup>rd</sup> Edition*: Pearson Education Limited, London. Mbogori, A. K. (2014). *Factors influencing the level of women participation, in community development projects in Narok south district, Kenya* (Doctoral dissertation, University of Nairobi).
- Mugenda O. and Mugenda A., (2003) *Research Methods, Quantitative and Qualitative Approaches: Nairobi, Africa Centre for Technology Studies*.
- PMI (2003), *A Guide to Project Management Body of Knowledge*. *PMBOK Guide: PM Publications*, Newton Square
- Ojango, L. (2014). *Factors influencing public participation in Management of Infrastructure Projects in Public primary schools in Trans Mara East- subcounty, Narok County: University of Nairobi, Kenya*.
- Orodho, A.J. and Kombo, D.K. (2002) *Research Methods: Kenyatta University, Institute of Open Learning, Nairobi*.
- Rodgers, P., & Williams, B. (2015). *Evaluation for Practice Improvement and Organizational Learning*, In Shaw, I.F., Greene, J.C. and Mark, M.M. (Eds) *The SAGE Handbook of Evaluation*. London: Sage Publishers
- Spendlove, M. (2007) *Competencies for effective leadership in higher education: International Journal of Education Management*, Vol .2

Schwartz, R., & Mayne, J. (2015). *Quality Matters: Seeking Confidence in Evaluating, Auditing, and Performance Reporting. Comparative Policy Evaluation*. Transaction Publishers.

The Republic of Kenya, (2010) *The constitution of Kenya*: Government Press, Nairobi, Kenya

UNESCO, (2019) *The United Nations World Water Development Report: Leaving No One Behind*. Paris, UNESCO.

UNICEF/WHO (2020) *Joint Monitoring Program for Water Supply (JMP): Progress on household drinking water, sanitation and hygiene*, United Nations.