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PARTICIPATORY ADVOCACY AND PERFORMANCE OF WATER, SANITATION, AND HYGIENE PROJECTS IN MOMBASA COUNTY KENYA.

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ABSTRACT

Background: The purpose of this study was to analyze participatory advocacy and performance of WASH projects in Mombasa County, Kenya. The specific objectives were to assess the effect of M&E capacity building; and determine the effect of knowledge management on the performance of WASH projects in Mombasa County, Kenya.

Methodology: The study adopted a cross-sectional research design. The target population for this study was 208 key respondents comprising project managers and M&E officers working on 104 WASH projects in Mombasa County. A census methodology was used. This study adopted a purposeful sampling technique. A closed-ended questionnaire was used. The quantitative dataset was analyzed to generate descriptive and inferential statistics.

Findings: The independent variables, including M&E capacity building and knowledge management scored significance values less than 0.05 and positive beta values, indicating significant positive effects on performance of WASH projects Correlation analysis indicated that there is a weak, but significant positive association between technology integration and performance of WASH projects in Mombasa County ($r = 0.451$; $p = 0.00$). Based on the regression analysis results, it was evident that technology integration has a significant positive effect on the performance of WASH projects in Mombasa County, Kenya. ($\beta = 0.182$; $p = 0.017$). There is a significant strong positive association between M&E capacity building and performance of WASH projects in Mombasa County ($r = 0.865$; $p = 0.00$). M&E capacity building has a significant positive effect on the performance of WASH projects in Mombasa County, Kenya ($\beta = 0.273$; $p = 0.001$).

Recommendations: Organizations implementing WASH projects in Mombasa should conduct business process reengineering to identify M&E capacity-building aspects that hinder effective acquisition knowledge and skills. organizations should develop strong knowledge creating, storing, and sharing systems to enable project staff retain the desired level of competitiveness for improving project performance. Knowledge management should be one of the priorities in the list of NGOs implementing WASH projects in Mombasa County.

Key words: participatory advocacy, WASH, M&E Capacity Building, Knowledge management project performance in Mombasa County

Background of the Study

Performance of water, sanitation, and hygiene (WASH) projects is a fundamental aspect of consideration in advocacy that elicits interest in active stakeholder participation to ensure equitable access to WASH. WASH is essential to maintain and improve human health by protecting people from outbreaks of infectious diseases (Wang et al., 2020). Millennium Development Goals (1990-2015) and now Sustainable Development Goals (SDGs, 2016-2030) are among the international targets intended to reduce inadequate WASH coverage across the globe (Roche et al., 2017). Most WASH projects are funded by non-governmental organizations and county and national governments. Donor funding remains a popular mode of resource flow from developed countries to less developed countries (Bagheri et al., 2019). Thus, performance of WASH projects is a priority for development partners that provide funds, the local project implementers, national and county governments, and the intended beneficiaries. However, instances of failed WASH projects have continued to increase in the recent past, raising questions regarding the factors that undermine the potential of the projects to benefit the intended members (Mkomagi et al., 2022). It is worth noting that project performance is determined by various factors, including efficiency, timeliness in achieving the results, the extent to which beneficiaries are satisfied with the outcomes, and the ability to adapt to changing circumstances. WASH projects are considered failed when they do not achieve some or all of the aforementioned criteria.

Participatory advocacy is an approach to advocacy that involves the active engagement of the community and all stakeholders in supporting a policy. Existing literature asserts that stakeholders are either internal or external, and all have expectations to benefit from the Project. Participatory advocacy enables an understanding the tools required for conducive M&E practices and capacity-building initiatives (Baylis et al. 2020). On the other hand, community participation in development projects is intended to enable community members to identify the economic and social challenges that may hinder developing development goals, hence promoting the outlining initiatives viable for project goal acquisition. According to Marimpet (2022), stakeholder participation in projects is a determining factor for increased interest in participation by other participants who collectively affect the outcome and implementation of projects. Therefore, stakeholders need to be engaged at every stage of project development, including developing M&E tools to reinforce learning and ownership agility and encourage transparency among actors. The key elements of participatory advocacy include technology integration, M&E capacity building, knowledge management, and M&E planning.

Mombasa City County continues to receive extensive funding meant to implement projects that cut across water, sanitation, and hygiene provision. Currently, a total of 104 WASH projects are being implemented in Mombasa County, which include the construction of water points, the erecting of water tanks for rainwater preservation, the desalinization of ocean water, the construction of modern toilets, the removal of marine biodegradable material (plastics and polyethylene) and waste management (NGO Coordination Board, 2023). One example of a WASH project in Mombasa is the Maji Na Ufanisi project. The Project was advanced following the success of a similar Project in Silanga- one informal settlement in Kibera Nairobi. The Project leverages public-private partnerships, social enterprise, and public participation to enhance community decision-making and team capacity building. Its focus on social enterprise also facilitates youth and women's empowerment by improving livelihood and reducing petty crimes in the locality. WASH projects in Mombasa enable the private sector to influence the government in promoting service access.

Statement of the Problem

The aim of monitoring and evaluation in WASH projects is to ascertain that each project meets performance expectations in terms of cost, output quality, efficiency levels, timelines, and beneficiary satisfaction (Njoroge, 2018). In response to the call to optimize the project outcomes, WASH project implementers adopt evidence-based techniques to improve the quality of monitoring and evaluation processes (Marimpet, 2022). However, more 55% of WASH projects have been found to exhibit variation from the desired performance expectations. WASH projects tend to collapse or do not benefit the targeted populations in the long run. The study by Mobegi et al. (2020) revealed that more than 50% of projects tackling health issues in Kenya do not achieve quality, timeliness, and budget performance outcomes due to ineffective control measures and timely correction actions. The problem results in 77.4% of the people living in urbanized informal settlements having limited access to WASH facilities (Kim et al., 2022).

The collaborative efforts toward WASH projects by NGOs and the government Kenya are below average at 33% (Tong et al, 2019). To address these concerns, Mombasa WASH projects adopted a WASHEM model. Themodel leverages public-private partnerships, community involvement, and social enterprise to deliver sustainable WASH solutions to mitigate the environmental and sustainability challenges of the region. However, the limited attention to monitoring and evaluation (M&E) capacity building generates a scenario in which project personnel do not understand how to assess WASH projects and ascertain that each project is satisfying performance expectations (Kioko, 2022). Amid concerns of non-performance, scholarly evidence shows that effective knowledge management is a significant contributor to the performance of WASH projects. However, WASH project implementors seem to engage in little or no tangible knowledge management.

Specific Objectives

i) To assess the effect of M&E capacity building on the performance of WASH projects in Mombasa County, Kenya.
ii) To determine the effect of knowledge management on the performance of WASH projects in Mombasa County, Kenya.

Theoretical Review

This study was guided by Orgnization learning theory. Organizational learning theory is a branch of organizational studies aimed at understanding how organizations acquire knowledge to improve their Performance (Argote et al. 2021). The theory's central tenets are predicting the effect of organizational learning on various outcomes of innovation, competitiveness, and sustainability. There are three types of organizational learning theories: the experimental learning theory, the generate and adaptive learning theory, and the assimilation theory. While different in approaches, all three theories are concerned with the importance of organizational learning at the individual, group, and organizational levels to implement strategies, including innovative initiatives to enhance the learning process and monitor the change of behavior after learning through performance evaluation (Peschl, 2023). The theory underscores the role of technology in promoting the dissemination of information. The organization's learning perspective's strengths are adaptability, diversity, and collaboration in reaching innovative solutions to sustainable learning practices. The theory's weakness pertains to challenges in managing diverse perspectives, resistance to change, and power dynamics. The theory is relevant in current research as it provides

a platform for framing the role of knowledge management in promoting people's know-how of effective participatory advocacy in monitoring and evaluation to propel the performance of WASH projects.

Conceptual Framework

This conceptual framework uses a diagram to show how the study's independent variables related to participatory advocacy are also connected performance of WASH projects.

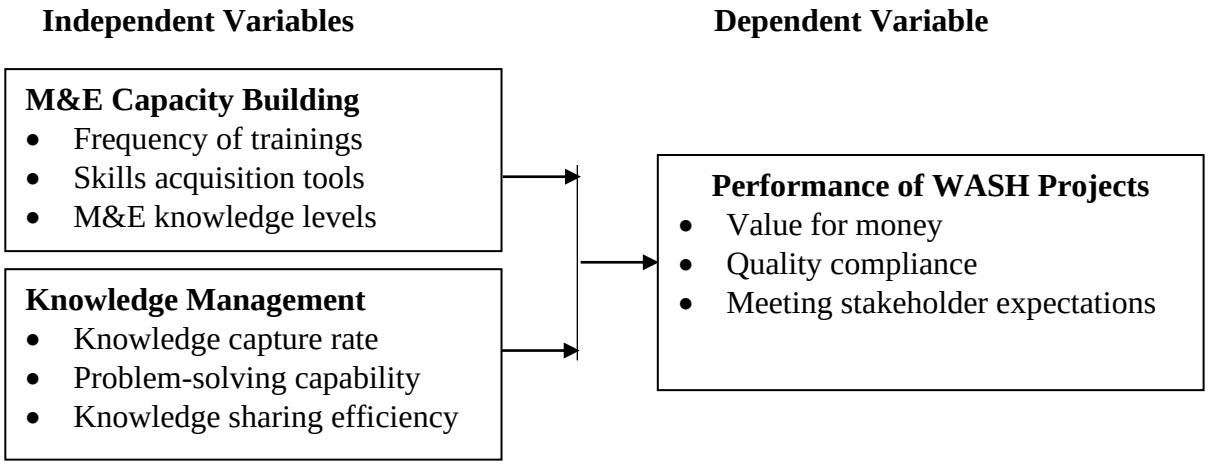

Figure 1: Conceptual Framework

M&E Capacity Building

Capacity building includes activities meant to improve the knowledge and skills of individuals participating in a project. Rodriguez Rivero et al. (2020) argued that capacity building encompasses activities such as training, education, and human resource development, aimed at strengthening one's skills and abilities to succeed in versatile conditions. In the context of the current study, capacity building focuses on enhancing the skills of WASH project implementors to monitor and evaluate project progress (Theogenie & Njenga, 2022). Parties responsible for M&E capacity building are equipped with an intellectual capacity to relay information in various M&E domains. Successful organizations conduct frequent job trainings and enables staff to acquire knowledge. Advanced M&E knowledge indicates that WASH management teams are providing satisfactory capacity building.

Knowledge Management

Knowledge management incorporates activities around developing, processing, and using knowledge to monitor and evaluate WASH projects (Mushota et al., 2021). Particularly, knowledge management focuses on ensuring gathering of accurate information, storing information safely, and disseminating it to intended parties in real-time when required for use. The WASH knowledge management strategy's four pillars include the generation of new knowledge, customization of existing knowledge, communication advocacy, and skills development (Anthonj et al., 2021). The key indicators of knowledge management include the rate at which knowledge is captured, the capability of project teams to solve problems, and the efficiency of knowledge sharing.

Performance of WASH Projects

WASH projects are implemented to achieve certain goals. Performance depicts the ability of a project to achieve the intended purpose (UNICEF, 2022). Indicators of performance of WASH project include outcome quality, timely completion, and operational efficiency (Mkomagi et al., 2022). Local and international institutions prioritize WASH projects because it determines the quality of life of people. Moreover, Wang et al. (2020) emphasized that WASH is an essential input that helps to maintain and improve human health because it protects people from outbreaks of infectious diseases. Factors that determine the performance of WASH projects include efficiency of project implementation, time taken to achieve the intended results, beneficiaries' satisfaction levels, and the ability to adopt to the changing circumstances.

Empirical Review

Past empirical studies are reviewed in the subsequent sections.

M&E Capacity Building and Performance of WASH Projects

Roba and Odollo (2022) examined the impacts of monitoring and evaluation on the performance of water projects in Marsabit County, Kenya. Specifically, the study investigated the effects of capacity building, stakeholder engagement, monitoring and evaluation planning, and monitoring and evaluation budgeting on water projects in Marsabit County. The research adopted a descriptive research design and census methodology to settle on a sample of 155 project managers, M&E managers, and project committee members. Data was collected using structured questionnaires and analyzed inferentially and descriptively using the SPSS version 28. Study findings indicated a strong positive relationship between stakeholder engagement and the performance of water projects ($r = 0.940$, p-value=0.000), a moderate correlation between M&E planning and the performance of water projects ($r = 614$, p-value=0.000), and a strong significant correlation between budgeting and water projects performance. Although the research does not mention sanitation and hygiene, it clearly shows the importance of M&E in water projects, and the results can inform the current study. Nevertheless, focusing on Marsabit County (an ASAL area) limits the generalizability of the findings to the coastal region (Mombasa County).

Theogenie and Njenga (2022) studied the influence of M&E human capacity on integrated nutrition and Wash project performance in Kicukiro District, Rwanda. Adopting the descriptive research design and a quantitative approach, the researchers gathered data from all 65 employees working in the Integrated Nutrition and Wash Activity project. The researchers used the census approach to select the study participants. Data was collected through structured questionnaires and analyzed inferentially using SPSS. Study findings indicate that M&E competency (98.4%) and capacity-building initiatives (100%) contributed positively to the performance of the Integrated Nutrition and Wash project. Further analysis of the results revealed a low significant correlation ($r=0.407$) between M&E human capacity and the project's performance, suggesting the need for technical improvements for the project implementers. Although the study shows how M&E influences Wash project success, it is based on the Rwandan context, and results cannot be generalized in the current study.

Knowledge Management and Performance of WASH Projects

Mushota et al. (2021) studied the impact of school-based educational water, sanitation, and hygiene intervention on student's knowledge in a resource-limited setting in Madhya Pradesh, India. The researchers conducted a cluster sampling on students aged 14 to 19 in grades 8 to 12. A structured WASH questionnaire developed in English and translated to Hindi was used to gather data, which was analyzed using SPSS. Results showed that the proportions of students' knowledge

on treatment of diarrhea, use of zinc tablets, and symptoms and signs of pediatric diarrhea increased after the educational intervention (P<0.001). This study shows how knowledge management results in better performance of Wash projects. However, it does not detail how the sample was obtained and is based on the Indian context. Despite the limitation, the study findings provide a basis for explaining how education helps to increased attentiveness to the realities of water, sanitation, and hygiene.

Anthonj et al. (2021) investigated the school book knowledge for Kenya's water, sanitation, hygiene and health education interventions. The need to promote effective Wash practices in the community through school interventions informed this study. The researchers applied a rapid literature review methodology to identify studies that discussed combined Wash interventions encompassing behavioral change and educational components. The study applied thematic analysis to assess data from the chosen studies. Results indicated that school books in Kenya addressed critical Wash issues such as water quality, storage and conservation, causes and preventive measures for waterborne disease, and the importance of health promotion. Such knowledge aids the successful performance of Wash projects in school settings and communities at large. Although the research is based on the local context, using a systematic review approach and reliance on secondary data adversely impacted the results.

RESEARCH METHODOLOGY

In this study, a cross-sectional research design as cross-sectional as a type of observational study that analyzes data from a population, or a representative subset, at a specific point in time (Creswell, 2013). The research design is preferred because it will enable the researcher to collect first-hand information from live participants (project managers and M&E officers of WASH projects in Mombasa County) at one point in time. The target population for this study was 208 key respondents comprising of project managers and M&E officers working on 104 WASH projects in Mombasa County. The current study targeted the key informants of WASH projects in Mombasa County. This study adopted a purposeful sampling technique. Thus, the sample size for the current study is the two experts (project manager and M&E officer) for each WASH project in Mombasa, totaling to 208 participants. The population is manageable in size, making a census necessary. The study adopted a closed-ended (structured) questionnaire as the data collection instrument. Descriptive statistics were used to describe the characteristics of variables based on the responses, while inferential statistics examined the association between the variables.

RESEARCH FINDINGS AND DISCUSSION

This section gives the findings analysis and interpretation on the study. The aim of the study was to analyze the effect of participatory advocacy on the performance of WASH projects in Mombasa County, Kenya. The study administered 208 questionnaires for data collection. A total of 156 were duly filled and returned representing a response rate of 75%.

Descriptive Statistics

The study used measure of central tendency to describe the responses and analyze them. A Likert scale was used where the responses were coded as follows: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5 = Strongly Agree. Interpreting the mean results was clustered into 1 – 1.4 (strongly disagree), 1.5 – 2.4 (disagree), 2.5 – 3.4 (neutral), 3.5 – 4.4 (agree) and 4.5 – 5 (strongly agree). For standard deviations, it was considered that a standard deviation exceeding 2 is large (responses are widely spread out) while a standard deviation of less than 2 was considered small (responses are tightly clustered around the mean).

M&E Capacity Building

The study analyzed thee mean and standard deviation for the variable, 'M&E capacity building'. The mean and standard deviation values indicated the level of agreement with the provided statements that depicted M&E capacity building'. The results were presented as shown in Table I.

Table I: Descriptive analysis on M&E capacity building

Statement	Mean	Std. Dev.
Training opportunities are frequently provided to increased knowledge and skills for monitoring and evaluation.	3.8821	.37627
WASH project staff demonstrate increased attention to acquiring and applying monitoring and evaluation	3.9308	.19760
The staff involved in project monitoring and evaluation have adequate levels of knowledge on their work.	2.3897	.20949
Personal development in the context of monitoring and evaluation increases the rate of skills acquisition.	4.3500	.30816
Participation in trainings, workshops, and seminars occurs regularly among the staff.	3.3064	.54710
Aggregate Mean	**3.5718**	**.3277**

Based on Table I, it is evident that majority of the participants had a unanimous agreement that training opportunities are frequently provided to increased knowledge and skills for monitoring and evaluation (M = 3.8821; SD = .037627). Similarly, majority of the participants agreed that WASH project staff demonstrate increased attention to acquiring and applying monitoring and evaluation (M = 3.9308; SD = 0.19760). However, the participants disagreed that the staff involved in project monitoring and evaluation have adequate levels of knowledge on their work (M = 2.3897; SD = 0.20949). The result indicates that although staff are provided with opportunities for knowledge acquisition, they do not develop sufficient levels of capacity in monitoring and evaluation, coinciding with the assertion with Roba and Odollo (2022) that ineffective training approaches may limit the extent of knowledge and skills that staff acquires.

Despite this, most participants' agreement that personal development in the context of monitoring and evaluation increases the rate of skills acquisition (M = 4.3500; SD = 0. 54710) concurred with existing literature that supports adequate personal development opportunities for improved organizational performance. On the aspect of regular participation trainings, workshops, and seminars, majority of the participants maintained neutrality regarding the statement (M = 3.3064; SD = 0.5410), indicating that such opportunities for M&E capacity building may exist or not exist. The aggregate mean of 3.5718 indicated participants agreement that M&E capacity building activities are being implemented for WASH project staff. The low mean standard deviation of 0.3277 shows that most participants held almost similar interpretations of the statements for the variable, 'M&E capacity building'. However, deficiency of adequate capacity building in the context of WASH project monitoring and evaluation has been evident in literature (Kirschke et al., 2020); this may be a cause of increased nonperformance of WASH projects.

Knowledge Management

The study analyzed thee mean and standard deviation for the variable, 'knowledge management'. The mean and standard deviation values indicated the level of agreement with the provided statements that depicted knowledge management. The results were presented in Table II.

Table II: Descriptive analysis on knowledge management

Statement	Mean	Std. Dev.
It is easy to find the information and resources I need to do my job effectively.	4.2538	.33998
People feel comfortable sharing their knowledge and expertise with colleagues.	4.6436	1.29700
There is an active encouragement for collaboration and knowledge exchange between teams.	3.9026	.30596
Current knowledge management systems are helpful and user-friendly.	2.4179	.90653
There is a strong knowledge creating, storing and sharing system that helps projects to retain competitiveness.	2.3667	1.36705
Aggregate Mean	**3.51692**	**0.8433**

The results indicate participants agreement that it is easy to find the information and resources they need to do their job effectively (M = 4.2538; SD = 0.33998) and there is an active encouragement for collaboration and knowledge exchange between teams (M = 3.9026; SD = .30596) during the management of WASH projects in Mombasa County. It is also evident from that study that there was a strong agreement among the participants that they feel comfortable sharing their knowledge and expertise with colleagues (M = 4.6436; SD = 1.29700). Organizations implementing projects are projects have a particular attention to unprecedented information sharing across project lifecycles (Anthonj et al., 2021). It seems that in Mombasa County, NGOs undertaking projects encourage project managers and M&E officers to interact regularly through seminars, workshops, conferences, and trainings in as they endeavor to improve project performance.

However, the study findings revealed participants' disagreement with the statements that current knowledge management systems are helpful and user-friendly (M = 2.4179; SD = 0.90653) and existence of a strong knowledge creating, storing and sharing system that helps projects to retain competitiveness (M = 2.3667; SD = 1.36705). Past studies, such as Mushota et al. (2021) and Pu et al. (2022) recognized that organizational learning in some organizations may be hampered by lack of user-friendly knowledge systems. Moreover, Anthonj et al. (2021) argued that systems that exhibiting gaps in creating, storing, and sharing knowledge are interfere with overall competitiveness of the whole organizations because they deny people sufficient access to information needed to perfect their work processes. The aggregate mean of 3.51692 indicate that most of the participants agreement with the statements about knowledge management and that they had almost similar perceptions or interpretations of each statement, evidenced by standard deviation of 0.8433 (SD < 2).

Performance of WASH Projects

The study analyzed thee mean and standard deviation for the variable, 'performance of WASH projects'. The mean and standard deviation values indicated the level of agreement with the provided statements that depicted performance of WASH projects. The results were presented as shown in Table III.

Table III: Descriptive analysis on performance of WASH projects

Statement	Mean	Std. Dev.
WASH projects achieve the outcome quality as expected by stakeholders.	3.5500	.30322
WASH projects are completed in time as initially planned.	2.3141	.28417
WASH projects are exhibit the desired levels of operational efficiency.	4.6859	1.27408
WASH projects generate value for money compared to budgets and invested amount.	3.2179	.34065
WASH projects' final outputs satisfy the intended use needs by availing proper WASH in place.	3.8526	.38100
Aggregate Mean	**3.5241**	**.5166**

Analysis of the dependent variable (performance of WASH projects) indicated strong agreement with the statement that WASH projects exhibit the desired level of operational efficiency (M = 4.6859; SD = 1.27408). This shows that organizations implementing WASH projects in Mombasa County tend to pay particular attention to ensuring operational efficiency by avoiding resource wastage during the monitoring and evaluation processes (Njoroge, 2018; Kim et al., 2022). Similarly, it was evident from the study that most participants agreed that WASH projects' final outputs satisfy the intended use needs by availing proper WASH in place (M = 3.8526; SD = 0.38100) and that WASH projects achieve the outcome quality as expected by stakeholders (M = 3.5500; SD = 0.30322). However, the participants remained neutral about WASH projects generating value for money compared to budgets and invested amount (M = 3.2179; SD = 0.34065) and disagreed with the statement that WASH projects are completed in time as initially planned (M = 2.3141; SD = 0.28417). the aggregate mean of 3.5241 indicated that on average, most participants agreed with the statements about performance of WASH projects and that the participants had almost similar interpretations of each statement. The findings, particularly for failure to complete projects as initially planned is grounded on empirical literature that emphasize the need to adhere to plans for successful timely completion of M&E plans (Yator & Kwasira, 2020).

Inferential Statistics

The study conducted inferential analysis to determine the relationship between the independent variables and the dependent variables

Multicollinearity Test

Multicollinearity was checked using variation inflation factor (VIF) and tolerance. For multicollinearity to occur, the VIF has to greater than 10 and the tolerance less than 0.1. In this study the VIFs were less than 10 and the tolerance greater than 0.1 indicating that no multicollinearity was found. Table IV below show the findings.

Table IV: Multicollinearity

Model (Variables)	Collinearity Statistics	
	Tolerance	VIF
M&E Capacity building	.345	2.156
Knowledge Management	.232	4.034

Correlation Analysis

The study applied correlation analysis to determine the strength and direction of the association between the dependent and independent variables. The researcher conducted correlation analysis to provide valuable insights for correlation analysis. Pearson correlation values lie between -1 and 1, such that ±0.1 and ±0.29 indicated a weak association, ±0.3 to ±0.49 indicated a medium association, and values above ±0.5 indicated a strong association. The study determined the correlation that existed among the predictor variables using the Pearson correlation coefficient test and it was tested at 0.05 level of significance. The correlation analysis assisted in establishing the linearity of the existing variables in the data as shown in Table V.

Table V: Coefficient of Correlation

		Performance of WASH project
M&E Capacity building	Pearson Correlation	.752**
	Sig. (2-tailed)	.000
	N	156
Knowledge Management	Pearson Correlation	.553**
	Sig. (2-tailed)	.000
	N	156

Person correlation coefficient for M&E capacity building is 0.865 (r > 0.5) and a significance value of 0.00, indicating that there is a strong and positive association between M&E capacity building and performance of WASH projects in Mombasa County. A unit change in M&E capacity building would cause a magnitude of 0.865 significant positive change in WASH project performance. Previous studies have supported a strong and positive correlation between effective M&E capacity building and performance of projects (Wairimu & Kimathi, 2022). The argument by Theogenie and Njenga (2022) that effective training for project staff's skill development enhances their ability to monitor projects, hence, enhancing performance is founded on the essentiality of M&E capacity building.

Person correlation coefficient for knowledge management is 0.761 (r > 0.5) and a significance value of 0.00, indicating that there is a strong and positive association between knowledge management and performance of WASH projects in Mombasa County. A unit change in knowledge management would cause a magnitude of 0.761 significant positive change in WASH project performance. Recent literature, such as Mushota et al. (2021) and Pu et al. (2022) have actively supported the idea that knowledge management is a key contributor to project performance. This is because the M&E staff is informed on the effective approaches to execute the monitoring and evaluation activities such that they optimize outcomes.

Regression Analysis

The role of the coefficients in this study was to unveil the effect of each independent variable on the dependent variable in terms of magnitude, direction, and significance. The computed results are presented in Table VI. The following regression model was used;

$$\gamma = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots \text{(i)}$$

Whereby;

$\beta 0$: Constant (coefficient of intercept) X_1: M&E Capacity X_2 : Knowldge Management, ε : the error term

Table VI: Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	B		
1	(Constant)	-.021	.070		-.298	.766
	M&E Capacity building	.273	.080	.277	3.396	.001
	Knowledge Management	.234	.074	.235	3.142	.002

The constant value of the model is -0.021. The value indicates that when participatory advocacy (independent variable) is held constant, performance of WASH projects is negative. However, the negative result is not significant, given that the p-value is 0.766 ($p > 0.05$). The results coincide with the assertion by Wang et al. (2020) and Mkomagi et al. (2022), who identified the possibility of poor performance in project contexts that do not factor in crucial aspects of participatory in monitoring and evaluation. In the absence of the four aspects of participatory advocacy (technology integration, M&E capacity building, knowledge management, and M&E planning), projects may remain largely unmonitored and unevaluated, leading to unsatisfactory performance.

The coefficient of M&E capacity building is 0.273 ($p = 0.01$; $p<0.05$), suggesting that technology integration has a weak, but significant positive relationship with performance of WASH projects in Mombasa County. The result implies that implementing effective M&E capacity building is likely to have a positive influence on performance of WASH projects in Mombasa County. Existing literature has consistently supported the critical role of M&E capacity building for enhancing the skill levels of project staff to effectively conduct monitoring and evaluation for project performance (Wairimu & Kimathi, 2022; Roba & Odollo, 2022). Specifically, Kirschke et al. (2020) emphasized the need for consistent training for project staff in enhancing project performance by perfecting monitoring and evaluation activities. Consistently, the stakeholder theory emphasizes the centrality of developing knowledge and skills for each employee to enhance their ability to contribute to project performance.

The coefficient of knowledge management is 0.234 ($p = 0.02$; $p<0.05$), suggesting that technology integration has a weak, but significant positive relationship with performance of WASH projects in Mombasa County. The result implies that implementing effective knowledge management is likely to have a positive influence on performance of WASH projects in Mombasa County. Knowledge management has been widely applauded in literature as a contributor to project performance in different contexts because it enhances staff's access to information for executing their project roles (Mushota et al., 2021). The way in which knowledge is created, stored, and shared influences the amount of information that people have (Pu et al., 2022). Having access to the right information enhances M&E processes, which eventually boosts project performance. The necessity of knowledge management is enshrined in the organizational learning theory, which emphasizes that organizations should provide unlimited opportunities for their members to acquire knowledge and capabilities that enable them to adapt to the dynamics of the work environment and improve their performance (Anthonj et al., 2021). Organizations that exhibit attentiveness to knowledge management tend to guide the efforts of all employees to learn at individual and group levels.

CONCLUSION OF THE STUDY

The study's first research question was, "How does M&E capacity building on the performance of WASH projects in Mombasa County, Kenya?" The researcher's approach towards answering the

research question involved analyzing the effects of M&E capacity building on the performance of WASH projects in Mombasa County. The study findings revealed that M&E capacity building has a significant positive effect on the performance of WASH projects in Mombasa County. Therefore, it is concluded that effective implementation of M&E capacity building practices can positively impact the performance of WASH projects. The second research question was "To what extent does knowledge management on the performance of WASH projects in Mombasa County, Kenya?" The researcher attempted to answer the research question by analyzing the effects of knowledge management on the performance of WASH projects in Mombasa County. The study findings revealed that knowledge management has a significant positive effect on the performance of WASH projects in Mombasa County. Therefore, it is concluded that effective implementation of knowledge management can positively impact the performance of WASH projects.

Recommendations

The study findings confirmed existence of a relationship between M&E capacity building and performance of WASH projects. However, it seems that the way in which M&E capacity building is being implemented do not exhibit the desired levels of effectiveness. For example, the participants disagreed that the staff involved in project monitoring and evaluation have adequate levels of knowledge on their work. This implies that although staff are provided with opportunities for knowledge acquisition, they do not develop sufficient levels of capacity in monitoring and evaluation. Organizations implementing WASH projects in Mombasa should conduct business process reengineering to identify M&E capacity building aspects that hinder effective acquisition knowledge and skills. They should also pay increased attention to regular participation trainings, workshops, and seminars as a strategic approach towards enhancing development of knowledge and skills required to ensure improved performance of WASH projects.

The key concerns in knowledge management include user-friendliness of the current knowledge management systems and the effectiveness of systems used to create, store, and share knowledge. Organizations implementing WASH projects should focus on enhancing the usefulness and user-friendly of their knowledge management systems. These qualities will increase staff's access to adequate knowledge that informs their monitoring and evaluation practices, as well as the overall process of managing WASH projects. Additionally, organizations should develop a strong knowledge creating, storing, and sharing systems to enable project staff retain the desired level of competitiveness for improving project performance. Knowledge management should be one of the priorities in the list of NGOs implementing WASH projects in Mombasa County.

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